# DEPARTMENT OF STATE LANDS

## Legislatively Adopted Budget

## 2025-2027

***Kaitlin Lovell, Director***

This page intentionally left blank.

# TABLE OF CONTENTS
# DEPARTMENT OF STATE LANDS
# 2025-27 LEGISLATIVELY ADOPTED BUDGET

**SECTION** **PAGE**


**INTRODUCTORY INFORMATION**
- Table of Contents ..... i
- Certification ..... vi

**LEGISLATIVE ACTION**
- 2023-25 Legislative Action Workbook ..... 2

**AGENCY SUMMARY**
- Budget Summary Graphics ..... 6
- Agency Summary Narrative
  - Introduction ..... 10
  - Agency Mission and Statutory Authority ..... 11
  - Agency Strategic Plan ..... 12
  - Agency Criteria for 2025-27 Budget Development ..... 14
  - Key Performance Measures ..... 16
  - Racial Impact Statements ..... 18
  - DEI Action Plan 2024-2026 ..... 21
  - DSL IT Strategic Plan 2023-2026 ..... 46
- Summary of 2025-27 Biennium Budget ..... 79
- Program Prioritization for 2025-27 ..... 131
- Reduction Options ..... 137
- 2023-25 Organization Chart ..... 138
- 2025-27 Organization Chart ..... 139

**REVENUE**
- Revenue Forecast Narrative/Graphics ..... 142
- Detail of Lottery Funds, Other Funds and Federal Funds Revenue ..... 145

# TABLE OF CONTENTS
# DEPARTMENT OF STATE LANDS
# 2025-27 LEGISLATIVELY ADOPTED BUDGET

**SECTION** **PAGE**


**COMMON SCHOOL FUND (CSF) – PROGRAM UNIT 010**

2023-25 Common School Fund Unit Organization Chart ..... 148
2025-27 Common School Fund Unit Organization Chart ..... 149
CSF Program Unit Executive Summary and Narrative ..... 150
CSF Program Essential Package Narrative and Fiscal Impact Summary ..... 158
Program Option Package 201 – Protecting Wetlands & Waterways Expenses ..... 166
Program Option Package 204 – Modern Permitting System Project ..... 170
Program Option Package 205 – Adequate Resources for GIS ..... 173
Program Option Package 212 – Portland Harbor Cleanup – Protecting State Interests ..... 176
Program Option Package 213 – Lower Willamette River Management Plan ..... 179
Program Option Package 215 – EPA Grant Carry Forward ..... 181
Program Option Package 217 – Geological Carbon Sequestration Forward ..... 183
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue ..... 186

**PORTLAND HARBOR CLEANUP (PHC)– PROGRAM UNIT 011**

2023-25 Portland Harbor Cleanup Unit Organization Charts ..... 190
2025-27 Portland Harbor Cleanup Unit Organization Charts ..... 191
Portland Harbor Cleanup Executive Summary and Narrative ..... 192
Program Essential Package Narrative and Fiscal Impact Summary ..... 194
Program Option Package 211 – Portland Harbor Cleanup ..... 197
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue ..... 199

**SUBMERGED LANDS ENHANCEMENT FUND (SLEF)– PROGRAM UNIT 012**

2023-25 Submerged Lands Enhancement Fund Unit Organization Charts ..... 204
2025-27 Submerged Lands Enhancement Fund Unit Organization Charts ..... 205
Submerged Lands Enhancement Fund Executive Summary and Narrative ..... 206
Program Essential Package Narrative and Fiscal Impact Summary ..... 208
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue ..... 210

# TABLE OF CONTENTS
# DEPARTMENT OF STATE LANDS
# 2025-27 LEGISLATIVELY ADOPTED BUDGET

**SECTION** **PAGE**


**REMOVAL-FILL MITIGATION FUND – PROGRAM UNIT 013**

2023-25 Removal-Fill Mitigation Fund Unit Organization Charts ..... 212
2025-27 Removal-Fill Mitigation Fund Unit Organization Charts ..... 213
Removal-Fill Mitigation Fund Program Unit Executive Summary and Narrative ..... 214
Removal-Fill Mitigation Fund Program Essential Package Narrative and Fiscal Impact Summary ..... 218
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue ..... 222

**OREGON OCEAN SCIENCE TRUST – PROGRAM UNIT 014**

2023-25 Oregon Ocean Science Trust Fund Unit Organization Charts ..... 224
2025-27 Oregon Ocean Science Trust Fund Unit Organization Charts ..... 225
Oregon Ocean Science Trust Fund Unit Executive Summary and Narrative ..... 226
Oregon Ocean Science Trust Fund Program Essential Package Narrative and Fiscal Impact Summary ..... 229
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue ..... 232

**ABANDONDED AND DERELICT VESSELS – PROGRAM UNIT 015**

2023-25 Abandoned and Derelict Vessels Unit Organization Charts ..... 234
2025-27 Abandoned and Derelict Vessels Unit Organization Charts ..... 235
Abandoned and Derelict Vessels Unit Executive Summary and Narrative ..... 236
Abandoned and Derelict Vessels Program Essential Package Narrative and Fiscal Impact Summary ..... 239
Program Option Package 202 – Abandoned and Derelict Vessels Program ..... 241
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue ..... 244

**ELLIOTT STATE RESEARCH FOREST – PROGRAM UNIT 016**

2023-25 Elliott State Research Forest Unit Organizational Charts ..... 246
2025-27 Elliott State Research Forest Unit Organizational Charts ..... 247
Elliott State Research Forest Unit Executive Summary and Narrative ..... 248
Elliott State Research Forest Unit Essential Package Narrative ..... 251
Program Option Package 214 – Shutter Creek… ..... 255
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue ..... 258

# TABLE OF CONTENTS
# DEPARTMENT OF STATE LANDS
# 2025-27 LEGISLATIVELY ADOPTED BUDGET

**SECTION** **PAGE**


**PLANNER AND HOUSING PERMITTING – PROGRAM UNIT 017**

2025-27 Planner and Housing Permitting Unit Organizational Charts....260
Planner and Housing Permitting Unit Executive Summary and Narrative....261
Planner and Housing Permitting Unit Essential Package Narrative....264

**SOUTH SLOUGH NATIONAL ESTUARINE RESEARCH RESERVE (SSNERR) – PROGRAM UNIT 030**

2023-25 SSNERR Program Unit Organization Charts....268
2025-27 SSNERR Program Unit Organization Charts....269
SSNERR Program Unit Executive Summary and Narrative....270
SSNERR Program Essential Package Narrative and Fiscal Impact Summary....276
Program Option Package 203 – Resources for South Slough Reserve....282
Program Option Package 206 – South Slough Operational Funding Gaps....285
Program Option Package 210 – Wasson Creek Project....287
Program Option Package 216 – NOAA Grant Carry Forward....290
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue....292

**CAPITAL BUDGETING - PROGRAM UNIT 088**

Capital Improvements and Facilities Maintenance Program Unit Narrative....294
Capital Improvements Essential Package Narrative and Fiscal Impact Summary....298
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue....300
Facilities Maintenance Narrative....301
Facilities Maintenance Summary Report....302
Facilities Operations & Maintenance Budget and Deferred Maintenance Plan....303

**SPECIAL REPORTS**

Annual Performance Progress Report (KPM)....306
Audit Report Annual Financial Statements....325
Affirmative Action Report....362
EIS LAS Reports....393
Strategic Plan 2022-2027....393
Maximum Supervisory Ratio Report....405
LAS Replacement Business Case Addendum 2025-27....410
Summary Cross Reference Listing and Packages....412
Policy Package List by Priority....428
Agency Worksheet – Revenues and Expenditures....439
Detail Revenues & Expenditures Budget Reports....508
PICS Reports....628

# CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

| | |
|---|---|
| Department of State Lands | 775 Summer St. NE Suite #100, Salem OR 97301 |
| **AGENCY NAME** | **AGENCY ADDRESS** |
|  | Chair, Oregon State Land Board |
| **SIGNATURE** | **TITLE** |
|  | Director |
| **SIGNATURE** | **TITLE** |

_ Agency Request _ Governor's Budget X Legislatively Adopted

**Notice:** Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

This page intentionally left blank.

# LEGISLATIVE ACTION

# 14100 - Department of State Lands

**Agency Contact: Jean Straight**
**Date Submitted:**
**CFO Analyst: Sione Filimoehala**

| Session/Eboard | Month (Eboard only) | Year | Bill Number | Short Description of Action Taken |
|---|---|---|---|---|
| Regular Session | | 2023 | HB 5037 | Department of State Lands Budget Bill |
| Regular Session | | 2023 | HB 5029 | Abandoned and Derelict Vessel |
| Regular Session | | 2023 | HB 5048 | Elliott Bridge Funding |
| Regular Session | | 2023 | SB 5506 | Relating to State Financial Administration |
| Regular Session | | 2024 | SB 5701 | Omnibus budget reconciliation bill for mid-biennium adjustments. |
| Eboard | December | 2024 | | Increase Other Fund Expenditure Limitation for Slough National Estuarine Research Reserve by $655,000 for operational costs. |
| Regular Session | | 2025 | SB 5539 | Department of State Lands Budget Bill |
| Regular Session | | 2025 | HB 5006 | Relating to State Financial Administration |

**2025 Regular Session Legislative Actions:**

**SB 5539 (Ch 338)**

DSL budget bill. This bill establishes an agency budget of $117,096,881, which includes $91,904,429 Other Funds expenditure limitation; $4,442,918 Federal Funds expenditure limitation; $20,749,534 Other Funds Nonlimited; and 142 positions (136.90 FTE).

**Link:** https://olis.oregonlegislature.gov/liz/2025R1/Downloads/MeasureDocument/SB5539/Enrolled

**HB 5006 (Ch 628)**

**Section 15:**

General Fund appropriation of $442,576 and establish two permanent full-time Natural Resource Specialist 4 positions to support Governor's Statewide Housing and Homelessness Initiative.

**2024 Regular Session Legislative Actions:**

**SB 5701 (Ch 114)**

**Section 59:**

Increased Other Fund expenditure limitation by $4,446,170, for the implementation of the Land Administration System Replacement Project.

**Section 156:**

Increase Other Fund expenditure limitation of $572,019 for the Oregon Ocean Science Fund established by ORS 196.56

**Section 157:**

Technical Adjustment to decreased Federal Fund by $500,000.

**Section 158:**

Technical Adjustment to increased Other Fund by $500,000, for the expenditure of United States Department of Housing and Urban Development grant funds transferred from the Oregon Department of Administrative Services.

**Section 358:**

One-time General Fund appropriation of $4,002,152 to support the operational cost of the Elliott State Research Forest.

**Link:** https://olis.oregonlegislature.gov/liz/2024R1/Measures/Overview/SB5701

**2023 Regular Session Legislative Actions:**

**HB 5037 (Ch 459)**

DSL budget bill. This bill establishes an agency budget of $62,855,339, which includes $49,377,609 Other Funds expenditure limitation; $5,425,269 Federal Funds expenditure limitation; $8,052,461 Other Funds Nonlimited; and 113 positions (110.78 FTE).

**Link:** https://olis.oregonlegislature.gov/liz/2023R1/Downloads/MeasureDocument/HB5037/Enrolled

**SB 5506 (Ch 605)**

**Section 224:** Increase Other Fund expenditure limitation of $18,763,236 for the Abandoned Derelict Vesse

**Link:** https://olis.oregonlegislature.gov/liz/2023R1/Downloads/MeasureDocument/SB5506/Enrolled

**HB 5029 (Ch 598)**

**Section 29:** Allocates $18,763,236 from the Polychlorinated Biphenyls Remediation and Restitution Account (Monsanto Account) to DSL for deposit into the Oregon Abandoned and Derelict Vessel Fund.

**Link:** https://olis.oregonlegislature.gov/liz/2023R1/Measures/Overview/HB5029

**HB 5048 (Ch 463)**

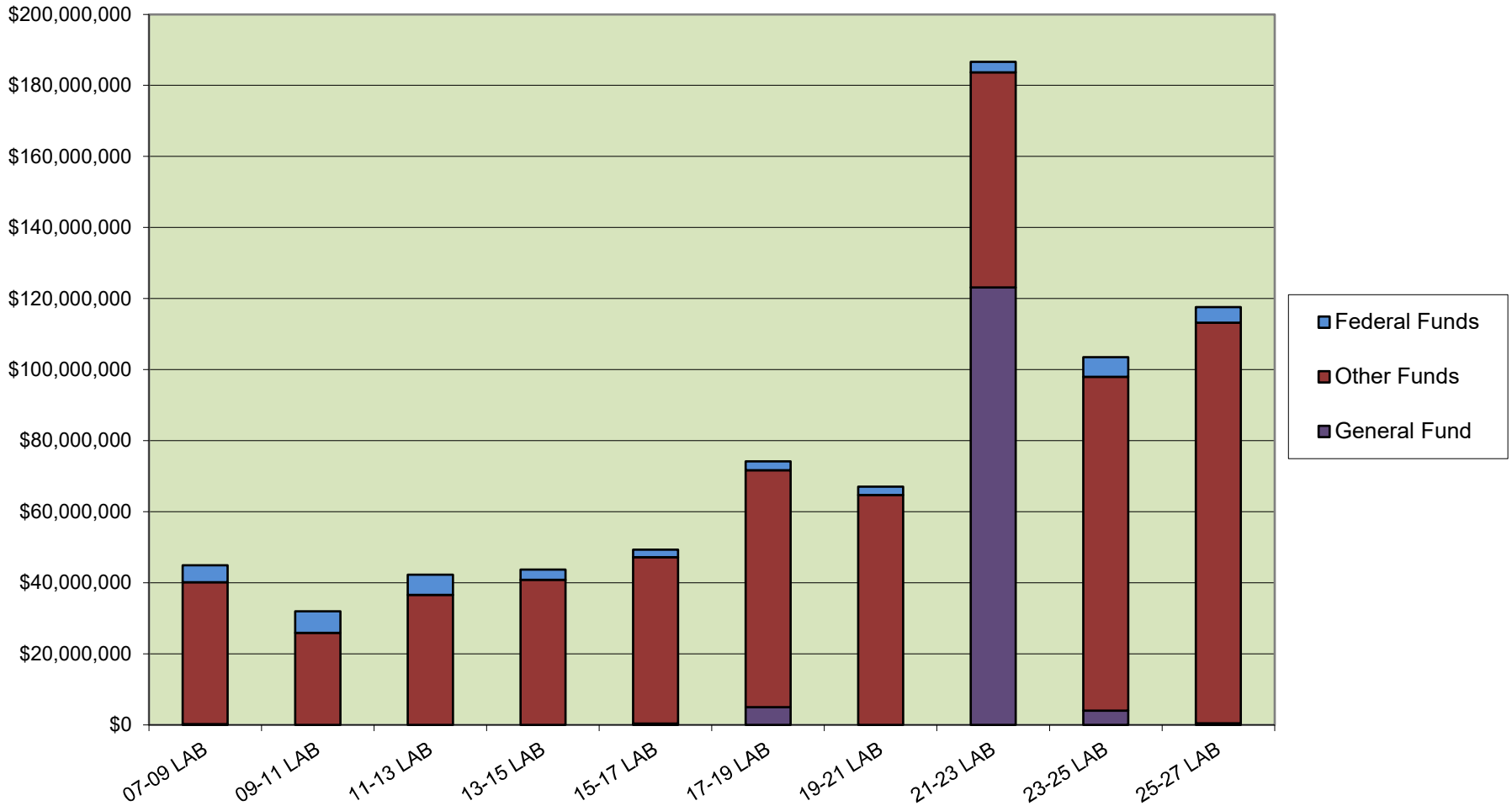
**Section 1:** Elliott Bridge Funding. Appropriates $4,002,152 of General Fund monies to the Elliott State Research Forest Authority. This will allow the Authority to get up and running until it can develop and submit its own budget for the 2025-2027 biennium.

**Link:** https://olis.oregonlegislature.gov/liz/2023R1/Measures/Overview/HB5048

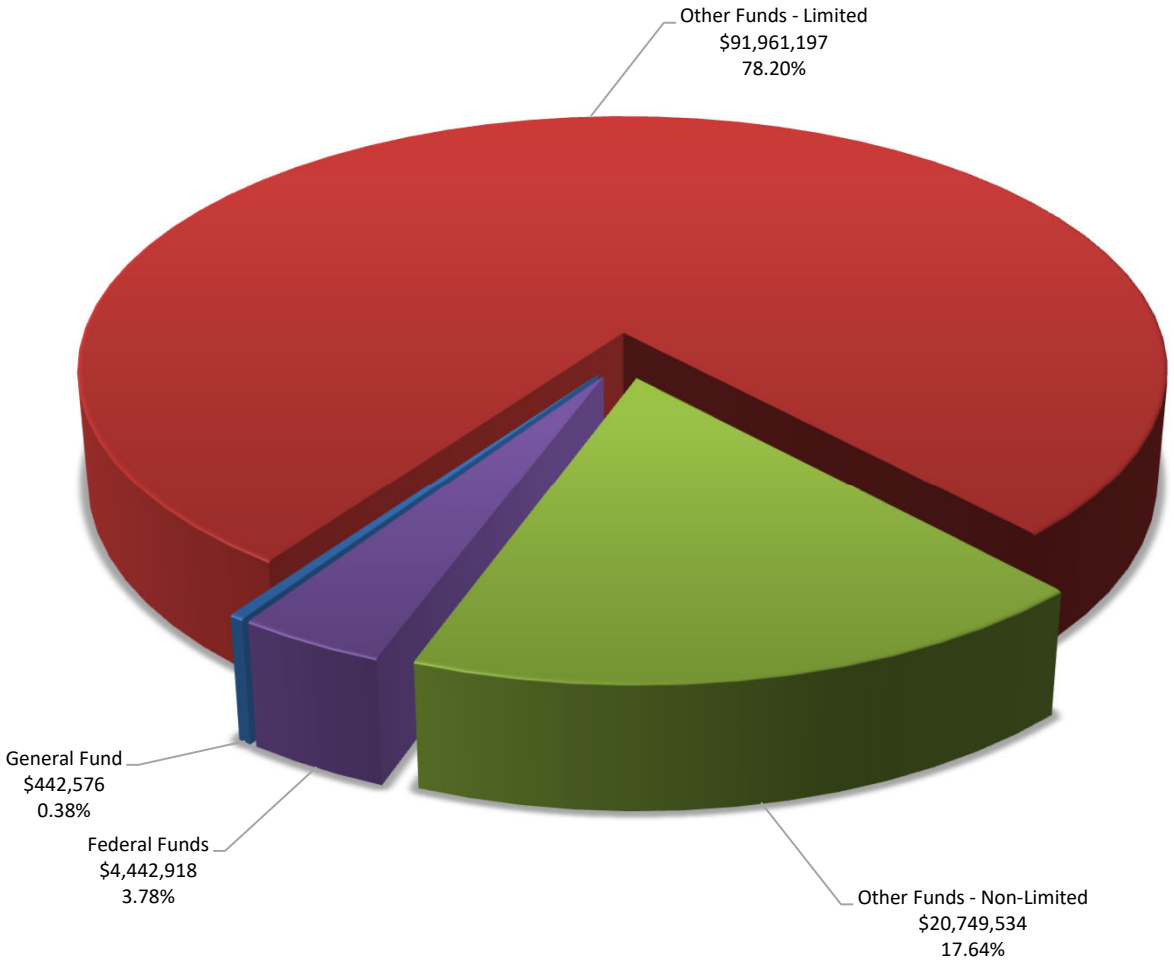
This page intentionally left blank.

# AGENCY SUMMARY

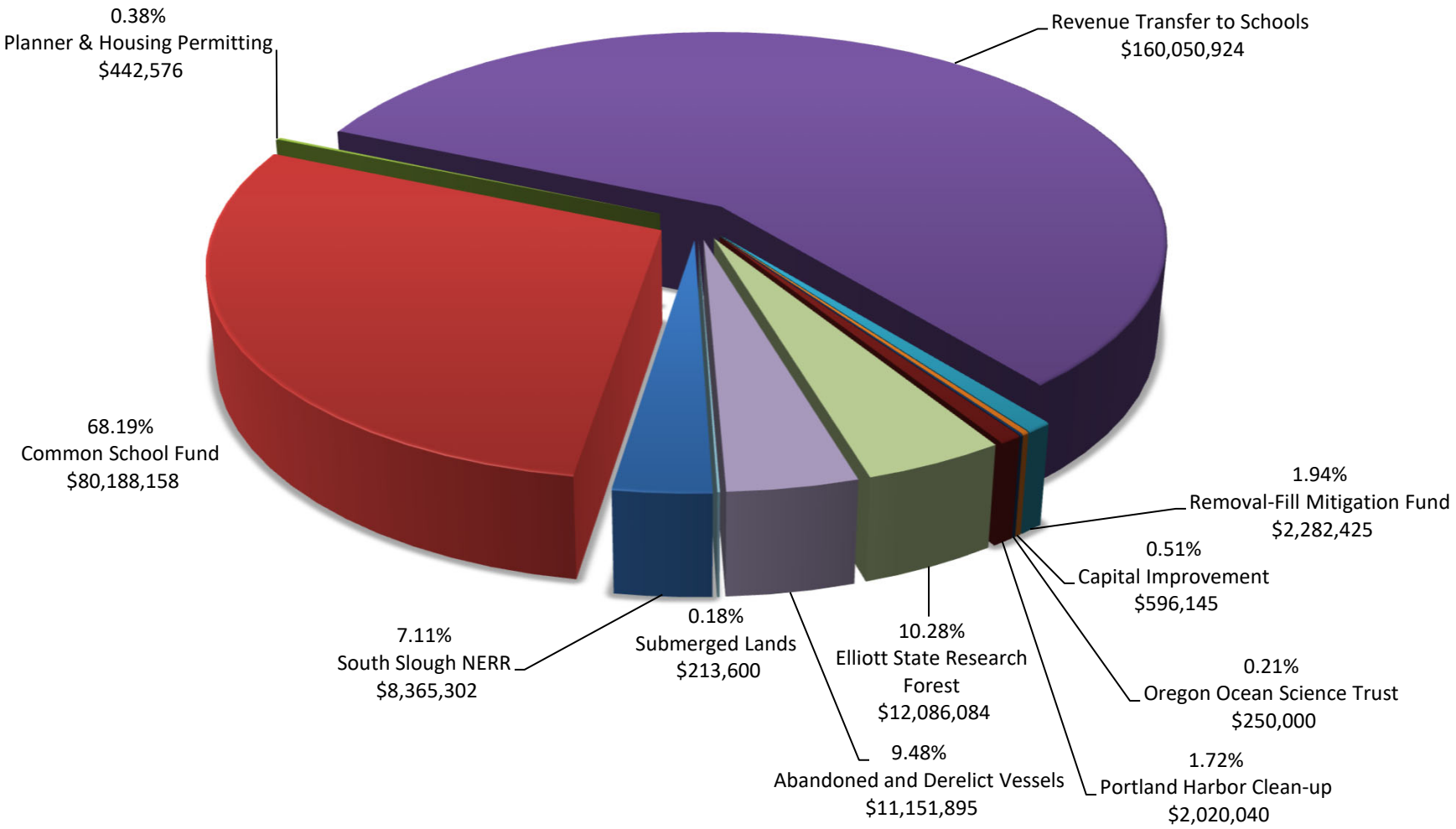
## Department of State Lands
## Budget History -- Agency Wide

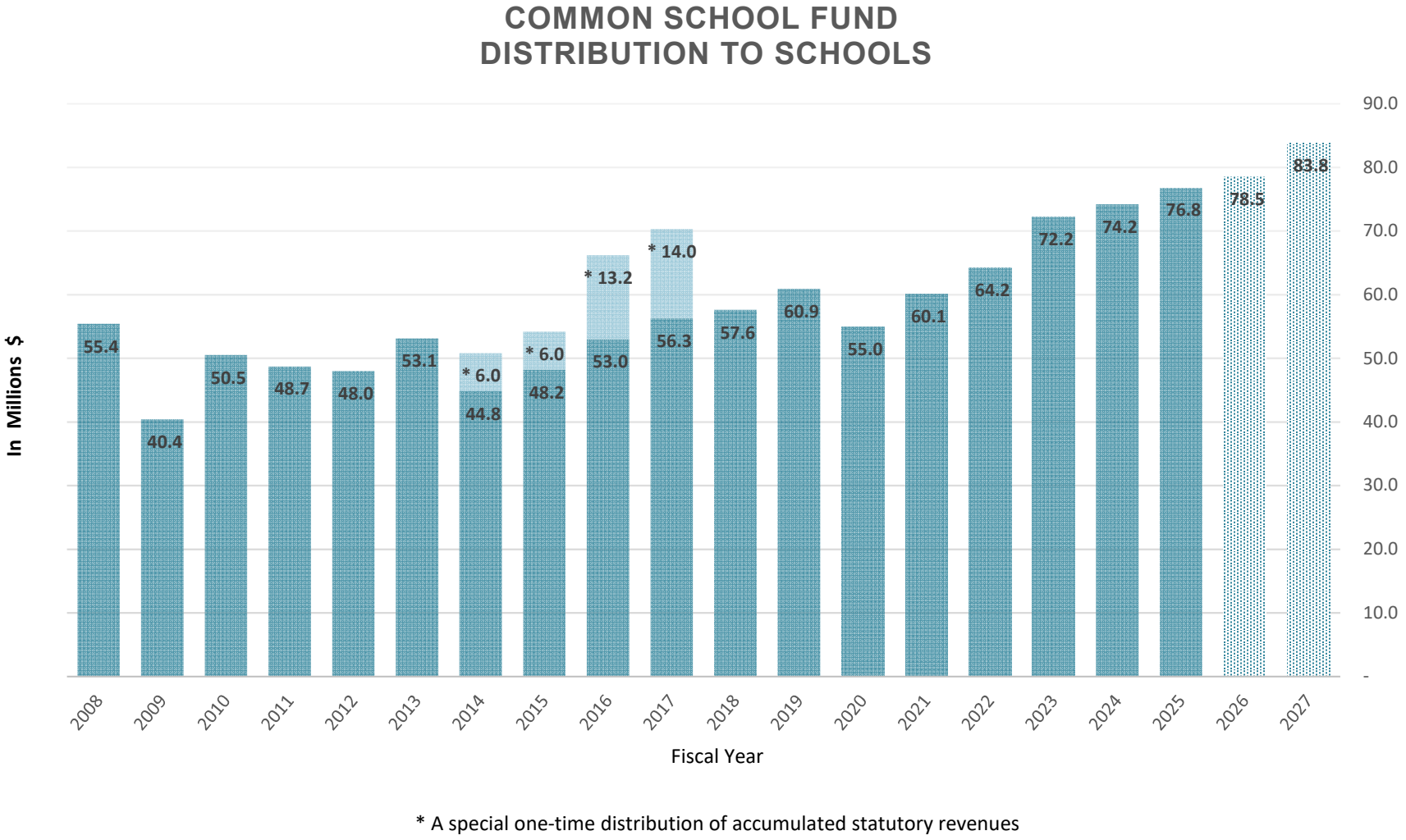


*Department of State Lands*
*2025-27 Legislative Adopted Budget*
*Expenditures by Fund*
*(Including Packages)*



***Department of State Lands***
***2025-27 Legislative Adopted Budget***
***Expenditures: Program Units***
*(Including Packages)*






* A special one-time distribution of accumulated statutory revenues

# Agency Summary Narrative

## Introduction

The Oregon Department of State Lands (DSL) is the administrative agency of the State Land Board, Oregon's longest-serving board.

The act of Congress admitting Oregon to the Union in 1859 granted nearly 3.4 million acres of the new state's land "for the use of schools." The State Land Board was established by the Oregon Constitution to oversee those school lands and the Common School Fund, currently a $2.3 billion dollar fund that distributes millions to Oregon's K-12 public schools every year. The Land Board has been composed of the Governor, Secretary of State, and State Treasurer throughout its history.

Over time, the Oregon Legislature expanded DSL's responsibilities. Today, the Department's work for Oregon includes:

- **Managing land to benefit education**. The Real Property Program manages Oregon's approximately 681,000 remaining acres of school lands and assets, carrying on the Department's historic responsibilities in present day.

- **Protecting waters and wetlands**. The Aquatic Resource Management Program oversees the state's removal-fill law, the federal North American Wetlands Conservation Act, and use and stewardship of Oregon-owned public waterways.

- **Increasing understanding of estuaries and coastal watersheds**. South Slough National Estuarine Research Reserve was established in 1974 as the first in a national network of estuarine habitats protected and managed for long-term research, education, and coastal stewardship. DSL is the state partner for administering South Slough Reserve; the National Oceanic and Atmospheric Administration is the federal partner.

- **Overseeing Oregon's first state research forest.** Since 2019, at the State Land Board's direction, the Department has been leading collaborative efforts to establish the Elliott State Research Forest, a national center for forest science and management that also contributes significant benefits for conservation, education, recreation, Indigenous culture, and economies right here in Oregon.

- **Providing exceptional public service**. The Director's Office and Administration teams ensure DSL meets the expectations of the Land Board, the Legislature, and all Oregonians. The Director's Office team ensures overall accountable, transparent, and responsive service through leadership, human resources, policy, communication, and legislative work. The Administration team supports the Department's business operations, ensuring efficient, effective service through financial, information technology, and administrative work.

The Department's work is carried out by 144 positions/138.42 full-time equivalent (FTE) employees with a Total Funds budget of $117,596,225. The Department is primarily funded by Other Funds generated by program activities and Common School Fund investment returns. Some Federal Funds support Aquatic Resource Management Program projects, South Slough Reserve operations and projects, and Elliott State Research Forest projects. General Funds support Aquatic Resource Management Program initiatives aimed at increased housing production.

Funding sources are:

| Funding Source | Amount |
|---|---|
| General Funds | $442,576 |
| Other Funds Capital Improvement | $ 596,145 |
| Other Funds – Non-limited | $ 20,749,534 |
| Other Funds – Limited | $ 91,365,052 |
| Federal Funds | $ 4,442,918 |
| **Total Funds** | **$ 117,596,225** |

## Agency Mission and Statutory Authority

The mission of the Department of State Lands is to ensure Oregon's school land legacy and protect waterways and wetlands of the State through superior stewardship and service. We seek to realize the following vision in achieving our mission:

- Oregon sets the national standard for superior public stewardship of lands, waterways, wetlands, and Common School funds.
- Oregon's lands, waterways, and wetlands are healthy and resilient.
- Oregon's public schools forever benefit from Common School Fund distributions.
- Oregonians are served with utmost professionalism, integrity, and fairness.
- The Department of State Lands is a great place to work.

DSL's authorities include:

**General/Agency**
Oregon Admission Act (Sections 1, 2 and 4)
Oregon Constitution (Article VIII, Sections 2, 4, 5 and 7)
ORS 273.006 – 551; 273.715 – 994: state lands generally
ORS 541.890 – 935: Oregon Plan for Salmon and Watersheds

**Common School Fund**
ORS 327.403 – 484

**Real Property**
ORS 270: real property
ORS 271: use of public lands
ORS 273.006 – 551; 273.715 – 994: state lands
ORS 517.420 – 440: mining leases
ORS 530.110: revenues from forestlands
ORS 530.450 – 520: Common School Fund forestlands
ORS 758.010: authority to construct lines and facilities
ORS 777.347: consent for annexations

**Aquatic Resources**
ORS 196.795 – 990: removal-fill permits
ORS 196.600 – 692: wetlands protection
ORS 215.418: approval of development on wetlands
ORS 227.350: wetlands development
ORS 390.835: removals and fills in State Scenic Waterways
ORS 274: submersible and submerged lands
ORS 274.400 – 412: navigability of lakes and rivers
ORS 543: hydroelectric projects

**South Slough National Estuarine Research Reserve**
ORS 273.553 – 558

**Oregon Administrative Rules**
Chapter 141 contains the rules that govern the Department
Chapter 142 governs the South Slough National Estuarine Research Reserve

## Agency Strategic Plan

The Department's *2022-27 Strategic Plan* provides a practical framework for continually improving service by setting four strategic goals that every DSL program contributes to achieving. Near-term projects are identified in a companion two-year *Action Plan*.

The Department's Key Performance Measures align with the strategic goals; additional measurable progress objectives have been established for some strategic goals. 2025-27 policy packages also align with and seek to advance one or more strategic goals. The Department's four strategic goals are:

**Supporting Schools Goal.** *We continually seek opportunities to increase revenue to the Common School Fund, and regularly demonstrate the results of our efforts at innovative, efficient, and effective operations.* Current strategic projects within this goal area include addressing abandoned and derelict vessels; and pursuing school land management opportunities that generate revenue while also supporting the state's climate resilience goals.

**Related Key Performance Measures:** KPM #1 – Increase deposits to the Common School Fund; KPM #2 – Percent of revenue covering administrative and operational costs for forest/non-forest lands; KPM #3 – Increase in revenue from land management activities; and KPM #15 – South Slough Reserve operations funded from other sources.

**Related Policy Packages:** Abandoned and Derelict Vessel Program – POP 202; Geologic Carbon Sequestration – POP 217; Grant Carry Forwards – POP 210, POP 215, POP 216.

**Thriving Oregon Goal.** *As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.* Current strategic projects within this goal area include South Slough Reserve's Wasson Creek Watershed restoration project, which will restore more than 500 acres of forest and wetlands and improve forest health and stream habitat, reestablish native plants, and protect cultural resources.

**Related Key Performance Measures:** KPM #4 – DSL-managed lands and waterways with management plans or policies; KPM #5 – Change in wetland acreage due to permit actions; KPM #11 – Mitigation Bank Fund monies committed; and new KPM #16 – People served at South Slough Reserve.

**Related Policy Packages:** Portland Harbor Cleanup – POP 211; Portland Harbor Defense – POP 212; Lower Willamette River Management Plan – POP 213; Shutter Creek – POP 214.

**Exceptional Service Goal.** *We are fair and thoughtful problem solvers, embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.* Current strategic projects within this goal area include replacing a badly outdated information and permitting system with a powerful database and easy-to-use online portal for better service and improved accountability.

**Related Key Performance Measures:** KPM #6 – Timeliness of removal-fill permitting processes; KPM #7 – Timeliness of removal-fill permit non-compliance resolution; KPM #8 – Timeliness of removal-fill violation resolution; KPM #9 – Timeliness of response to wetland delineation reports; KPM #10 – Timeliness of response to wetland land use notices; and KPM #13 – Customer satisfaction.

**Related Policy Packages:** Protecting Wetlands and Waterways – POP 201; South Slough Resources – POP 203; Modern Permitting and Information System – POP 204; Adequate GIS Resources – POP 205; South Slough Funding Gaps – POP 206.

**Great Workplace Goal.** *We are proud to be members of the DSL team, and all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.* Current strategic projects in this goal area include developing a formal internship program.

**Related Key Performance Measure:** KPM #17 – Percentage of best practices met by the State Land Board.

## Agency Criteria for 2025-27 Budget Development

This budget seeks to advance the Governor's statewide priorities, the State Land Board's priorities and direction, and the Department's strategic goals, while seeking to address resource gaps that are severely impacting service delivery.

Budget focus is on:

- **Adequate Funding for Core Services.** An independent assessment of the Department's operations; analysis of customer and employee survey results; and evaluation of performance metrics have identified multiple areas where the Department is unable to meet performance targets, provide adequate day-to-day service, and complete strategic work to increase revenue and results. Lack of adequate funding for some programs and services is seriously impacting the Department's service to Oregon, and the health of our workplace. Key considerations for addressing these issues in this budget request included:

    - *Ongoing impacts to Oregon resulting from continued inadequate funding.* The most impacted services are protection of wetlands and waterways, where inadequate resources have resulted in delayed decisions, unresponsiveness, and inaction in addressing violations. South Slough Reserve's multitude of services – providing science and training, education and recreation programs, stewardship of water and land – are continually strained by gaps in basic funding and staffing.

    - *Risks of continued inaction on new revenue streams, climate initiatives.* Due to lack of capacity, the Department cannot pursue multiple initiatives that would identify new revenue streams for the constitutional and statutory Common School Fund – including advancing renewable energy projects, carbon projects, and exploring emerging environmental markets. Projects aimed at supporting local communities and economies in climate resiliency efforts, as well as increasing the resilience of DSL-managed lands and waters, are also languishing.

- *Potential to cover package costs through in-progress fee adjustments and other revenue streams.* The Department will soon begin rulemaking to address the statutory Common School Fund's heavy subsidy of the removal-fill permitting process, as well as rulemaking to examine waterway fees. A legislative concept to recover actual costs for projects in the territorial sea, as well as fair compensation for use of the territorial sea, has also been advanced for the 2025 legislative session.

- **Implementing Priority Programs.** At the direction of the Legislature and the State Land Board, the Department is adding two new major programs for the Elliott State Research Forest and Abandoned and Derelict Vessels, as well as a program to help advance the Governor's statewide Housing and Homelessness Initiative by adding staff to support local governments in wetlands planning and creating a single point of contact for housing-related DSL permits.

- **Continuing Funding for In-Progress Projects.** Multiple current projects will be completed or at critical junctures in 2025-27. Continuing to fund those projects by providing limitation or carrying forward federal funds allows the Department to realize results on investment and effort to-date.

Because the Department's *2022-27 Strategic Plan* guides our work, the budget development process also considered factors affecting our ability to achieve plan goals, outcomes, and objectives:

- ***Supporting Schools: Seeking opportunities to increase Common School Fund revenue.*** Factors considered included need to identify efficiencies and improve processes; establishing partnerships; and exploring potential revenue streams and funding alternatives. Cost containment is a perpetual consideration, and key to DSL's stewardship of the Common School Fund. An estimated 20 percent of the Department's operating budget is funded from the Common School Fund investment earnings. Activities that may result in less money going to schools are evaluated through cost-benefit analysis and other methods.

- ***Thriving Oregon: Ensuring the contributions of public lands and waters*.** Factors considered included principles of sound natural resource stewardship; addressing abandoned and derelict vessels in waterways; DSL's ongoing role in environmental cleanups; and supporting housing production.

- ***Exceptional Service: Enhancing service to all Oregonians and the people we do business with*.** Factors considered included best practices for transparent, accountable service; diversity, equity, and inclusion; and engaging Oregon communities in DSL initiatives and decision-making.

- ***Great Workplace: Making DSL a great place to work*.** Factors considered included ensuring the DSL team has resources and supports essential for delivering service and enhancing service through implementation of strategic projects.

## Key Performance Measures

Key Performance Measures (KPMs) are mapped to the Department's four strategic goals and provide long-term metrics for evaluating success. *Note: See appendices for DSL's annual Performance Measure Progress Report.*

The Department's existing Legislatively approved KPMs are below. In 2025-27, the Legislature approved changes to six KPMs – new and deleted KPMs are indicated below.

- KPM #1: Percent annual increase in cash generated by Department activities deposited to the Common School Fund.

- KPM #2: Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands.
    - *New KPM #2: Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands, exclusive of the Elliott State Research Forest (ESRF).* This change is necessary to ensure expenses and revenue related to management of the ESRF, as a program distinct from the Real Property Program which manages school lands, are tracked and reported separately. Unique KPMs will be developed for the ESRF as the new program is fully implemented in 2025-27.

- KPM #3: Increase in revenues generated by all land management activities, excluding timber harvest receipts.
    - *New KPM #3 - Increase in Revenues generated by all Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of ODF-managed forestland timber harvest receipts from the prior year.* This change clarifies that the timber harvest receipts to be excluded are for ODF-managed forestlands, not DSL-managed forestlands.

- KPM #4: DSL-managed lands and waterways with completed area management plans or policies.
    - *Delete KPM #4.* The Department is transitioning away from creating management plans for specific geographic regions or parcels in favor of an overarching statewide management plan. The new asset management plan for school lands will be complete in FY24.

- KPM #5: Change in wetland acreage due to permit actions.

- KPM #6: Average number of days for an agency permit decision after receipt of a complete removal-fill permit application.

- KPM #7: Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined.
    - *Delete KPM #7.* DSL has focused on achieving greater clarity and consistency in permits, which has resulted in few instances of non-compliance – three in FY23. The small number of instances, along with the many factors that can influence timeline for resolving non-compliance – such as number of pending agency actions, landowner cooperation, and the specifics of each violation – mean this measure is no longer a meaningful indicator of performance.

- KPM #8: Percent of potential removal-fill violations with a final resolution in place within 12 months of opening an enforcement record.
    - *New KPM #8 - Annual Resolution of Removal-Fill Violations - Percent of removal-fill violations that have a final order in place within 12 months of opening an enforcement record.* This change clarifies that a final order, which provides Department direction on steps necessary to resolve the violation, will be in place within 12 months.

- KPM #9: Average number of days for the agency's initial review and response to a complete wetland delineation report.

- KPM #10: Average number of days for a response to wetland land use notices.

- KPM #11: Percent of Mitigation Bank Fund money obligated and committed within one year.

- KPM #13: Percentage of customers rating their satisfaction with DSL services as good or excellent.

- KPM #15: Percentage of South Slough National Estuarine Research Reserve operations funded from non-Common School Fund sources, including grants, fees, program revenues and gifts.

- KPM #16: Percentage of South Slough education programs that use a structured assessment process to provide information and services responsive to audience needs.
    - *New KPM #16 - Total number of people served annually through South Slough programs.* This KPM offers a meaningful, straightforward metric to capture the direct reach of educational programs, including pre-K to university-level formal education classes; teacher training; coastal training program events; and community classes, events, and other public activities.

- KPM #17: Percentage of best practices met by the State Land Board.

# M E M O R A N D U M

Date: May 31, 2024

To: Governor Tina Kotek

From: Vicki L. Walker, Director

Subject: Racial Equity Impact Statement Memo for the Department of State Lands Budget Proposal (2025 – 27)

**1. Who benefits from agency programs, both directly and indirectly? Who will be burdened by agency programs?**

All Oregonians benefit from the Department of State Land's programs as the agency supports the Common School Fund, manages public lands and waterways, and assists in responsible siting for future development while protecting the state's natural resources. Tribes, property owners, developers, natural resource consultants, state agencies and municipalities, outdoor recreationalists, educators and students, and businesses are all directly impacted by agency programs. Indirectly people seeking housing in-state and out-of-state, and anyone living near Oregon-owned waterways or public trust lands are impacted by agency programs. Careful management of Oregon's public lands, waterways, and wetlands requires significant resources from some of those impacted, such as time, money, and skilled expertise. Achieving shared goals often involves compromises, such as those seen in wetland mitigation planning. Those burdened with providing those resources are most often property owners and developers, environmental consultants, and other state, local, and federal government entities.

**2. How do the agency programs increase and/or decrease equity? Do proposed new programs have potential unintended/racial equity consequences? What outcomes may result from the program?**

***Funding Public Education***

Oregon's Common School Fund provides millions of dollars every year to K-12 public schools. Through waterway and land management, the Department's programs increase equity statewide by generating revenue for the Common School Fund and supplementing public school funding.

***Equity in Environmental Education***

Education programs at our South Slough National Estuarine Research Reserve in Coos Bay are offered at all age levels and are regularly evaluated for equity, with most programs offered for free. Accommodation can be made for paid programs if costs are prohibitive for participants. New programs are designed with a social-emotional and culturally relevant perspective, aiming to increase diversity and representation in staff and interns working in natural resources.

***Workforce Development***

Paid internship programs enhance equity by enabling students from all financial backgrounds to gain experience in science and stewardship. We anticipate no unintended negative racial equity consequences from new programs. By engaging a diverse group of students and providing them with work experience, we aim to diversify the field of natural resource management and research.

***Managing Natural Resources***

The Department's public land and waterway management programs also support equity by ensuring that most lands and waterways are accessible to the public. Managing Oregon-owned waterways for public trust values such as commerce, navigation, fishing, and recreation also promotes equity by balancing the diverse uses of rivers and lakes. Access to and use of public lands have a significant impact on rural areas, particularly in Southeast Oregon, where the majority of state-owned land is located.

**3. Whose voices and perspectives are not at the table? Why?**

***Community Compensation***

As a small agency our scope is often focused on statewide issues, and our most frequent direct engagement opportunities are through our rulemaking advisory committees. The committee members are most often representatives of organizations advocating on behalf of their communities and interest groups on that statewide level. Occasionally we initiate rulemaking at the local level regarding use of specific areas of state-owned lands, and there is an opportunity to engage more directly with community members impacted. Creating an community compensation structure to address barriers to participation for those who would otherwise not have their time compensated could support more diverse representation of underserved communities and better inform equitable decisions. In recent years there are several large Oregon state agencies developing and piloting community compensation solutions to meet different program needs, and innovative ideas for DSL to consider in both rulemaking and other engagement activities.

***Language Access***

Additionally, the agency recognizes the importance of language accessibility. Providing translations in multiple languages would ensure that non-English speaking members of our community can fully participate in our agency's programs. One of the actions in our agency's two-year DEI Action Plan (2024-26) is to examine our agencywide needs for language translation to support education, research, recreation, community involvement, and stewardship of natural resources as a regulatory agency.

***Internet Access***

However, we also face the obstacle of inadequate broadband infrastructure in our rural, frontier, coastal, and other underserved communities. Limited access to reliable internet services hinders the ability of residents in these areas to participate in virtual meetings and consultations. Addressing this digital divide is crucial for ensuring equitable participation across all geographic regions.

**4. What does the agency do to ensure multiple perspectives are part of your decision-making process?**

As a natural resource agency, the Department's decision-making criteria is typically limited to certain variables around impacts to waters, public trust uses, the Common School Fund, and others. If feedback is tied to our decision criteria, then we can address it or (in the case of wetland and waterway projects or land sales) have the applicant address it. For example, if a proposed project will cut off access to Tribal fishing grounds, or an area where subsistence fishing occurs regularly. Related, we seek to use that feedback to facilitate connections to other governing bodies or gather information to guide future policies and inform the legislature.

Foremost we strive to make underserved communities aware of a proposed action and have an opportunity to engage in the process. Public comment periods are held on many of our responsibilities, and meetings are open to the public to attend. If the meeting impacts a specific community, we hold them at a convenient location and time to increase access. Some meetings include allocated time in the agenda, while other meetings the entire time is dedicated to hearing public comment.

- **State Land Board:** The State Land Board oversees DSL and meets regularly to make decisions regarding school lands and Oregon-owned waterways, and to provide direction on Department operations. Anyone can attend these meetings (online or in-person), and there are opportunities to submit testimony in writing or verbally.
- **Rulemaking:** Throughout each year, DSL proposes rules that determine how DSL and other state agencies operate, including how they interpret and implement state laws. Administrative rules can also describe agency practices and policies. The rulemaking process is designed so there are several opportunities for people or organizations to provide feedback on a proposed rule by holding informational meetings and public hearings, convening Rulemaking Advisory committees, and inviting public comment.
- **Projects in Wetlands and Waterways:** Projects in wetlands and rivers, streams, lakes, or other waters usually requires a removal-fill permit to protect the state's water resources. Waterway use authorizations allow certain uses of Oregon's publicly owned rivers, lakes, territorial sea, and other waterways while compensating Oregonians for usage of these public resources.
- **Land Sales and Exchanges:** Approximately 1.5 million acres of surface and subsurface lands across Oregon are managed by the Department, and occasionally the lands are sold or exchanged for full market value to maximize revenue for the Common School Fund.
- **South Slough Education and Science Teams**: Outcomes from education and public involvement programs may result in increased diversity and representation in staff and interns working natural resources. Paid internship programs increase equity by allowing students from all financial backgrounds to gain experience in science and stewardship. We do not think any new programs will have any unintended negative racial equity consequences. As we engage a diversity of students and give them work experience we hope to increase the diversity of natural resource managers and researchers.



# Diversity, Equity, and Inclusion: Action Plan 2024 - 2026

## OREGON DEPARTMENT OF STATE LANDS

# Diversity, Equity, and Inclusion Action Plan: 2024 – 2026

Oregon Department of State Lands

## Table of Contents


Table of Contents ..... 2
Letter from the Director ..... 3
Introduction ..... 4
Our Work ..... 5
Strategic Plan Goals ..... 6
Creating the Action Plan ..... 7
Agency Demographic Data ..... 8
DEI Actions for 2024 – 2026 ..... 11
Measuring Impacts ..... 17
Looking Ahead ..... 19
Appendix A: Glossary of Terms ..... 20
Appendix B: Legislative References ..... 25


### Staff Acknowledgements


*Authors*
Jimmie Phillips, Human Resources Manager
Cait McCusker, Community Engagement Specialist

*Contributors*
DEI Plan working group: Sabra Comet, Allison Daniel, Deb Rudd, Ali Ryan Hansen, Katrina Scotto di Carlo, Erin Serra, Arin Smith, and Jaclyn Zatta

*Executive Team*
Vicki Walker, Director
Jimmie Phillips, Human Resources Manager
Bill Ryan, Deputy Director of Operations
Jean Straight, Deputy Director of Administration

Additional thanks to the many staff who contributed to this plan in conversation, or through your actions, to advance diversity, equity, and inclusion at the Department.

# Letter from the Director

## Vicki L. Walker

To all State Lands staff,

Thank you for your dedication to our roles as stewards of Oregon's lands and waterways. Three things have remained the same since our founding at statehood: The State Land Board guides our work, we send revenue to Oregon's K-12 public schools, and we help public waterways thrive.

But much has changed since 1859, too. In the 80's and 90's, we stepped up to become the state agency that protects wetlands and other waters. In 1983, we became NOAA's state partner in managing South Slough National Estuarine Research Reserve, a hub of coastal science outside of Coos Bay that was established as the first NERR in the network in 1974. And our management of range and forestlands now focuses on increasing resilience to wildfire, drought, invasive species, and other climate-related threats as a critical component of ensuring a legacy for future students. The work we do at the Department of State Lands is statewide—woven throughout Oregon's diverse ecosystems in an enduring and collaborative effort by public agencies, Tribes, nonprofits, and individuals.

Now I'm presenting you with a new change: this opportunity to recommit ourselves to diversity, equity, and inclusion values.

In our agency's first Diversity, Equity, and Inclusion Action Plan, we will seek to understand and acknowledge the historic context of racism and inequities in Oregon and our natural resources. Integral to this work is challenging and unlearning implicit bias, while empowering employees to take concrete actions for change. These efforts are not centralized to any one position. To be successful, DEI is integrated throughout our agency's strategies and day-to-day projects.

I'm excited as we take these first foundational steps, and I encourage you to embrace these concepts and approach them in the spirit of growth and improvement.

Sincerely,



**Vicki L. Walker**
Director
Oregon Department of State Lands



***Pictured above:*** *Native Balsamroot flowers, commonly called Oregon sunflower, blooming along the Columbia River in Oregon.*

# Introduction

All Oregonians benefit from the Department of State Lands' programs. Our agency supports the Common School Fund, manages public lands and waterways, and assists in responsible siting for future development while protecting the state's natural resources. Centering diversity, equity, and inclusion principles offers a better avenue to communicate and collaborate with the people directly impacted by our programs. This includes Tribes, property owners and developers, environmental consultants, state agencies and municipalities, outdoor recreationalists, educators and students, and businesses. Indirectly, this includes people seeking housing and anyone living near Oregon-owned waterways or public trust lands.

Among those impacted are people from communities of color, people from lower-income households, Tribal communities, and other communities who have been historically excluded and underrepresented in public processes.

We are doing DEI planning for the first time. There is a lot to reflect on and learn from this experience, but there is excitement in taking these first steps.

**For this first two-year plan (July 1, 2024 – June 30, 2026), we are focused on advancing five key outcomes:**

- DEI is operationalized and understood across the agency.
- We have a culturally, racially, ethnically, and linguistically diverse workforce.
- Our staff support an inclusive culture of belonging.
- We offer meaningful community engagement opportunities at all levels.
- Our communication is inclusive and accessible.

We are dedicated to hiring and retaining a diverse staff that blends expertise and interest in advancing environmental justice and creating deeper connections with the communities we serve.

An authentic focus on diversity, equity, and inclusion in the workplace will in turn create a happier and talented workforce devoted to creating a better Oregon through sound stewardship of lands, wetlands, waterways, and the Common School Fund.



### Racial Equity and Intersectional DEI

We are committed to following the Racial Equity Values set out by the Governor in the State of Oregon's Diversity, Equity, and Inclusion (DEI) Action Plan. Oregon is intentionally placing racial equity at the center of their DEI plan to counterbalance the racist policies and practices that must be dismantled in our state.

# Our Work

Oregon's State Land Board oversees the Common School Fund, which sends millions of dollars every year to our K-12 public schools. As the State Land Board's administrative agency, the Department of State Lands manages school lands, protects waters and wetlands, and is the state partner for South Slough National Estuarine Research Reserve.

www.oregon.gov/dsl

### PROTECTING WATERS & WETLANDS

DSL oversees removal-fill and wetland conservation laws and use of publicly owned waterways. This work helps protect waters and wetlands for their many contributions to Oregon, like streams for swimming and fishing, wetlands to clean water and reduce flooding, and rivers where commerce thrives.

### MANAGING SCHOOL LANDS

DSL manages 1.5 million acres of school lands and minerals in all 36 counties across the state. This work sends revenue to the Common School Fund and provides big community benefits – like leasing land to cattle ranchers in Eastern Oregon or helping attract family-wage businesses to Redmond through rezoning and sale of school lands.

### UNDERSTANDING & EXPLORING ESTUARIES

South Slough Reserve provides research and education to support stewardship of estuaries and coastal watersheds in Oregon and beyond. Located on the South Slough inlet of the Coos Estuary in Charleston, the Reserve manages nearly 7,000 acres, including open water, wetlands, rivers, and forests.



### Communicating diversity, equity, and inclusion

Throughout this document terms may be used that the reader might not be familiar with.

Reference *Appendix A: Glossary of Terms* for the shared definitions used by Oregon state agencies.

***Pictured left:*** *Native Wax Currant grows wild on lands managed by DSL and is a traditional food for Tribal members residing in Oregon.*

# Strategic Plan Goals




Our agencywide ***Strategic Plan 2022 - 2027*** was developed collaboratively by our staff and enhanced by feedback from partners and the public. The strategic plan provides a framework for continually improving service through goals that all programs contribute to and for which measurable progress can be made.

Complementary to the agencywide strategic plan, the actions outlined in this DEI Action Plan are also in alignment with our ***Affirmative Action Plan for 2023 – 2025*** as well as related ***environmental justice priorities (House Bill 4077)*** for natural resource agencies.

Below are the four goals of our agencywide strategic plan. Actions focused on advancing DEI outcomes will serve one or more of these goals.

### Exceptional Service

We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.

### Thriving Oregon

As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.

### Supporting Schools

We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.

### Great Workplace

We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.

# Creating the Action Plan

We looked at a wide range of input to inform our two-year DEI action plan. Core to the process was examining the unique characteristics of DSL: the scale and size of our agency, our budget structure, and the highly technical natural resource and property management programs our staff lead.

Data and input were gathered or shared through:

- Monthly working group of DSL staff for this project
- DEI Committee
- Staff interviews
- Agency demographic data
- Community engagement on the agency's five-year strategic plan
- Insights from our 2023 DSL Staff Survey and 2022 DSL Customer Service Survey

Many of the actions outlined in this plan will require additional project-level engagement of staff, partners, community, and Oregon's federally recognized Tribes.

## Key Takeaways

- We're at the beginning of understanding how DEI intersects with our agency, programs, and our work as individuals. Foundational work, knowledge, and resources are necessary to support a sense of staff belonging and connection across the agency, as well as to understand how our work can benefit or burden different communities.
- As stewards of Oregon's school lands, waterways, and wetlands, we must consider impacts to the natural and cultural resources important to everyone living in Oregon. This includes environmental injustices in our state's history that underserved communities bear the burdens of today.
- DSL is not currently a diverse agency. Demographic changes over time have been static from year to year.
- DSL staff have a lot of great and innovative ideas to advance diversity, equity, and inclusion both internally and with the people we serve. There is no shortage of ideas, what limits our work is staff capacity and resources to implement them.

# Agency Demographic Data

The Department of State Land's workforce is a blend of natural resource specialists, land managers, scientists, and all the specialties that support governance: fiscal, policy, customer support, and more. Most of the staff are full-time and year-round at our three offices in Salem, Bend, and Coos Bay, but we also host a slate of summer interns and seasonal employees in management of waterways, wetlands, and lands.

Hiring and retention data was pulled from Workday's Talent Acquisition Dashboard for the years between **July 1, 2021, and June 30, 2023**:

- During that biennium, 29 individuals were hired by DSL, 3 were promoted from other agencies, and 41 left.
- Of the 29 hired, 13 were for permanent positions and 16 were classified as either seasonal, or limited duration.
- Promotions during that biennium:
    - 10 individuals who identify as white were promoted. 6 of those identified as male, and 4 of those identified as female.
    - 1 individual who identifies as Black and as male.
    - 1 individual who identifies as Asian and as male.
    - Overall, 67% of the promotions were of individuals who identify as male.

As of **May 1, 2024**, DSL's workforce consists of approximately 123 employees which includes permanent, limited duration, and seasonal employees. Below is a snapshot of those demographics.

## Gender

For federal reporting, Workday data shows **56.9%** of Department employees identify as female, and **43.1%** employees identify as male.

The State of Oregon recognizes non-binary as a gender identity, and an alternative data set in Workday shares that **3 of those employees** identify as non-binary.

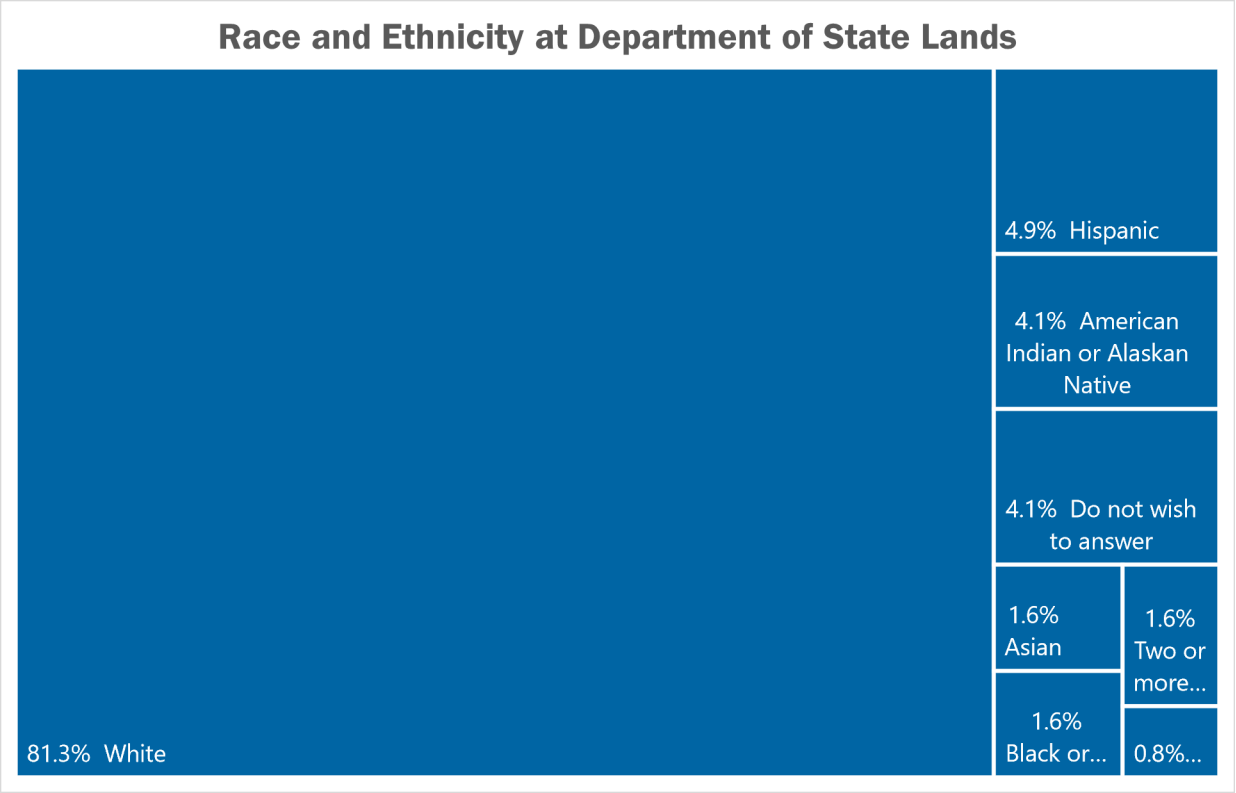
## Disability

**1%** of Department employees report a disability in Workday. However, there may be staff who do not wish to report a disability to their employer.

Mobility, hearing, and sight impairments are what often come to mind first, but disabilities can encompass neurodiversity, chronic pain or illness, mental health, and more.

## Race and Ethnicity

- **81.3%** White
- **4.9%** Hispanic
- **4.1%** American Indian or Alaskan Native
- **1.6%** Asian
- **1.6%** Black or African American
- **1.6%** Two or more races
- **0.8%** Native Hawaiian or Pacific Islander
- **4.1%** Do not wish to answer




## Multi-lingual

**9.7%** of Department employees report some level of fluency of speaking languages other than English. Languages include Spanish, Portuguese, German, Italian, Japanese, Russian, Ukrainian, Nepalese, and Khmer.

The Department has three Spanish-speaking staff who provide interpretation and translation skills and are compensated through the bilingual differentials bargained by the unions' represented staff.

## Diversity and Management

Current management pool by race and ethnicity:

- **81.6%** White
- **6.7%** Black or African American
- **6.7%** Do not wish to answer

Current management pool by gender:

- **42.9%** male
- **57.1%** female

# DEI Actions for 2024 – 2026

Our two-year DEI Action Plan is focused on strategies that advance these outcomes:

- **DEI is operationalized and understood across the agency.**
- **We have a culturally, racially, ethnically, and linguistically diverse workforce.**
- **Our staff support an inclusive culture of belonging.**
- **We offer meaningful community engagement opportunities at all levels.**
- **Our communication is inclusive and accessible.**



## Strategy 1: Integrate DEI into agency project charters and expand staff knowledge.

Integrating DEI into the beginning of a project ensures that all community members are considered at the outset, and it operationalizes equity across all projects. Developing DEI impact statements for projects will require support through staff training and other resources. Our longstanding DEI Committee of DSL staff are an essential resource and knowledge base.

**Actions we're taking in this two-year period:**

1. Revise strategic plan project charters to include DEI impact statements.
2. Identify resources staff need to advance DEI outcomes in their projects.
3. Expand staff knowledge of DEI through training and DEI Committee-hosted events. Approve up to 8 hours of staff time annually for DEI Committee-hosted events.

*This strategy is connected to our agencywide goals for "Exceptional Service" and "Great Workplace."*

***Pictured above:*** *Orange oxidized rhizospheres threaded throughout this soil sample found in Oregon is one indication of the site being a wetland and an important resource we need to protect.*



## Strategy 2: Expand our recruitment process and materials to reach and support diverse applicants.

Diversifying recruitment efforts benefits government agencies in many ways. By casting a wider net, our agency can attract candidates with diverse backgrounds, experiences, and perspectives, enriching our talent pool and fostering innovation. Additionally, diverse teams bring together individuals with different viewpoints and approaches to problem-solving, leading to more creative and effective solutions. Demonstrating a commitment to diversity and inclusion will enhance our agency's reputation as an employer of choice, attracting top talent and fostering positive relationships with clients and community partners. Furthermore, employees are more likely to feel valued and engaged when they see themselves represented in the workplace, which can lead to higher retention rates and reduced turnover costs.

**Actions we're taking in this two-year period:**

1. Develop targeted outreach strategies for underrepresented groups that prioritize person-to-person communication (for example, career fairs, partnerships with community-based organizations and universities).
2. Revise recruitment templates with inclusionary language.
3. Expand our workforce development opportunities through a scaled-up internship program.
4. Create interview panel training and diversify the interview panel to bring in more perspectives.

*This strategy is connected to our agencywide goal for a "Great Workplace".*

***Pictured above**: A South Slough Reserve Intern traps invasive 5-spine green crabs at Coos estuary. The Reserve internship program has been providing quality educational experiences for high school and college students, as well as those re-entering the workforce or changing careers, since 2013. As of December 2023, the Reserve has hosted 118 interns who each spent an average of 100-300 hours of job training with a staff mentor.*



## Strategy 3: Revise procedures and resources in creating a welcoming and supportive environment for employees from diverse backgrounds.

Revising procedures and resources is essential for fostering inclusivity and equity within the workplace. By ensuring that all employees, irrespective of their background, feel included and valued, a sense of equity and belonging is cultivated. Moreover, creating a welcoming environment not only contributes to retention but also boosts engagement among employees. When individuals feel supported and respected, they are more inclined to stay with the organization, leading to a more diverse talent pool and heightened overall employee satisfaction.

**Actions we're taking in this two-year period:**

1. Update and expand our employee mentorship program.
2. Examine and revise our onboarding process and resources with a focus on inclusive culture and belonging.
3. Include manager training to increase morale and engagement utilizing 2023 Gallup survey.

*This strategy is connected to our agencywide goal for a "Great Workplace".*

***Pictured above:*** *At this compensatory mitigation site within the Portland Harbor Superfund site, native seeds of yarrow and lupine burst to life on the upland slope bordering a side channel habitat.*




## Strategy 4: Create community engagement resources.

We seek meaningful engagement with communities as part of our commitment to inclusive service and access to information. Our Community Engagement Specialist supports staff in identifying and reaching people who might be impacted by decisions to involve them in the process. This work supports public noticing for open comment periods and the outcome of decisions, as well as forming advisory committees.

Inclusive and accessible language is a key tool in supporting community engagement. Most of our workforce lean towards technical skillsets grounded in natural resource science to support the stewardship of land, waterways, and wetlands. Investments in science communication skills and resources can help bridge the gap of knowledge sharing and engagement with Oregonians, and in particular environmental justice populations.

**Actions we're taking in this two-year period:**

1. Create an agencywide community engagement policy.
2. Create a suite of templates and materials for community engagement activities.
3. Create plain language guidance and connect staff with training.

*This strategy is connected to our agencywide goals for "Exceptional Service" and "Thriving Oregon".*

***Pictured above:*** *Interns at the South Slough Reserve ready to share their knowledge of local estuaries with community members at the Coos Bay Farmers Market.*



## Strategy 5: Invest in Tribal relationships and co-stewardship of lands.

We are committed to communication and collaboration with the nine federally recognized Tribal governments in Oregon. In addition to the Director's open-door policy for Tribal consultation, our Tribal Liaison participates in the Natural Resource Working Group and Cultural Resource Cluster, as well as provides annual reporting to the Legislative Commission on Indian Services (LCIS).

Additionally, our South Slough National Estuarine Research Reserve in Coos Bay is located on the traditional lands of the Miluk Coos people. To ensure ongoing and sound stewardship of this special place and protection of its cultural resources, the Reserve relies on regular consultation and partnership with the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI); Coquille Indian Tribe; and Confederated Tribes of Siletz Indians. Reserve staff regularly partner with Tribal staff on education and training programs, research and monitoring projects, grant funding acquisition, and stewardship work.

**Actions we're taking in this two-year period:**

1. In consultation with Tribes, LCIS, and the Governor's Office of Tribal Affairs, revise our agencywide Government-to-Government policy and related procedures for consultation, coordination, and communication.
2. Provide annual training(s) for staff on Tribal relations.
3. Coordinate with the State Historic Preservation Office on strategies to better evaluate cultural resources through state permitting.
4. Wetland restoration of the Wasson Creek Watershed, an area in the Reserve that includes 22 acres of wetlands and streams. The CTCLUSI and the Coquille Indian Tribe are project partners and co-stewards of this land.

*This strategy is connected to our agencywide goals for "Exceptional Service" and "Thriving Oregon".*

***Pictured above:*** *In partnership with Coos Watershed Association, and funded by Coquille Tribal Community Fund, native shrubs were planted along the upper reaches of the Wasson Creek. Willow stakes await planting by South Slough Reserve staff, volunteers, and partners.*



## Strategy 6: Advance environmental justice.

As a natural resource agency for the State of Oregon, we must address environmental justice issues and carefully consider the impacts of decisions on environmental justice communities. Our Environmental Justice Liaison works across programs and through interagency coordination, as well as reporting annually to the Governor's Environmental Justice Council. *See House Bill 4077 in Appendix B: Legislative References for more information.*

**Actions we're taking in this two-year period:**

1. Participate in the development of the State of Oregon's Environmental Justice Mapping Tool project (estimated launch 2025-26).
2. Identify opportunities for implementing the Environmental Justice Mapping Tool through consultation with DSL staff and the communities we serve.
3. Examine our agencywide needs for language translation to support education, research, recreation, community involvement, and stewardship of natural resources as a regulatory agency.
4. Examine opportunities to increase access to, and positive impacts on, environmental justice communities through our 2025-27 grant cycle for Submerged Lands Enhancement Funds. This grant program supports state and local governments, federally recognized Tribes, and community-based organizations in waterway stewardship projects.

*This strategy is connected to our agencywide goals for "Exceptional Service" and "Thriving Oregon".*

***Pictured above:*** *Beyond leasing rangelands for grazing to rural communities, there is ongoing stewardship and management of the lands through habitat improvement efforts. The healthy rangelands pictured here are managed by DSL staff and through long-term local, state, and federal partnerships.*

# Measuring Impacts

In addition to completing the actions outlined in this action plan by June 30, 2026, we will be tracking the following metrics to measure the impact of these strategies.

## Professional Development Metrics

As an agency we want to create time and space for staff and managers to participate in these professional development opportunities to ensure staff have the foundational training necessary to be successful and build capacity for advancing DEI initiatives.

1. All new employees will complete the agency's onboarding and mentoring program.
2. All new managers will attend Foundational Management trainings.
3. Track staff attendance at DEI related trainings, whether hosted by DSL, our DEI Committee, or external partners. Meet or exceed average hourly attendance from year to year.
4. Track staff attendance at Tribal relations trainings, whether hosted by DSL, our DEI Committee, or external partners. Meet or exceed average hourly attendance from year to year.

Tracking these items for DEI is crucial for ensuring a culture of inclusivity and growth within our organization. Firstly, mandating that all new employees complete the agency's onboarding and mentoring program ensures that everyone receives the necessary support and resources to thrive in their roles, fostering a sense of belonging from the outset. Secondly, requiring new managers to attend Foundational Management trainings ensures they develop essential leadership skills, including the promotion of diversity and inclusion within their teams. Additionally, monitoring staff attendance at DEI-related and Tribal relations trainings, whether hosted internally or by external partners, reflects our commitment to promoting understanding and respect for diverse perspectives. By aiming to meet or exceed average attendance from year to year, we demonstrate our dedication to continuous learning and improvement in our DEI initiatives.

## Evaluation Metrics

We need to understand what strategies are successful and how to be adaptive to support iterative improvement from year to year. Below are key touchpoints where feedback can be gathered from both staff and community members.

1. Include questions related to diversity, equity, and inclusion in the annual employee satisfaction survey, and improve or maintain ratings from year to year.
2. Require evaluation from employees, both mentees and mentors, on their experience in the mentoring program, and improve or maintain ratings from year to year.
3. Request voluntary evaluation from partners and community members who serve on Rulemaking Advisory Committees, and improve or maintain ratings from year to year.
4. Request voluntary evaluation from staff who attend events hosted by our DEI Committee, and improve or maintain ratings from year to year.

Actively seeking feedback invites open dialogue and creates space for progress. Addressing DEI topics in our annual employee satisfaction survey demonstrates our commitment to fostering a diverse and inclusive workplace culture, ensuring that all employees feel valued, respected, and supported, regardless of their background or identity. Asking these questions, as well as in evaluations of onboarding and trainings, allow us to gauge perceptions and experiences within the organization, identifying areas for improvement and taking proactive steps to address them. Creating a more inclusive workplace contributes to higher levels of employee morale, productivity, and retention, as employees who feel included and supported are more likely to be engaged and satisfied with their work. Similarly, inviting feedback from community members and partners on their experiences working with DSL staff on rulemaking ensures our organization remains committed to fostering a positive environment for everyone.

## Related Reporting

There are several recurrent reporting requirements that intersect with this DEI Action Plan:

- **Strategic Plan:** Annual report to the State Land Board on metrics and achievements for the agencywide Strategic Plan.
- **Staff Survey:** Annual staff satisfaction survey and evaluation, with a report shared with staff on what we heard.
- **Affirmative Action:** Biannual report to the Department of Administrative Services on metrics and achievements for our Affirmative Action Plan.
- **Environmental Justice:** Annual report to the Environmental Justice Council on advancements in environmental justice initiatives and processes, found on our website at www.oregon.gov/dsl/Pages/DEI.aspx
- **Tribal Relations**: Annual report to the Legislative Commission on Indian Services on government-to-government policies, practices, activities, and trainings, found on our website at www.oregon.gov/dsl/Pages/tribal-relations.aspx

In Spring 2024 we established a new quarterly staff update focused on what's happening across the state and within the Department on projects and news that advance diversity, equity, inclusion, and environmental justice. This quarterly update also provides knowledge sharing and awareness of DEI principles.

# Looking Ahead

Advancing diversity, equity, and inclusion within Department programs, policies, and practices is integral to improving our customer service, community involvement practices, and internal culture. The actions in this two-year plan are foundational and necessary as first steps. Looking beyond the actions in this two-year plan, some considerations for the future include:

- **Exploring interagency collaboration on advancing DEI**, whether that's through workforce development initiatives, culture building, creating resources, or identifying enterprise-wide solutions that meet the needs of natural resource agencies or across all agencies.
- **Resourcing the expertise and staff time needed to tackle more advanced solutions**. This includes considerations for both internal and external expertise. This could take the form of hiring an external consultant to provide a DEI assessment for future agencywide strategic planning efforts.
- **Understanding the intersection of DEI and considerations for safety in the field.** As a natural resource agency with regulatory responsibilities, we need to be aware of and prepare for discrimination or harassment that may occur on the basis of race, ethnicity, gender, ability, and more. Related, how can we address potential language barriers in the field with the people we serve? Safety and clear communication are important for all staff and community members.
- **Investing long-term in diverse workforce development to support Oregon's natural resource expertise.** Increasing interest and enrollment in science and engineering from underrepresented groups can support the field in the long-term with new ideas and perspectives. As a small natural resource state agency, what can we do to bolster existing efforts locally?

# Appendix A: Glossary of Terms

## Key Definitions from ORS 182.535

**Environmental Justice: (ORS 182.535 Section 3)**

> "Environmental justice" means the equal protection from environmental and health risks, fair treatment and meaningful involvement in decision making of all people regardless of race, color, national origin, immigration status, income or other identities with respect to the development, implementation and enforcement of environmental laws, regulations and policies that affect the environment in which people live, work, learn and practice spirituality and culture.

**Environmental Justice Community: (ORS 182.535 Section 4)**

> "Environmental justice community" includes communities of color, communities experiencing lower incomes, communities experiencing health inequities, tribal communities, rural communities, remote communities, coastal communities, communities with limited infrastructure and other communities traditionally underrepresented in public processes and adversely harmed by environmental and health hazards, including seniors, youth and persons with disabilities.

**Meaningful Involvement: (ORS 182.535 Section 7)**

"Meaningful involvement" means:

a) Members of vulnerable populations have appropriate opportunities to participate in decisions about a proposed activity that will affect their environment or health;
b) Public involvement can influence a decision maker's decision;
c) The concerns of all participants involved are considered in the decision-making process; and
d) Decision makers seek out and facilitate the involvement of members of vulnerable populations.

**Environmental Burdens: (ORS 182.535 Section 2)**

> "Environmental burden" means the environmental and health risks to communities caused by the combined historic, current and projected future effects of: a) Exposure to conventional pollution and toxic hazards in the air or in or on water or land; b) Adverse environmental conditions caused or made worse by other contamination or pollution; and c) Changes in the environment resulting from climate change, such as water insecurity, drought, flooding, wildfire, smoke and other air pollution, extreme heat, loss of traditional cultural resources or foods, ocean acidification, sea-level rise and increases in infectious disease.

## Definitions from the State of Oregon Diversity, Equity, and Inclusion Action Plan

*This glossary was borrowed from the State of Oregon Diversity, Equity, and Inclusion Action Plan (Stoudamire-Wesley, 2021).*

***Accessibility:*** The extent to which a space is readily approachable and usable by people with disabilities. A space can be described as:

- Physical or literal space, such as a facility, website, conference room, office, or bathroom
- Figurative space, such as a conversation or activity
- Digital space, such as a website

***Anti-Black Racism:*** Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that Black people are inferior to another racial group. Anti-Black racism is reflected in interpersonal, institutional, and structural levels of racism.

***Anti-Racism:*** Active process of identifying and challenging racism, by changing systems, organizational structures, policies and practices, and attitudes, to redistribute power in an equitable manner.

***Colonialism:*** Colonialism is a practice of subjugation and economic exploitation of one people over another, through political and economic control, often involving extraction of resources and/or removal of people from an existing place.

***Color-Blind Racial Ideology:*** The belief that people should be regarded and treated as equally as possible, without regard to race or ethnicity. While a color-blind racial ideology may seem to be a pathway to achieve equity, in reality it ignores the manifestations of racist and discriminatory laws and policies which preserve the ongoing processes that maintain racial and ethnic stratification in social institutions.

***Cultural Humility:*** When one maintains an interpersonal stance that is open to individuals and communities of varying cultures, in relation to aspects of the cultural identity most important to the person. Cultural humility can include a life-long commitment to self-critique about differences in culture and a commitment to be aware of and actively mitigate power imbalances between cultures.

***Discrimination:*** The unequal treatment of members of various groups based on race, ethnicity, gender, gender expression, socioeconomic class, sexual orientation, physical or mental ability, religion, citizenship status, a combination of those identified, and/or other categories. *Also refer to Racism*.

***Diversity:*** Honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

***Equality:*** The effort to treat everyone the same or to ensure that everyone has access to the same opportunities. However, only working to achieve equality ignores historical and structural factors that benefit some social groups and disadvantages other social groups in ways that create differential starting points. *Also refer to Racial Equity; Justice.*

***Equity:*** Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

***Gender Pronoun:*** The term one uses to identify themselves in place of their name (i.e. ze/hir/hirs, ey/em/eirs, they/them/theirs, she/her/hers, he/him/ his, etc.). The use of the specific gender pronoun identified by each individual should be respected and should not be regarded as optional.

***Implicit Bias:*** A belief or attitude that affects our understanding, decision, and actions, and that exists without our conscious awareness.

***Inclusion:*** A state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

***Individual Racism:*** This type of racism, often unknowingly, rests within individuals and comprises our private beliefs and biases about race and racism. Such ideas are influenced and shaped by the larger culture that surrounds us and can take many different forms including: prejudice towards others of a different race; internalized oppression — the negative beliefs about oneself by people of color; or internalized privilege —beliefs about superiority or entitlement by white people.

***Interpersonal Racism:*** This is the form of racism that people most often think of – a set of intentionally harmful, extremist actions and behaviors executed by specific persons against other individual people. This is the bias that occurs when individuals interact with others and their personal racial beliefs affect their public interactions.

***Institutional Racism:*** As the name suggests, this form of racism occurs within institutions and reinforces systems of power. It is often more difficult to name or witness because it is more deeply embedded in practices and policies, often presenting as a norm. Institutional racism refers to the discriminatory policies and practices of particular institutions (schools, workplaces, etc.) that routinely cause racially inequitable outcomes for people of color and advantages for white people. Individuals within institutions take on the power of the institution when they reinforce racial inequities.

***Intersectionality:*** Coined by Professor Kimberlé Crenshaw in 1989, this term describes the ways in which race, class, gender, and other aspects of our identity, "intersect" with one another, overlap, intersect, and interact, informing the way in which individuals simultaneously experience oppression and privilege in their daily lives interpersonally and systemically. Intersectionality promotes the idea that aspects of our identity do not work in a silo. Intersectionality, then, provides a basis for understanding how these individual identity markers work with one another.

***Justice:*** The process required to move us from an unfair, unequal, or inequitable state to one which is fair, equal, or equitable, depending on the specific content. Justice is a transformative practice that relies on the entire community to respond to past and current harm when it occurs in society. Through justice, we seek a proactive enforcement of policies, practices, and attitudes that produce equitable access, opportunities, treatment, and outcomes for all regardless of the various identities that one holds.

***Oppression:*** A system of supremacy and discrimination for the benefit of a limited dominant class that perpetuates itself through differential treatment, ideological domination, and institutional control. Oppression reflects the inequitable distribution of current and historical structural and institutional power, where a socially constructed binary of a "dominant group" horde power, wealth, and resources at the detriment of the many. This creates a lack of access, opportunity, safety, security, and resources for non-dominant populations.

***Prejudice:*** A preconceived opinion or assumption about something or someone rooted in stereotypes, rather than reason or fact, leading to unfavorable bias or hostility toward another person or group of people. Literally a "pre-judgment."

***Racial Disparity:*** An unequal outcome one racial group experiences as compared to the outcome for another racial group.

***Racial Disproportionality:*** The underrepresentation or overrepresentation of a racial or ethnic group at a particular decision point, event, or circumstance, in comparison to the group's percentage in the total population.

***Racial Equity:*** Closing the gaps so that race can no longer predict any person's success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision.

***Racial Justice:*** The proactive process of reinforcing and establishing cement of policies, practices, attitudes, and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all individuals and groups impacted by racism. The goal, however, is not only the eradication of racism, but also the presence of deliberate social systems and structures that sustain racial equity through proactive and preventative measures. *Also refer to Social Justice; Anti-Racism.*

***Racial Microaggression:*** Commonplace verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate or imply hostile or derogatory racial slights and insults toward people of color (e.g. asking a person of color "How did you get your job?" to imply they are not qualified).

***Racism:*** The systematic subjugation of members of targeted racial groups, who hold less socio-political power and/or are racialized as non-white as means to uphold white supremacy. Racism differs from prejudice, hatred, or discrimination because it requires one racial group to have systematic power and superiority over other groups in society. Often, racism is supported and

maintained, both implicitly and explicitly, by institutional structures and policies, cultural norms and values, and individual behaviors.

***Restorative Justice:*** A theory of justice that emphasizes repairing harm by having the parties decide together in order to cause fundamental changes in people, relationships, and communities.

***Social Justice***: A process, not an outcome, which (1) seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) challenges the roots of oppression and injustice; (3) empowers all people to exercise self-determination and realize their full potential; (4) and builds social solidarity and community capacity for collaborative action.

***Structural Racism:*** Distinct but related to institutional racism, structural racism refers to how racial bias among institutions work together — intentionally or not — to disenfranchise people of color and create disparate outcomes. This involves the cumulative and compounding effects of an array of societal factors, including the history, culture, ideology, and interactions of institutions and policies that systematically privilege white people and disadvantage people of color. The effects of structural racism are hard to pinpoint because they are cumulative and pervasive.

***Systems of Oppression:*** The ways in which history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs interact to maintain a hierarchy — based on race, class, gender, sexuality, and/or other group identities — that allows the privileges associated with the dominant group and the disadvantages associated with the targeted group to endure and adapt over time.

***Systems Reform or Systems Change:*** A process designed to address the root causes of social problems and fundamentally alter the components and structures that perpetuate them in public systems (i.e. education system, child welfare system, etc.).

***Targeted Universalism:*** Setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.

***White Privilege:*** The unearned power and advantages that benefit people just by virtue of being white or being perceived as white.

***Xenophobia:*** Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that immigrants are inferior to the dominant group of people. Xenophobia is reflected in interpersonal, institutional, and systemic levels of oppression and is a function of white supremacy.

# Appendix B: Legislative References

## Executive Orders and Statewide Policies

- ADA and Reasonable Accommodation Policy *(Statewide Policy 50.020.10)*
- Discrimination and Harassment Free Workplace - *(Statewide Policy No. 50.010.01)*
- Employee Development and Implementation of Oregon Benchmarks for Workforce Development *(Statewide Policy 50.045.01)*
- Statewide Workforce Learning and Development (Statewide policy 10-040-01)
- Veterans Preference in Employment (*40-055-03*)
- Equal Opportunity and Affirmative Action Rule *(105-040-0001)*
- Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion
- Executive Order 22-11: Relating to Affirmative Action, Equal Employment Opportunity, Diversity Equity, and Inclusion

## Environmental Justice

### House Bill 4077 (2022)

Legislation establishing the Environmental Justice Council, the Council's responsibility to develop an environmental justice mapping tool, develop a biannual report to the Governor, and the requirement for natural resource agencies to submit an annual report to the Environmental Justice Council.

### Senate Bill 420 (2007)

Legislation establishing the Environmental Justice Task Force, the predecessor for the Environmental Justice Council. It also includes requirements for the Task Force to submit biannual reports to the Governor and the requirement for natural resource agencies to submit an annual report to the Environmental Justice Task Force.

### ORS 182.550 Reports by natural resource agencies

All directors of natural resource agencies, and other agency directors as the Governor may designate, shall report annually to the Environmental Justice Council and to the Governor on the results of the agencies' efforts to:

1. Address environmental justice issues;
2. Increase public participation of individuals and communities affected by agencies' decisions;
3. Determine the effect of the agencies' decisions on environmental justice communities;
4. Improve plans to further the progress of environmental justice in Oregon; and
5. Utilize the environmental justice mapping tool developed under section 12 of this 2022 Act.




# Department of State Lands

# Information Technology Strategic Plan

# 2023 thru 2026

# DSL IT Strategic Plan 2023-27

## 1. Agency Drivers

**OUR MISSION**

*To ensure Oregon's school land legacy and protect waterways and wetlands of the State through superior stewardship and service*\

**OUR VISION**

- Oregon sets the national standard for superior public agency stewardship of lands, waterways, wetlands, and Common School Funds
- Oregon's lands, waterways, and wetlands are healthy and resilient
- Oregon's public schools forever benefit from Common School Fund distributions
- Oregonians are served with utmost professionalism, integrity, and fairness
- The Department of State Lands is a great place to work

**OUR VALUES**

**CONNECTION & COLLABORATION**

We develop and maintain positive relationships with people of different, and sometimes competing, perspectives and encourage the open exchange of ideas and information.

**EQUITY & INCLUSION**

We embrace diverse backgrounds and experiences, actively identifying and addressing inequities toward people and lands and engaging widely to provide inclusive public service and working environments.

**FAIR, RESPONSIVE SERVICE**

We provide fair, professional, and responsive service by listening to people and communities and making data-driven decisions.

**ENHANCING & ENCOURAGING STEWARDSHIP**

We continuously work to enhance our natural resource stewardship by assessing and adapting our efforts to improve outcomes. We also promote widespread stewardship through collaboration, outreach, and education.

**A WORKPLACE BUILT ON TRUST & TEAMWORK**

We encourage and motivate each other to accomplish Agency goals through collaboration, cooperation, and professional development. We foster a high-trust culture that supports a happy, healthy, inclusive, and meaningful working environment for all employees.

**GOALS**

- We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.
- As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.
- We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.
- We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.

The DSL 2022-2027 Strategic Plan in Appendix A drives many of the IT initiatives. The plan can also be found on the agency's public web site at the link provided above.

## 2. Current IT Landscape

Overall IT continues to receive great support from the agency and is meeting the needs of the organization. The service desk provides excellent service, and typically exceeds the expectations of those who need assistance. IT has taken on several major projects over the past 3 years, and has been able to maintain a stable, secure, and capable computing environment. DSL IT has adopted and embraced a process for managing changes to the systems that has increased the speed of change and reduced the interruptions from those changes.

There are some areas that could use some improvement. The main areas that could be improved are: Geographical Information System (GIS) Support, IT Documentation, IT Maturity Level.

### 2.1.Strengths

DSL IT is a small, but dedicated group who continuously strive to be responsive to the needs of every user. By leveraging automation, standards, and common practices, IT has been able to provide consistent, high-quality support to customers. This has been made possible by the agency's commitment to providing adequate funding and staffing. IT has been able to provide a stable infrastructure that supports the changing needs of the agency. IT continues to innovate and prepare the environment for both the known and the unknown.

### 2.2.Challenges

#### GIS Support

IT has been tasked to support the agency's GIS tools, activities, and training. It is not currently able to meet all the business's expectations. GIS tools are constantly evolving, data analysis needs are becoming more complex, and business is always looking to learn how to improve their GIS processes. IT is trying to maintain a complex GIS enterprise infrastructure, build products for the business to use, manage the lifecycle of data, provide GIS data analysis, keep up with the latest tools and trends, training to the tools, and assisting the business with day-to-day issues that they may encounter. IT has not been able to meet the needs in all these areas with the two full-time staff dedicated to supporting the 100+ GIS users.

One of the key challenges is that the GIS Service provided by IT is not formally defined. This means the expectations between IT and business are vague and constantly changing. This separation of expectations causes misunderstandings that lead to frustration. Some users are less familiar with GIS tools than others and rely on IT to complete some of their GIS tasks. Other users are very familiar with GIS and want access to more sophisticated tools and analysis, and push IT to adopt and support these tools. There are several large reoccurring GIS projects that require IT to acquire, analyze data, then produce the analysis for dissemination. These reduce IT staff availability to support other customers in their day-to-day work.

Another challenge is that GIS Training resources are inadequate to support the business as it moves to leverage more of the GIS tools and analysis in their regular work. The current staff cannot adequately prepare and deliver training to staff on the new tools due to the demanding workload. IT can and has prepared general training on the use of new tools and features of the GIS software, but the business has a hard time translating these training courses into how they should use them for their activities. IT does not have the resources to shadow each of the business areas to completely understand their work, and then adapt the training and tools to support specific tasks.

The agency has contracted with a consultant to better define the gap between the business expectations and the IT GIS support provided. This will better describe the challenges and hopefully provide a path to improving GIS support for the agency.

### IT documentation

IT is a small group and has been able to provide consistent operations through informal means. Formal documentation is not as well in place and maintained to ensure continuity and consistency of operations over time. Standard operating procedures are incomplete, Security procedures are inadequate, and Disaster Recovery is out of date. IT group has relied on individual knowledge and informal training to maintain consistent operations, and this has worked well. To truly mature as an IT organization, IT needs to improve the formal documentation.

### IT Process Maturity

IT has adopted an ITIL framework for its processes. It has successfully adopted processes around responding to incidents and controlling changes to the environment. Process maturity could be improved not only in these areas but expanded into other common IT processes to improve maturity. ITIL provides a common understanding of how to manage and improve service to the business so IT will need to provide staff with training on this ITIL framework. This will allow all of IT to have the tools to improve service through process improvements.

### Business Applications

The current core business application known as the Land Administration System (LAS) system, went into service in late 1999 and is now in its twenty-fourth year of use at the Department of State Lands. It is based on 1990's-era client server technology, which is designed to run in an office setting hosted on premises. LAS was built using PowerBuilder, a development tool and platform technology that has been at the end of its life cycle and unsupported for more than a decade. Unfortunately, the system cannot be upgraded to leverage modern technologies and must be replaced to fulfill the current needs of the agency. The current system has no mobile or web capability, does not meet the public where they are in any way, does not aid in servicing DSL's core missions, has been hampered and made fallible by in-house expansions outside the system's intended capability, and poses inherent security risks by housing sensitive data in an unsupported end-of-life product. DSL is in the execution phase of the project to replace this aging system. The project has added resources to IT and contracted with vendors to oversee the project and configure the system on a modern platform. The agency hasn't been through a large and complex project like this since the initial development of LAS. The IT group will be challenged to support the ongoing maintenance and operations of this system after the project has completed the configuration and moved the system into production. The current governance structure and processes will need to adapt to the management of changes to this large and complex system.

The current Electronic Document Management (EDM) system used by DSL is the Laserfiche product. It currently meets the needs of the agency. With the implementation of Microsoft M365 and the availability of Microsoft SharePoint under our current licensing, much of what the current EDM is used for could be replicated into Microsoft SharePoint. This means that Laserfiche, with its additional licensing costs, is not a cost-effective product. Currently IT is not adequately staffed or trained in SharePoint to migrate existing EDM processes from Laserfiche to SharePoint. IT will need Project Management, Business Analysis, and technical development resources for the migration. IT will need to

look at ways to find resources to complete migration projects to realize the licensing cost savings of eliminating the dependency on Laserfiche.

IT is leveraging most of M365 licensing to support business needs, but the use of M365 tools is less than optimal. There are opportunities to use M365 products like OneDrive, Teams, SharePoint, and Power Suite to reduce costs in infrastructure and support. The challenge for IT is to determine the best use of these products and implement projects to migrate to them. Resources within IT are limited, and some projects would require significant organizational change management activities to be successful.

## 2.3. Opportunities

DSL IT supports a small infrastructure (see appendix 1) and has begun to leverage Enterprise Information Systems Data Center Services. This extends the technical abilities of DSL IT to leverage technology it would have difficulty accessing on its own. This allows DSL IT to begin the process of migrating its infrastructure into the Microsoft Azure Cloud services. This will provide DSL with the ability to meet increased computing demands more quickly. This will also simplify the deployment of new systems, increase availability, and speed recovery if systems in the event of a disaster. This provides great opportunities to innovate and improve service.

The addition of a permanent business analyst position to IT will increase the ability of IT to deliver solutions that meet the needs of the agency. Better requirements lead to better solutions and higher adoption rates. The business analyst will also assist in the organizational change management activities that speed up the adoption of new solutions. Leveraging these talents is a great opportunity for IT.

## 2.4. Threats

Currently DSL IT is well funded. State budgets are under constant pressure with completing spending priorities. DSL IT should be aware that funding for IT may not be as readily available in the future.

The current workforce, including a significant portion of DSL leadership, is nearing the end of their careers. Retirements are expected to increase over the next few years, and a significant number of new staff will be brought into the agency. New leadership brings new direction, new initiatives, and new priorities, and these can significantly impact IT and the expectations placed upon it. DSL IT staff turnover also is a threat to stable operations if not adequately prepared for.

## 2.5. Project Portfolio

Currently DSL has only one IT project under Stage Gate oversight, the LAS Replacement Project. This project is a multi-year and multimillion dollar project to replace the currently outdated LAS with a modern software platform.

## 2.6. Current Maturity Level

EIS has reviewed the agency's IT maturity using their tool and has determined that DSL is at a level 1 maturity.

# DSL IT Strategic Plan 2023-27

## 3. IT Context

Information technology is critical for the agency to meet its mission and goals. DSL is committed to ensuring IT is included, aligned, and supported enough to be successful. DSL IT has developed this plan to support the efforts of the agency.

### 3.1.IT Mission, Vision, Values

**IT VISION**

The DSL IT vision is to serve the agency, staff and Oregonians through information technology solutions, with a mission to mature technology governance, leverage investments in enterprise technology services, ensure transparency, and deliver secure systems and innovated solutions. IT leadership will deliver effective, efficient and innovative uses of technology and resources which support and align with business processes.

**IT MISSION**

The DSL IT mission is to securely deliver quality information, technology, and services to advance DSL and the State of Oregon's missions.

**IT GOALS**

**Supporting our Stakeholders**: Integrating high quality information and IT solutions and excellent service delivery to accomplish the mission of the agency.

**Stewardship of the enterprise IT resources**: Effective management of IT resources through cost-efficient solutions.

**Enhancing information security**: Protecting the confidentiality, integrity, and availability of agency information by strengthening our cybersecurity efforts.

## 3.2.IT Operating Model

DSL has a governance structure to review IT projects and investments from an agency-wide perspective. The governance team, called DSL Change Management Committee (CMC), is composed of an executive, all program managers, and the information technology manager/CIO.




*Figure 1- Structure of the DSL Governance Operating Model*

The CMC is critical to a functioning governance structure since it encompasses all agency business areas. In the past most agency IT projects were focused on the program area and prioritized within the program. There has been a very limited approach to agency-wide projects or an enterprise business strategy to IT. The CMC has begun to use a business case approach to assess initiatives by their associated benefits and costs. If the CMC cannot come to an agreement on priority or approval, then the representative from the Executive Leadership Team takes it to their group for a decision. Ultimately, if the Executive Leadership Team cannot agree the Agency Director makes the decision.

DSL has implemented an Infrastructure Change Advisory Board (CAB). DSLs CAB is responsible for implementing the process of controlling hardware, software, firmware, and documentation to protect the technology environment against improper modification before, during, and after system implementation. Managing these changes is a critical part of providing a robust and valuable infrastructure. Before any change is implemented, it must first be reviewed by the DSL CAB to ensure the requested change meets the business need, priority, and aligns properly to the enterprise.

There are three components to successful IT governance that DSL is working to incorporate into its processes:

1. A formal IT strategic planning governance process that aligns to agency goals and objectives with business engagement and responsibility at the executive level.

2. An IT demand-side governance process in place to prioritize IT projects that provide the most measurable benefit to the agency while also providing appropriate oversight. For demand-side governance to be effective, it should include all the planned initiatives including projects, resourcing needs, and alignment to the agency strategic plan.

3. IT supply-side governance, which focuses on identifying which IT services are provided and the service level the IT organization operates at to support the agency. For supply-side governance to be effective, it should include a catalog of services, service level agreements, resourcing, and alignment to the strategic plan.

### 3.3. Target Maturity Level

DSL target is a maturity of level 2. This level would match the agency's overall maturity and resource levels.

## 4. IT Strategic Initiatives

IT Strategic initiatives will enable IT to better support the business by addressing some of the challenges described earlier. There are some initiatives to establish plans that will increase documentation, and some will help deliver reliable and secure IT solutions. This documentation will enable improved service operation that keeps the agency running, security that safeguards the valuable information assets, and governance that directs IT resources to where they can most benefit stakeholders. There is an initiative to develop a GIS support strategy and plan that will help clarify the GIS services and support that the agency relies on. Developing a plan to improve and likely increase GIS resources in the agency will inform DSL employees that they are supported in the work they do that requires GIS analysis. Implementation of that plan will eventually provide improvements that increase the effectiveness of the agency in its mission. The largest effort will be supporting the LAS Replacement Project that will impact the entire agency by modernizing the outdated core business application. Major benefits of a modern and supported core business application will ensure DSL will continue to meet the challenges it faces in the future.

All the IT Strategic Initiatives are aligned to the DSL business goals. Each initiative is then ranked based on five factors: "Fit for Purpose", "Cost Justification", "Enterprise Ready", "Implementation Ease", and "Business Strategic Alignment". The IT governance process that initiated these activities included using a standard rubric to assess the projects/initiatives along these five factors. Any new proposed initiatives will follow this IT governance process going forward.

Each IT initiative is classified into one of three major types: **Business Support**, **IT Excellence**, and **Innovation**.

**Business Support** is an IT initiative that directly supports business, business initiatives, capabilities, and projects. Looking forward, IT tries to anticipate the technological capabilities that will support the upcoming business initiatives and projects. Ideally, IT will have these in place just in time for the business to leverage these capabilities when needed.

**IT Excellence** is an initiative that reduces risk and improves IT operations. These types of initiatives increase the efficiency, reliability, and security of IT operations. These initiatives focus on internal IT process improvements, organizational maturity, increasing customer satisfaction, ensuring reliability, and

adequate capacity of IT services. These initiatives improve business operations which often influence stakeholder satisfaction.

**Innovation** is an initiative that focuses on technology that enables IT to propel the business forward. IT can proactively provide capabilities beyond what the business currently needs. Anticipating capabilities that the business hasn't even thought of allow greater business innovation. IT watches current industry and technology drivers and adopts capabilities through these initiatives in anticipation of future business needs. This helps successful completion of future business initiatives.

A complete list of the IT initiatives is found in Appendix 9.2.

## 4.1.Goals Cascade

Goals Cascade showing how the agency Objectives, Goals, and initiatives relate to the IT Initiatives and Goals. Many IT initiatives support multiple business goals.

Within the "Supporting our Stakeholders" IT Goal, the largest initiative the LAS Replacement Project has greatest impact on all aspects of the agency's operations. This project supports every one of DSL's goals. Others support the DSL staff in meeting other business initiatives by improving access to information and speeding up delivery of goods and services.

The IT goal "Stewardship of the Enterprise IT Resources" has the largest number of initiatives, but these initiatives support the agency's ability to achieve its goals in multiple areas. Maturity in processes improves the ability for IT to support the DSL workforce now and in the future through consistency and effective use of resources. Developing an infrastructure that is stable, yet elastic enables the agency to quickly pivot to meet the changing needs of the public and other stakeholders. The Open Data initiative in addition to the LAS Replacement project directly supports the business initiative for "Increasing Access to Information" business initiative.

The IT initiatives in the IT goal of "Enhancing Information Security" ensure that the information that the agency relies on retains confidentiality, integrity, and availability. If any one of these areas are compromised, then the agency could lose its ability to meet its mission, goals, and initiatives. Security monitoring and updated plans ensure that systems and the data they contain are safe as possible from threats that could compromise the confidentiality or integrity of the data entrusted to DSL. The DSL Disaster Recover Plan ensures that DSL data is available as soon as possible in the event of a significant interruption of IT services or systems. Testing all of these plans through simulated events helps the agency be prepared to effectively execute them when a real event occurs.

IT initiatives are developed to ensure that IT can support DSLs goals currently and whatever the future brings.

Below is a graphical representation of the cascade of business goals and initiatives to IT initiatives and IT goals.

# DSL IT Strategic Plan 2023-27

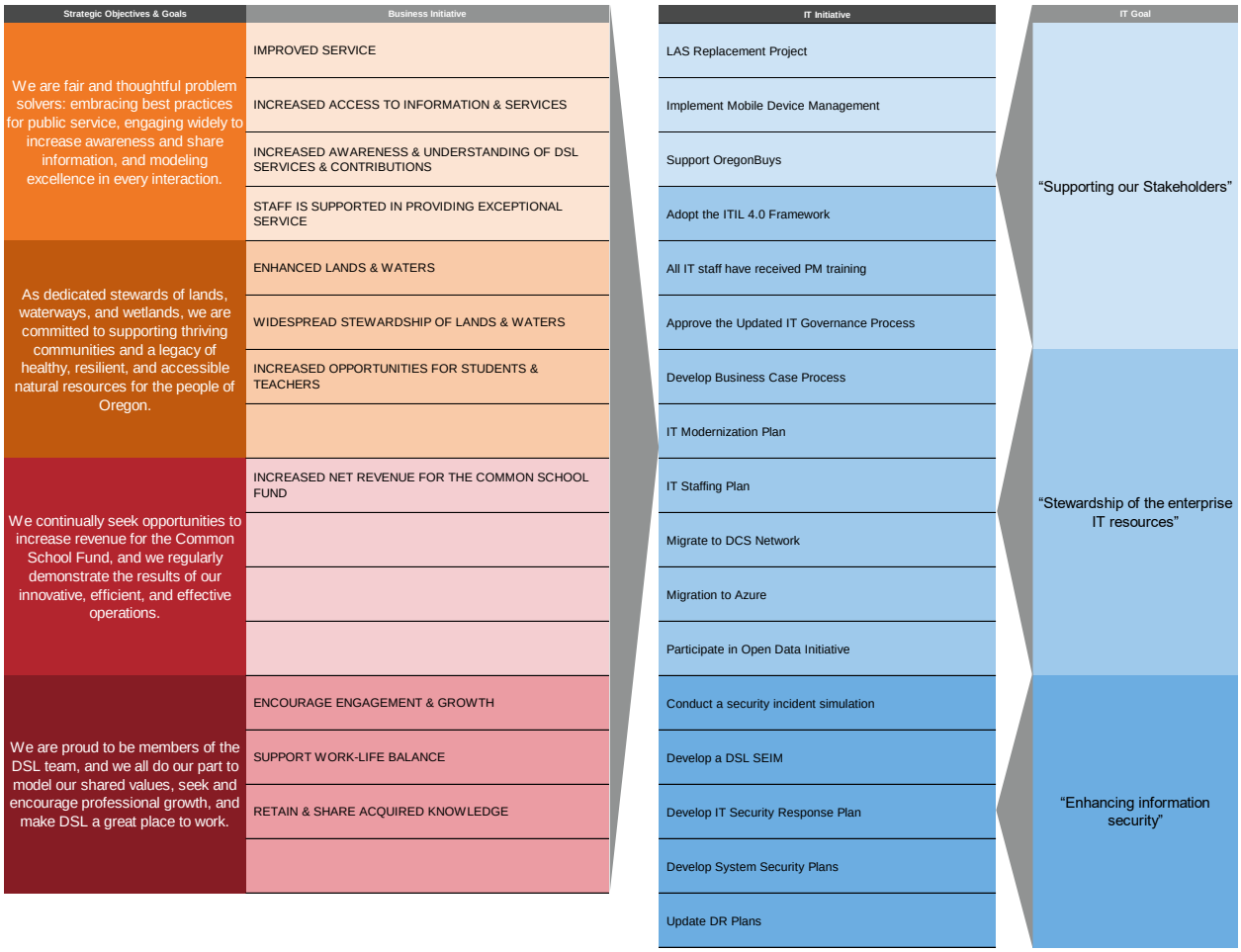



*Figure 2- Cascade of Business Goals & Initiatives to IT Initiatives and Goals.*

See Appendix 9.2 for the IT initiative details.

## 5. Metrics and Targets

To ensure solutions meet the business need, the IT staff will gather and document needs & requirements from those stakeholders before implementation for solutions that will significantly impact DSL staff or major outside stakeholders.

**Supported Goal(s):** Supporting Stakeholders, Stewardship of the enterprise IT resources

**Measure:** Percent of IT solutions requested by the business that have a requirements document.

**Target:** 100% or before January 2025

To reduce the reliance on IT to maintain applications and infrastructure, new and replaced IT solutions will leverage available cloud services.

**Supported Goal(s):** Supporting Stakeholders, Stewardship of the enterprise IT resources

**Measure:** Percent of IT solutions requested by the business that leverage cloud services.

**Target:** 100% or before January 2025

To reduce the amount of time business or IT staff spend responding to customer data requests, complete self-service data projects that provide DSL and the public access to information collected by DSL.

**Supported Goal(s):** Supporting Stakeholders, Stewardship of the enterprise IT resources

**Measure:** Number of completed self-service data projects.

**Target:** 3 by June 30, 2027

To continue to support the agency staff through the timely and satisfactory completion of their requests.

**Supported Goal(s):** Supporting Stakeholders

**Measure:** Percent of requests completed without breaching the SLA.

**Target:** Not to exceed 10% in any given month.

To ensure IT can improve customer satisfaction the post engagement survey needs to be completed by users.

**Supported Goal(s):** Supporting Stakeholders, Stewardship of the enterprise IT resources

**Measure:** Percent of users who complete the post engagement survey.

**Target:** At least 50% complete the survey each month July 1, 2027.

To ensure the effective use of IT resources, IT changes and investments will follow the agency's governance process.

**Supported Goal(s):** Stewardship of the enterprise IT resources

**Measure:** IT changes and investments will follow the agency's governance process. (e.g., Change Advisory Board and Change Management Committee)

**Target:** 100% on or before July 1, 2026

To ensure user devices are safe and reliable, increase the amount of IT devices that are within lifecycle to 90% of the total inventory.

**Supported Goal(s):** Supporting Stakeholders, Stewardship of the enterprise IT resources, Enhancing information security

**Measure:** Percent of devices that are within their standard lifecycle.

**Target:** 90% on or before July 1, 2026.

To ensure DSL information assets are secure and available, improve DSL's score on each of the CSS security assessments conducted.

**Supported Goal(s):** Stewardship of the enterprise IT resources, Enhancing information security

**Measure:** Percent improvement on each assessment score over the prior. (percentage increase = (current score – prior score) ÷ prior score × 100)

**Target:** 10% improvement on each assessment through July 1, 2027.

## 6. IT Roadmap

DSL Developed a roadmap of IT initiatives through a series of tools provided by EIS. These tools helped develop the following:

- The relationship between business goals and IT initiatives as shown in the Goals Cascade diagram above.
- How the initiatives were each tied to an Initiative Type, IT Goal, Business Initiative, and Business Goal. (See Appendix 2)
- The priority for each IT initiative based on 5 criteria that were evaluated by the IT team using a rubric. (See the results in Appendix 3)
- The start and end dates were then estimated by the IT team to account for resource availability and business need that produced a Gannt chart of initiatives. (See Appendix 4)

This roadmap will guide the IT team in determining what activities it will take over the duration of this strategic plan. Priority will help prioritize resources when conflicts occur. These tools will be reviewed and updated at least annually to ensure new information is incorporated into these tools.

## 7. IT Strategy Communication

The IT Strategy will be presented to Executive Leadership, Management Team, and all staff using "Strategy on a Page" and power point presentation to augment the document.

DSL IT will retain the current version of this document on the IT section of the Staff Resources intranet site.

## 8. IT Strategy Continuous Lifecycle

This strategic plan will be reviewed annually and refreshed during the IT all staff meeting each June.

Once updated the updated plan will be presented to the Change Management Committee (CMC) for review and approval at the July meeting.

Once approved by the CMC, IT will publish an updated version on intranet.

## 9. Appendices

### 9.1.IT Organization Background

#### Staff

The DSL IT Team has a total of ten permanent positions, one limited duration position, and an IT Manager to support the IT infrastructure, users, and software applications. The team's primary work focus is operational in supporting the existing infrastructure and applications. The team is primarily located in Salem with one staff member permanently located at the South Slough National Estuarine Research Reserve (SSNERR). Salem and Bend offices are supported by Salem IT staff consisting of four individuals. The staff also has two staff that support the agencies Geographic Information System (GIS) and spatial databases. The IT team has recently received permanent Data Architect and Business Analyst

positions and a limited duration Business Analyst/Project Manager position to support new LAS Replacement Project (OWLS).

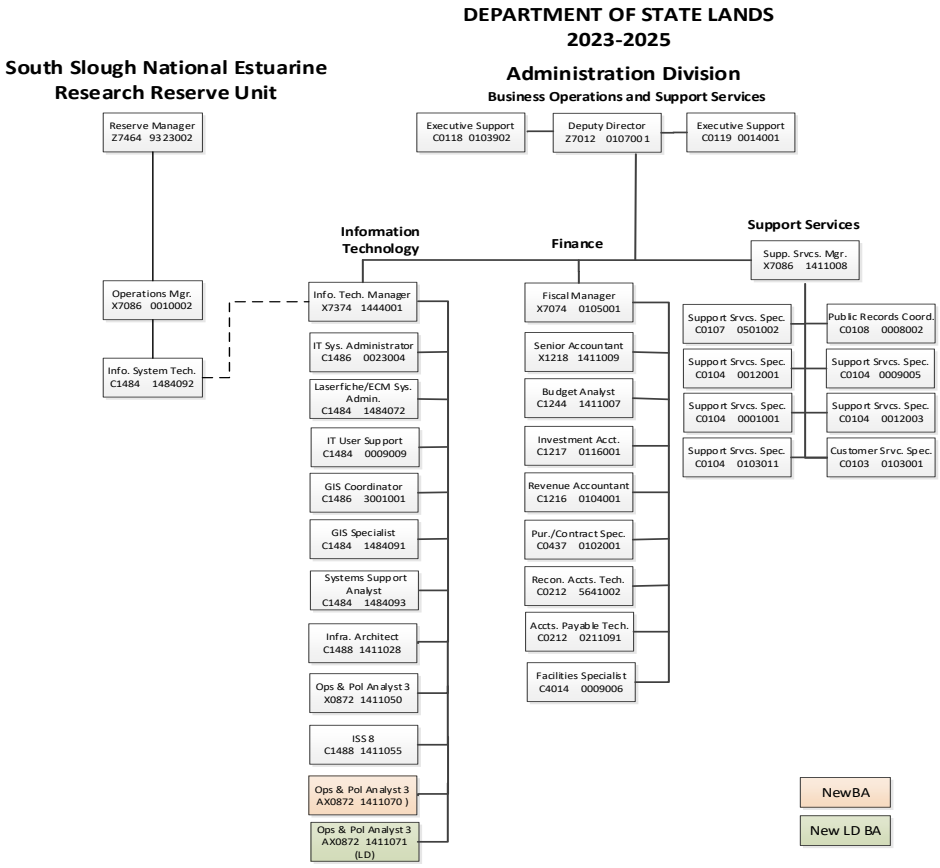



*Figure 3- DSL IT Organizational Chart*

## Infrastructure

DSL IT currently has migrated most of its servers to Data Center Services (DCS) within Enterprise Information Services (EIS). DSL still manages a few of its own servers (6 physical and 4 virtual) at its facilities and manages most of the networking, firewall and security for the agency. DSL supports 3 primary locations in Oregon: Salem, Bend and Charleston each with connections to the state DCS network. DSL has begun work to leverage the DCS Azure Service offering and has added some servers to that environment.

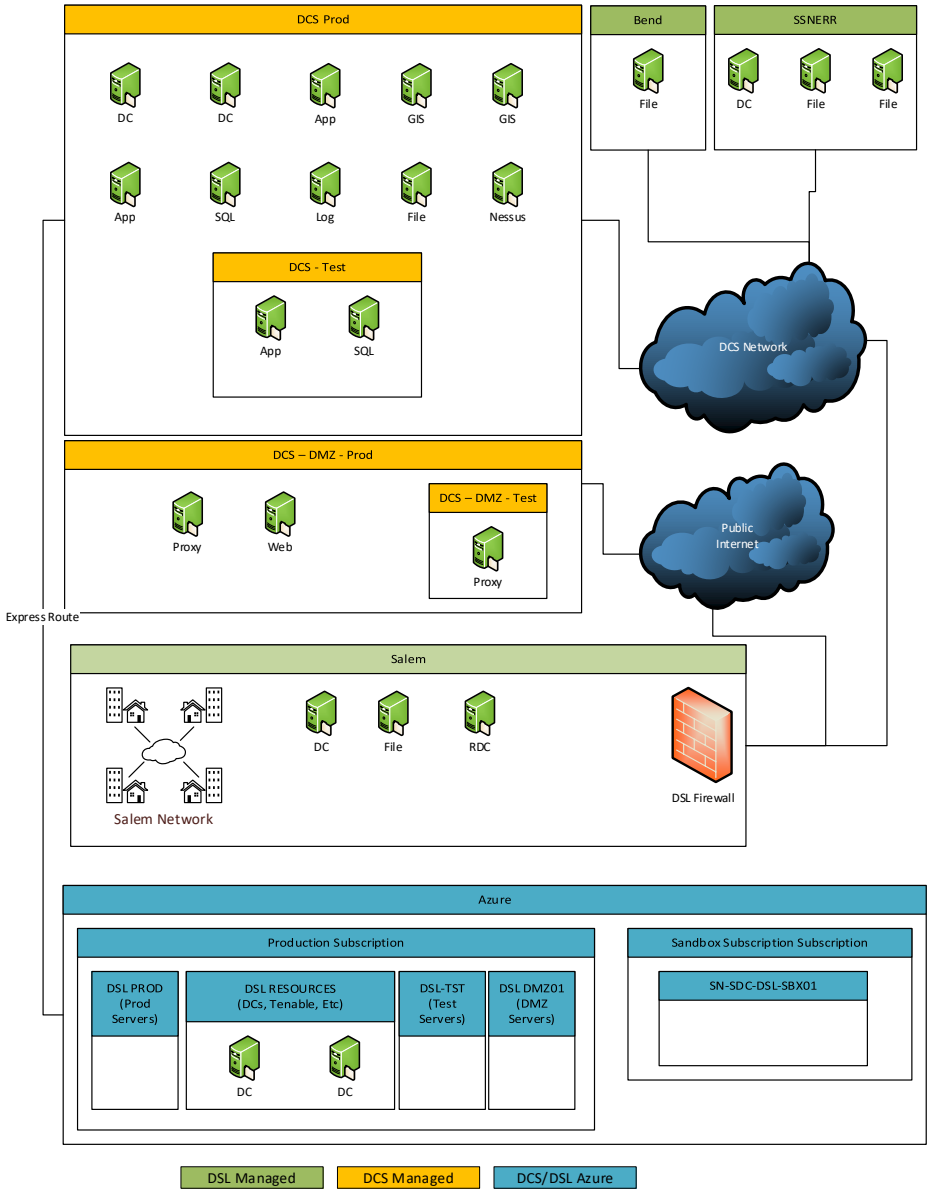



*Figure 4 - Overview of the DSL Network and Computing Environment*

DSL supports networking by management of its switches, firewalls, point-to-point wireless radios, and wireless access point. Currently the SSNERR Visitors Center network is provided by a long-haul point-to-point wireless connection from the SSNERR Lad building in Charlston. This has an off-grid relay point powered by solar, wind, and battery power that is approximately 2.5 miles from the Visitors Center and approximately 3 miles from the Lab building. The off-grid facility failed in the winter of 2022 and had to be run using a generator. DSL replaced much of the power infrastructure at that location in the summer of 2023, to ensure that the network remained operational during future winters. DSL has begun turning over some management of the network to DSC starting with the switches at the SSNERR Lab building.

In addition to server, network, and firewall infrastructure, DSL IT supports its 130 user's laptop and desktop equipment. There are approximately 200 operational desktop and laptops that are supported by IT. The large number is partially due to the need for field computers and dedicated scientific

machines. The agency replaces desktops based on a 4 year lifecycle and laptops/tablets on a 3 year cycle. IT uses the EIS Enterprise Mobile Security product (Intune) to manage the mobile devices (phones and tablets) assigned to users. There are currently 130 mobile devices under management.

### Applications

DSL IT supports business applications, desktop applications, and mobile applications for its users.

Business applications include the Land Administration System (LAS), Electronic Content Management system (Laserfiche), M365 (Exchange Online, Teams, Azure Active Directory, etc.), DSL intranet (Wordpress), and ArcGIS Enterprise. DSL is currently in the process of replacing LAS with a modern platform configured to meet the future needs of the agency. The new system (OWLS) is anticipated to be supported primarily by IT staff once completed.

Desktop applications are installed and patched by IT through cloud-based management tools. There are currently 91 separate desktop applications approved for use by DSL.

Mobile applications are installed and patched using Intune. There are currently 67 applications approved for use by DSL.

### Tools

DSL IT uses various tools to monitor and manage the environment.

Monitoring systems are for Security and Availability. Security monitoring includes the Nessus scanning supported by EIS Cyber Security Services (CSS), Netwrix is used to monitor access and identity systems (i.e. Active Directory), and Fortigate firewalls (e.g. Web filtering and network traffic filtering). Availability is monitored by OpenNMS to help alert to outages and service degradation.

Management systems assist IT in managing devices and responding to customers. Management systems include: CoreView for managing M365 and Azure Active Directory; ManageEngine for deploying/patching desktop software, patching operating systems, and remote assistance to users; SolarWinds Service Desk is used to assist customers (i.e. ticketing) and manage software/hardware inventory.

## 9.2.Initiative Details

| | | | | | | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 1 | LAS Replacement Project | Business Support | “Supporting our Stakeholders” | IMPROVED SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight, Bill Ryan | North Highland | See Busines Case | | 3.7M | | 13.5M | 17.2M | 15000 | 2 |
| 2 | IT Staffing Plan | IT Excellence | “Supporting our Stakeholders” | STAFF IS SUPPORTED IN PROVIDING EXCEPTIONAL SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Ensure that IT has a plan to staff the information and technology needs identified by the organization. | | | | | | 20 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 3 | Update DR Plans | IT Excellence | “Enhancing information security” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Ensure that there is a plan to keep the agencies data is secure and recoverable in the event of a disaster. | | | | | | 100 | |
| 4 | Implement Mobile Device Management | IT Excellence | “Supporting our Stakeholders” | STAFF IS SUPPORTED IN PROVIDING EXCEPTIONAL SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Mark Lagman | Increase the support and security for mobile devices. | | | | | | 400 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 5 | Support OregonBuys | Business Support | “Supporting our Stakeholders” | INCREASED NET REVENUE FOR THE COMMON SCHOOL FUND | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Joseph Flager | Sean McMullen | Leverage enterprise appications to ensure consistency and economy of scale for Contracts and Procurement. | | | | | | 60 | |
| 6 | Develop System Security Plans | IT Excellence | “Enhancing information security” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Greg Verharst | Jean Straight | Greg Verharst | Ensure the agencies data is kept in systems that are secure and reliable. | | | | | | 500 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 7 | Develop IT Security Response Plan | IT Excellence | "Enhancing information security" | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Greg Verharst | Jean Straight | Greg Verharst | Increase the ability to respond to a security incident and reduce the risk of data loss. | | | | | | 500 | |
| 8 | Improve Hybrid Meeting Facilities | Business Support | "Supporting our Stakeholders" | SUPPORT WORK-LIFE BALANCE | As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon. | Sean McMullen | Ali Hansen | Sean McMullen | Improve the meeting effectiveness for both remote and on-site employees. | | | $ 10,000 | | | 100 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 9 | Participate in Open Data Initiative | Business Support | “Stewardship of the enterprise IT resources” | IMPROVED SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Clint Woodrow | Dana Hicks | Clint Woodrow | Increase the amount of easily accessible data for the public. | | | | | | 50 | |
| 10 | TEDS Form Automation in Laserfiche | Business Support | “Supporting our Stakeholders” | STAFF IS SUPPORTED IN PROVIDING EXCEPTIONAL SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Rebecca Muse | Sean McMullen | Make travel reembursements more timely and accurate. | | | | | | 1000 | |

# DSL IT Strategic Plan 2023-27

| | | | | | | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 11 | Approve the Updated IT Governance Process | IT Excellence | “Stewardship of the enterprise IT resources” | IMPROVED SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Ensure IT resources are assigned to projects that have the greatest positive impact to the agency. | | | | | | 200 | |
| 12 | Migrate Intranet to SharePoint Online | Business Support | “Supporting our Stakeholders” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Ali Hansen | Sean McMullen | Increase the ease of use for the intranet, and reduce the cost of maintenance. | | | | | | 500 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 13 | Develop a DSL SEIM | IT Excellence | “Enhancing information security” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Greg Verharst | Jean Straight | Greg Verharst | Increase the ability to dectect and respond to a security incident and reduce the risk of data loss. | | | | | | 600 | |
| 14 | Develop Business Case Process | IT Excellence | “Stewardship of the enterprise IT resources” | INCREASED NET REVENUE FOR THE COMMON SCHOOL FUND | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Ensure IT projects have solutions that will have the greatest positive impact to the agency. | | | | | | 300 | |

# DSL IT Strategic Plan 2023-27

| | | | | | | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 15 | Migration to Azure | Innovation | “Stewardship of the enterprise IT resources” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Increase the ability to quickly respond to increases in demand and maintain or improve system response time and availability. | | | | | | 2000 | |
| 16 | Migrate to DCS Network | Innovation | “Stewardship of the enterprise IT resources” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Greg Verharst | Allow IT resources more time to focus on core business goals. | | | | | | 1000 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 17 | IT Modernization Plan | Innovation | “Stewardship of the enterprise IT resources” | IMPROVED SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Improve capabilities and reliability for systems that support the agency goals. | | | | | | 200 | |
| 18 | All IT staff have received PM training | IT Excellence | “Stewardship of the enterprise IT resources” | IMPROVED SERVICE | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Ensure the effective use of resources and reduce time to deliver. | | | | | | 100 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 19 | Decommission Desk Phones | Business Support | “Stewardship of the enterprise IT resources” | INCREASED NET REVENUE FOR THE COMMON SCHOOL FUND | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Reduce costs of technology. | | | | | | 200 | |
| 20 | Adopt the ITIL 4.0 Framework | IT Excellence | “Stewardship of the enterprise IT resources” | INCREASED NET REVENUE FOR THE COMMON SCHOOL FUND | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Ensure the effective use of resources and reduce time to deliver. | | | | | | 600 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| 21 | Conduct a security incident simulation | IT Excellence | “Enhancing information security” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Increase the ability to respond to a security incident and reduce the risk of data loss. | | | | | | 100 | |
| 22 | Reorganize Enterprise Geodatabases | Business Support | “Stewardship of the enterprise IT resources” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | Sean McMullen | Jean Straight | Sean McMullen | Increase the amount of easily accessible GIS data for the agency staff. | | | | | | 250 | |
| 23 | Pursue a Unified IT Support Platform | IT Excellence | “Stewardship of the enterprise IT resources” | INCREASED ACCESS TO INFORMATION & SERVICES | We are fair and thoughtful problem solvers: embracing best practices for public | Sean McMullen | Jean Straight | Greg Verharst | Ensure the effective use of resources and reduce time to deliver. | | | | | | 300 | |

# DSL IT Strategic Plan 2023-27

| # | Initiative Name | Initiative Type | IT Goal | Business Initiative | Business Goal | Project Team | | | Estimated Benefits | | Detailed Incremental Cost Estimates | | | | Detailed Staffing Estimates (Optional) | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | IT Sponsor | Business Sponsor | Project Manager | Business Benefits | Other Benefits | Labor Cost | Systems Cost | Contracts Cost | Total | Initial Staffing (Hours) | Ongoing Staffing (FTEs) |
| | | | | | service, engaging widely to increase awareness and share information, and modeling excellence in every interaction. | | | | | | | | | | | |

# DSL IT Strategic Plan 2023-27

## 9.3.Initiative Prioritization

| | | | Criteria | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Fit for Purpose | Cost Justification | Enterprise Ready | Implementation Ease | Business Strategic Alignment | Rank |
| Required field for roadmap | Required field for roadmap | Opional Field | Weight | | | | | |
| **Initiatives** | **Initiative Type** | **Modernization** | 30% | 25% | 10% | 10% | 25% | 100% |
| LAS Replacement Project | Business Support | Yes | High | High | High | Medium | High | 1 |
| IT Modernization Plan | Innovation | Yes | Medium | Low | High | Medium | Medium | 17 |
| Support OregonBuys | Business Support | Yes | High | High | Medium | Medium | Medium | 5 |
| Develop Business Case Process | IT Excellence | No | High | Medium | High | Low | Low | 14 |
| Approve the Updated IT Governance Process | IT Excellence | No | High | Low | High | Low | High | 11 |
| All IT staff have received PM training | IT Excellence | No | Medium | Low | High | Medium | Medium | 18 |
| Develop System Security Plans | IT Excellence | No | High | High | High | Low | Medium | 6 |
| Update DR Plans | IT Excellence | No | High | High | High | Medium | Medium | 3 |
| Develop a DSL SEIM | IT Excellence | No | Medium | High | High | Medium | Low | 13 |
| Develop IT Security Response Plan | IT Excellence | No | High | Medium | High | Medium | Medium | 7 |
| Conduct a security incident simulation | IT Excellence | No | Medium | Medium | Medium | Low | Low | 21 |

| Initiative | Initiative Type | Reordered Priority |
|---|---|---|
| LAS Replacement Project | Business Support | 1 |
| IT Staffing Plan | IT Excellence | 2 |
| Update DR Plans | IT Excellence | 3 |
| Implement Mobile Device Management | IT Excellence | 4 |
| Support OregonBuys | Business Support | 5 |
| Develop System Security Plans | IT Excellence | 6 |
| Develop IT Security Response Plan | IT Excellence | 7 |
| Improve Hybrid Meeting Facilities | Business Support | 8 |
| Participate in Open Data Initiative | Business Support | 9 |
| TEDS Form Automation in Laserfiche | Business Support | 10 |
| Approve the Updated IT Governance Process | IT Excellence | 11 |

# DSL IT Strategic Plan 2023-27

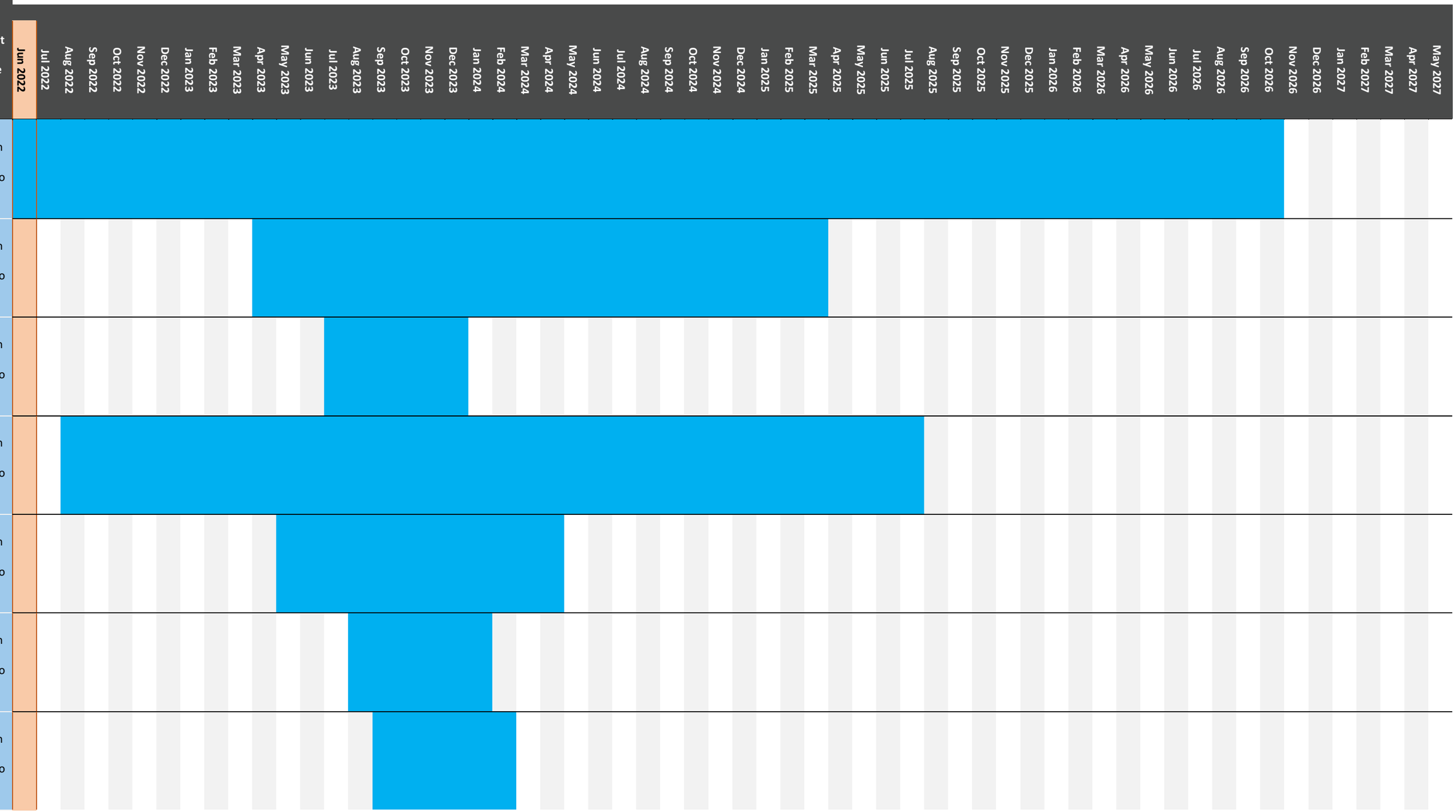
| | | | Criteria | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Fit for Purpose | Cost Justification | Enterprise Ready | Implementation Ease | Business Strategic Alignment | Rank |
| Required field for roadmap | Required field for roadmap | Opional Field | Weight | | | | | |
| Initiatives | Initiative Type | Modernization | 30% | 25% | 10% | 10% | 25% | 100% |
| Implement Mobile Device Management | IT Excellence | No | High | High | High | Medium | Medium | 4 |
| Adopt the ITIL 4.0 Framework | IT Excellence | No | Medium | Medium | High | Low | Low | 20 |
| Participate in Open Data Initiative | Business Support | No | Medium | Medium | High | Medium | High | 9 |
| Migration to Azure | Innovation | Yes | Medium | Medium | High | Low | Medium | 15 |
| Migrate to DCS Network | Innovation | No | Medium | Medium | High | Low | Medium | 16 |
| IT Staffing Plan | IT Excellence | No | High | High | Low | High | High | 2 |
| Reorganize Enterprise Geodatabases | Business Support | No | Medium | Medium | Medium | Low | Low | 22 |
| Migrate Intranet to SharePoint Online | Business Support | Yes | Medium | High | High | High | Low | 12 |
| Decommission Desk Phones | Business Support | No | Medium | Medium | High | Medium | Low | 19 |
| Pursue a Unified IT Support Platform | IT Excellence | No | Low | Medium | High | Medium | Low | 23 |
| TEDS Form Automation in Laserfiche | Business Support | Yes | High | Medium | Low | Low | High | 10 |
| Improve Hybrid Meeting Facilities | Business Support | Yes | High | Medium | High | Medium | Medium | 8 |

| Initiative | Initiative Type | Reordered Priority |
|---|---|---|
| Migrate Intranet to SharePoint Online | Business Support | 12 |
| Develop a DSL SEIM | IT Excellence | 13 |
| Develop Business Case Process | IT Excellence | 14 |
| Migration to Azure | Innovation | 15 |
| Migrate to DCS Network | Innovation | 16 |
| IT Modernization Plan | Innovation | 17 |
| All IT staff have received PM training | IT Excellence | 18 |
| Decommission Desk Phones | Business Support | 19 |
| Adopt the ITIL 4.0 Framework | IT Excellence | 20 |
| Conduct a security incident simulation | IT Excellence | 21 |
| Reorganize Enterprise Geodatabases | Business Support | 22 |
| Pursue a Unified IT Support Platform | IT Excellence | 23 |

# DSL IT Strategic Plan 2023-27

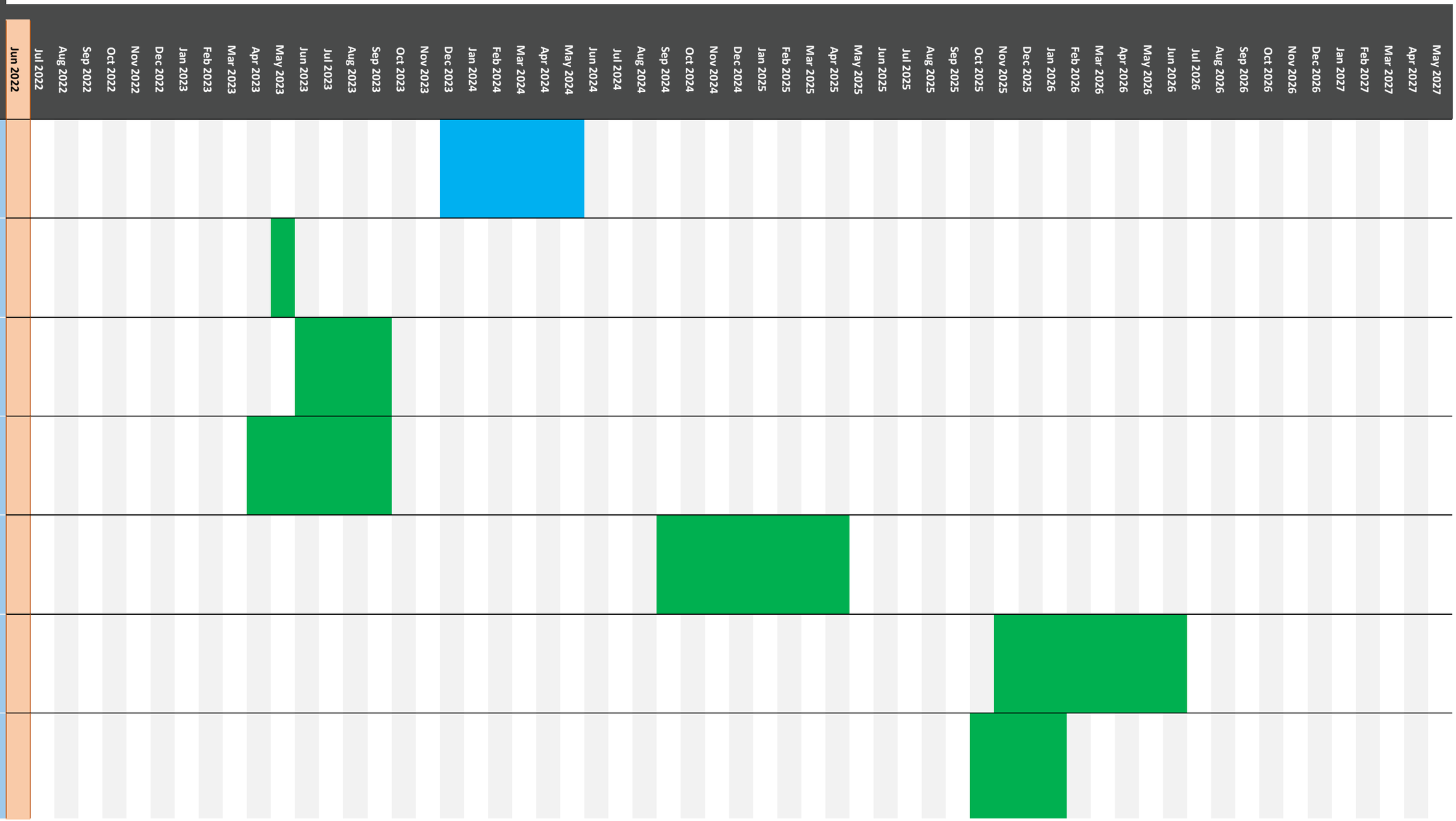
## 9.4.Initiative Gantt Chart

| # | INITIATIVE | Initiative Type |
|---|---|---|
| 1 | LAS Replacement Project | Business Support |
| 2 | Support Oregon Buys | Business Support |
| 3 | Improve Hybrid Meeting Facilities | Business Support |
| 4 | Participate in Open Data Initiative | Business Support |
| 5 | TEDS Form Automation in Laserfiche | Business Support |
| 6 | Migrate Intranet to SharePoint Online | Business Support |
| 7 | Decommission Desk Phones | Business Support |



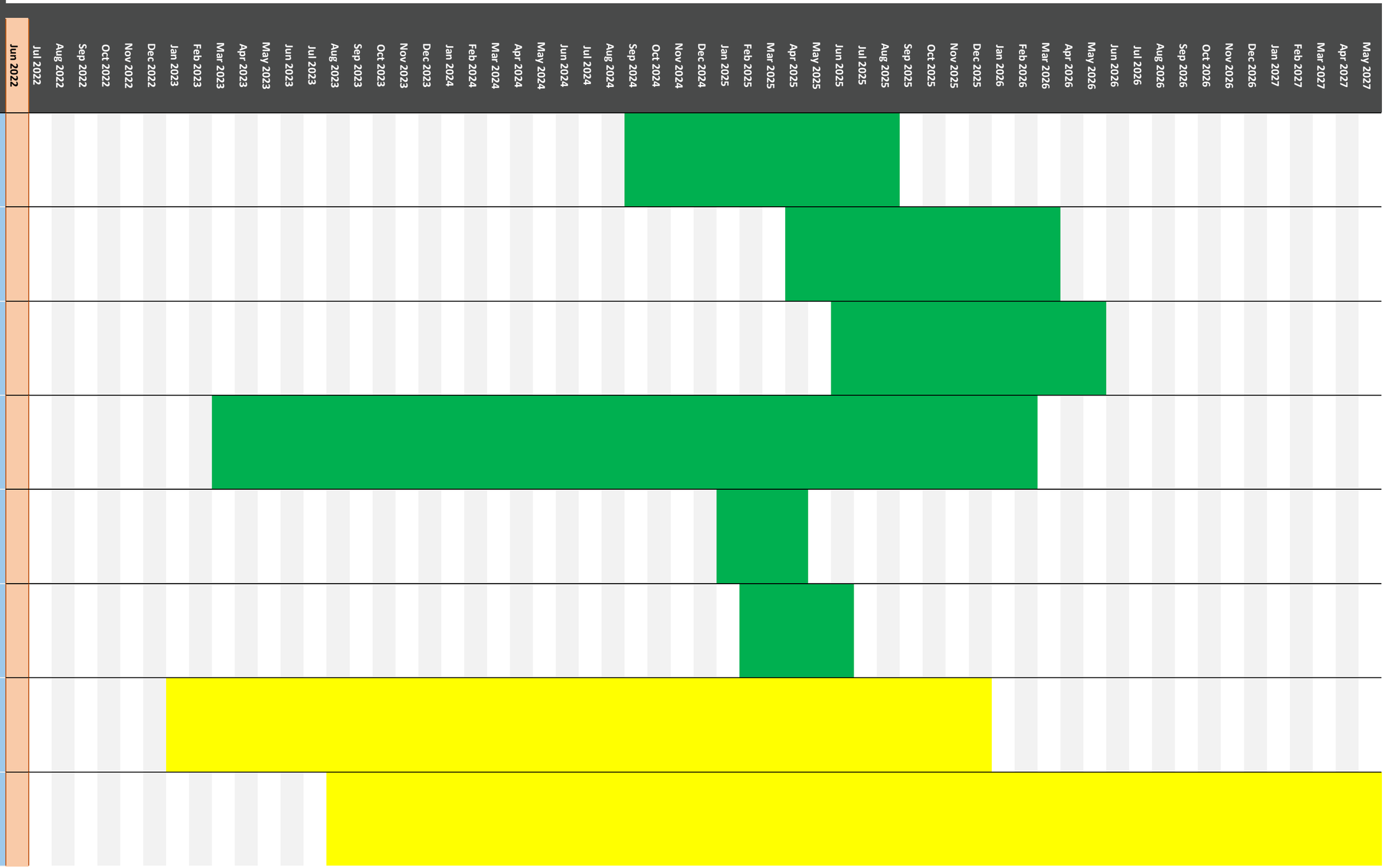
# DSL IT Strategic Plan 2023-27

| # | INITIATIVE | Initiative Type |
|---|---|---|
| 8 | Reorganize Enterprise Geodatabases | Business Support |
| 9 | IT Staffing Plan | IT Excellence |
| 10 | Update DR Plans | IT Excellence |
| 11 | Implement Mobile Device Management | IT Excellence |
| 12 | Develop System Security Plans | IT Excellence |
| 13 | Develop IT Security Response Plan | IT Excellence |
| 14 | Approve the Updated IT Governance Process | IT Excellence |



# DSL IT Strategic Plan 2023-27

| # | INITIATIVE | Initiative Type |
|---|---|---|
| 15 | Develop a DSL SEIM | IT Excellence |
| 16 | Develop Business Case Process | IT Excellence |
| 17 | All IT staff have received PM training | IT Excellence |
| 18 | Adopt the ITIL 4.0 Framework | IT Excellence |
| 19 | Conduct a security incident simulation | IT Excellence |
| 20 | Pursue a Unified IT Support Platform | IT Excellence |
| 21 | Migration to Azure | Innovation |
| 22 | Migrate to DCS Network | Innovation |



# DSL IT Strategic Plan 2023-27

| # | INITIATIVE | Initiative Type | Jun 2022 | Jul 2022 | Aug 2022 | Sep 2022 | Oct 2022 | Nov 2022 | Dec 2022 | Jan 2023 | Feb 2023 | Mar 2023 | Apr 2023 | May 2023 | Jun 2023 | Jul 2023 | Aug 2023 | Sep 2023 | Oct 2023 | Nov 2023 | Dec 2023 | Jan 2024 | Feb 2024 | Mar 2024 | Apr 2024 | May 2024 | Jun 2024 | Jul 2024 | Aug 2024 | Sep 2024 | Oct 2024 | Nov 2024 | Dec 2024 | Jan 2025 | Feb 2025 | Mar 2025 | Apr 2025 | May 2025 | Jun 2025 | Jul 2025 | Aug 2025 | Sep 2025 | Oct 2025 | Nov 2025 | Dec 2025 | Jan 2026 | Feb 2026 | Mar 2026 | Apr 2026 | May 2026 | Jun 2026 | Jul 2026 | Aug 2026 | Sep 2026 | Oct 2026 | Nov 2026 | Dec 2026 | Jan 2027 | Feb 2027 | Mar 2027 | Apr 2027 | May 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 23 | IT Modernization Plan | Innovation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | 113 | 110.78 | 81,084,350 | - | - | 67,106,620 | 5,925,269 | 8,052,461 | - |
| 2023-25 Emergency Boards | - | - | 22,401,242 | 4,002,152 | - | 7,743,471 | (344,381) | 11,000,000 | - |
| **2023-25 Leg Approved Budget** | **113** | **110.78** | **103,485,592** | **4,002,152** | **-** | **74,850,091** | 5,580,888 | **19,052,461** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | (5) | (4.28) | 1,364,902 | - | - | 1,435,167 | (70,265) | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | 1,697,073 | - | - | - | - | 1,697,073 | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **108** | **106.50** | **106,547,567** | **4,002,152** | **-** | **76,285,258** | 5,510,623 | **20,749,534** | **-** |
| **Essential Packages** | | | | | | | | | |
| 010 - Non-PICS Pers Svc/Vacancy Factor | | | | | | | | | |
| Vacancy Factor (Increase)/Decrease | - | - | (715,966) | - | - | (668,139) | (47,827) | - | - |
| Non-PICS Personal Service Increase/(Decrease) | - | - | (66,254) | - | - | (64,366) | (1,888) | - | - |
| **Subtotal** | **-** | **-** | **(782,220)** | **-** | **-** | **(732,505)** | (49,715) | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | (41,399,427) | (4,002,152) | - | (34,484,818) | (2,912,457) | - | - |
| **Subtotal** | **-** | **-** | **(41,399,427)** | **(4,002,152)** | **-** | **(34,484,818)** | (2,912,457) | **-** | **-** |
| 030 - Inflation & Price List Adjustments | | | | | | | | | |
| Cost of Goods & Services Increase/(Decrease) | - | - | 602,622 | - | - | 585,551 | 17,071 | - | - |
| State Gov"t & Services Charges Increase/(Decrease) | | | 717,030 | - | - | 717,030 | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal** | **-** | **-** | **1,319,652** | **-** | **-** | **1,302,581** | 17,071 | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **108** | **106.50** | **65,685,572** | **-** | **-** | **42,370,516** | 2,565,522 | **20,749,534** | **-** |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **108** | **106.50** | **65,685,572** | **-** | **-** | **42,370,516** | 2,565,522 | **20,749,534** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **108** | **106.50** | **65,685,572** | **-** | **-** | **42,370,516** | 2,565,522 | **20,749,534** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | - | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | 7 | 6.52 | 10,000,000 | - | - | 10,000,000 | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | 275,000 | - | - | 275,000 | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | 56,768 | - | - | 56,768 | - | - | - |
| 811 - Budget Reconciliation Adjustments | 2 | 1.52 | 442,576 | 442,576 | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | 13 | 11.32 | 3,140,261 | - | - | 3,140,261 | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | 4 | 3.76 | 11,151,895 | - | - | 11,151,895 | - | - | - |
| 203 - Resources for South Slough Reserve | 1 | 0.76 | 266,078 | - | - | 266,078 | - | - | - |
| 204 - Modern Permitting System Project | 1 | 1.00 | 3,483,589 | - | - | 3,483,589 | - | - | - |
| 205 - Adequate Resources for GIS | 4 | 3.04 | 809,716 | - | - | 809,716 | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | 390,000 | - | - | 390,000 | - | - | - |
| 210 - Wasson Creek Project | 1 | 1.00 | 1,433,122 | - | - | - | 1,433,122 | - | - |
| 211 - Portland Harbor Cleanup | - | - | 2,019,000 | - | - | 2,019,000 | - | - | - |
| 212 - Superfund Site-Protecting State Interests | 1 | 1.00 | 5,412,290 | - | - | 5,412,290 | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | 500,000 | - | - | 500,000 | - | - | - |
| 214 - Shutter Creek | 2 | 2.00 | 2,086,084 | - | - | 2,086,084 | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | 69,274 | - | - | - | 69,274 | - | - |
| 216 - NOAA Grant Carry Forward | - | - | 375,000 | - | - | - | 375,000 | - | - |
| 217 - Geological Carbon Sequestration | - | - | 10,000,000 | - | - | 10,000,000 | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **36** | **31.92** | **51,910,653** | **442,576** | **-** | **49,590,681** | 1,877,396 | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **144** | **138.42** | **117,596,225** | **442,576** | **-** | **91,961,197** | 4,442,918 | **20,749,534** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | 27.43% | 24.95% | 13.64% | -88.94% | - | 22.86% | -20.39% | 8.91% | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | 33.33% | 29.97% | 79.03% | - | - | 117.04% | 73.18% | - | - |

**Lands, Dept of State**
**Common School Fund**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-010-00-00-00000**

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | 93 | 91.28 | 48,385,910 | - | - | 39,592,817 | 740,632 | 8,052,461 | - |
| 2023-25 Emergency Boards | - | - | 17,472,236 | - | - | 6,972,236 | (500,000) | 11,000,000 | - |
| **2023-25 Leg Approved Budget** | **93** | **91.28** | **65,858,146** | **-** | **-** | **46,565,053** | 240,632 | **19,052,461** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | (4) | (3.28) | 1,258,666 | - | - | 1,258,666 | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | 1,697,073 | - | - | - | - | 1,697,073 | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **89** | **88.00** | **68,813,885** | **-** | **-** | **47,823,719** | 240,632 | **20,749,534** | **-** |
| **Essential Packages** | | | | | | | | | |
| 010 - Non-PICS Pers Svc/Vacancy Factor | | | | | | | | | |
| Vacancy Factor (Increase)/Decrease | - | - | (599,188) | - | - | (596,964) | (2,224) | - | - |
| Non-PICS Personal Service Increase/(Decrease) | - | - | (55,804) | - | - | (57,815) | 2,011 | - | - |
| **Subtotal** | **-** | **-** | **(654,992)** | **-** | **-** | **(654,779)** | (213) | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | (12,621,186) | - | - | (12,428,438) | (192,748) | - | - |
| **Subtotal** | **-** | **-** | **(12,621,186)** | **-** | **-** | **(12,428,438)** | (192,748) | **-** | **-** |
| 030 - Inflation & Price List Adjustments | | | | | | | | | |
| Cost of Goods & Services Increase/(Decrease) | - | - | 437,563 | - | - | 437,563 | - | - | - |
| State Gov"t & Services Charges Increase/(Decrease) | | | 717,030 | - | - | 717,030 | - | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal** | **-** | **-** | **1,154,593** | **-** | **-** | **1,154,593** | - | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **89** | **88.00** | **56,692,300** | **-** | **-** | **35,895,095** | 47,671 | **20,749,534** | **-** |

**Lands, Dept of State**
**Common School Fund**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **89** | **88.00** | **56,692,300** | **-** | **-** | **35,895,095** | 47,671 | **20,749,534** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **89** | **88.00** | **56,692,300** | **-** | **-** | **35,895,095** | 47,671 | **20,749,534** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | - | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | 25,000 | - | - | 25,000 | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | 55,728 | - | - | 55,728 | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | 13 | 11.32 | 3,140,261 | - | - | 3,140,261 | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | 1 | 1.00 | 3,483,589 | - | - | 3,483,589 | - | - | - |
| 205 - Adequate Resources for GIS | 4 | 3.04 | 809,716 | - | - | 809,716 | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | 1 | 1.00 | 5,412,290 | - | - | 5,412,290 | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | 500,000 | - | - | 500,000 | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | 69,274 | - | - | - | 69,274 | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | 10,000,000 | - | - | 10,000,000 | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **19** | **16.36** | **23,495,858** | **-** | **-** | **23,426,584** | 69,274 | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **108** | **104.36** | **80,188,158** | **-** | **-** | **59,321,679** | 116,945 | **20,749,534** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | 16.13% | 14.33% | 21.76% | - | - | 27.40% | -51.40% | 8.91% | - |

**Lands, Dept of State**
**Common School Fund**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | 21.35% | 18.59% | 41.44% | - | - | 65.26% | 145.32% | - | - |

**Lands, Dept of State**
**Portland Harbor Cleanup**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-011-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | - | 2,121,125 | - | - | 2,121,125 | - | - | - |
| 2023-25 Emergency Boards | - | - | - | - | - | - | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **-** | **2,121,125** | **-** | **-** | **2,121,125** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | - | - | - | - | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **-** | **2,121,125** | **-** | **-** | **2,121,125** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | (2,121,125) | - | - | (2,121,125) | - | - | - |
| **Subtotal** | **-** | **-** | **(2,121,125)** | **-** | **-** | **(2,121,125)** | **-** | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

**Lands, Dept of State**
**Portland Harbor Cleanup**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-011-00-00-00000**

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | 1,040 | - | - | 1,040 | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | 2,019,000 | - | - | 2,019,000 | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **-** | **-** | **2,020,040** | **-** | **-** | **2,020,040** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **-** | **-** | **2,020,040** | **-** | **-** | **2,020,040** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | -4.77% | - | - | -4.77% | - | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | - | 200,000 | - | - | 200,000 | - | - | - |
| 2023-25 Emergency Boards | - | - | - | - | - | - | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **-** | **200,000** | **-** | **-** | **200,000** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | - | - | - | - | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **-** | **200,000** | **-** | **-** | **200,000** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | - | - | - | - | - | - | - |
| **Subtotal** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 030 - Inflation & Price List Adjustments | | | | | | | | | |
| Cost of Goods & Services Increase/(Decrease) | - | - | 13,600 | - | - | 13,600 | - | - | - |
| **Subtotal** | **-** | **-** | **13,600** | **-** | **-** | **13,600** | **-** | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **213,600** | **-** | **-** | **213,600** | - | **-** | **-** |

**Lands, Dept of State**
**Submerged Lands**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-012-00-00-00000**

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **213,600** | **-** | **-** | **213,600** | - | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **-** | **213,600** | **-** | **-** | **213,600** | - | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | - | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **-** | **-** | **213,600** | **-** | **-** | **213,600** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | 6.80% | - | - | 6.80% | - | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | 0.50 | 2,181,141 | - | - | 2,181,141 | - | - | - |
| 2023-25 Emergency Boards | - | - | - | - | - | - | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **0.50** | **2,181,141** | **-** | **-** | **2,181,141** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | 23,243 | - | - | 23,243 | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **0.50** | **2,204,384** | **-** | **-** | **2,204,384** | **-** | **-** | **-** |
| **Essential Packages** | | | | | | | | | |
| 010 - Non-PICS Pers Svc/Vacancy Factor | | | | | | | | | |
| Vacancy Factor (Increase)/Decrease | - | - | (6,038) | - | - | (6,038) | - | - | - |
| Non-PICS Personal Service Increase/(Decrease) | - | - | (802) | - | - | (802) | - | - | - |
| **Subtotal** | **-** | **-** | **(6,840)** | **-** | **-** | **(6,840)** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | - | - | - | - | - | - | - |
| **Subtotal** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 030 - Inflation & Price List Adjustments | | | | | | | | | |
| Cost of Goods & Services Increase/(Decrease) | - | - | 84,881 | - | - | 84,881 | - | - | - |
| **Subtotal** | **-** | **-** | **84,881** | **-** | **-** | **84,881** | **-** | **-** | **-** |

**Lands, Dept of State** **Leg. Adopted Budget**
**Removal-Fill Mitigation Fund** **Cross Reference Number: 14100-013-00-00-00000**
**2025-27 Biennium**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **0.50** | **2,282,425** | **-** | **-** | **2,282,425** | - | **-** | **-** |

**Lands, Dept of State**
**Removal-Fill Mitigation Fund**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-013-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **0.50** | **2,282,425** | **-** | **-** | **2,282,425** | - | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **0.50** | **2,282,425** | **-** | **-** | **2,282,425** | - | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | - | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

**Lands, Dept of State**
**Removal-Fill Mitigation Fund**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-013-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **-** | **0.50** | **2,282,425** | **-** | **-** | **2,282,425** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | 4.64% | - | - | 4.64% | - | - | - |

**Lands, Dept of State**
**Removal-Fill Mitigation Fund**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-013-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

**Lands, Dept of State** **Leg. Adopted Budget**
**Oregon Ocean Science Trust** **Cross Reference Number: 14100-014-00-00-00000**
**2025-27 Biennium**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | - | 600,000 | - | - | 600,000 | - | - | - |
| 2023-25 Emergency Boards | - | - | 572,019 | - | - | 572,019 | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **-** | **1,172,019** | **-** | **-** | **1,172,019** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | - | - | - | - | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **-** | **1,172,019** | **-** | **-** | **1,172,019** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | (1,172,019) | - | - | (1,172,019) | - | - | - |
| **Subtotal** | **-** | **-** | **(1,172,019)** | **-** | **-** | **(1,172,019)** | **-** | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | 250,000 | - | - | 250,000 | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **-** | **-** | **250,000** | **-** | **-** | **250,000** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **-** | **-** | **250,000** | **-** | **-** | **250,000** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | -78.67% | - | - | -78.67% | - | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

**Lands, Dept of State**
**Abandoned and Derelict Vessels**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-015-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | - | 18,763,236 | - | - | 18,763,236 | - | - | - |
| 2023-25 Emergency Boards | - | - | - | - | - | - | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **-** | **18,763,236** | **-** | **-** | **18,763,236** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | - | - | - | - | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **-** | **18,763,236** | **-** | **-** | **18,763,236** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | (18,763,236) | - | - | (18,763,236) | - | - | - |
| **Subtotal** | **-** | **-** | **(18,763,236)** | **-** | **-** | **(18,763,236)** | **-** | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | 4 | 3.76 | 11,151,895 | - | - | 11,151,895 | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **4** | **3.76** | **11,151,895** | **-** | **-** | **11,151,895** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **4** | **3.76** | **11,151,895** | **-** | **-** | **11,151,895** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | -40.57% | - | - | -40.57% | - | - | - |

**Lands, Dept of State**
**Abandoned and Derelict Vessels**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-015-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | - | - | - | - | - | - | - | - |
| 2023-25 Emergency Boards | - | - | 4,002,152 | 4,002,152 | - | - | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **-** | **4,002,152** | **4,002,152** | **-** | **-** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | - | - | - | - | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **-** | **4,002,152** | **4,002,152** | **-** | **-** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | (4,002,152) | (4,002,152) | - | - | - | - | - |
| **Subtotal** | **-** | **-** | **(4,002,152)** | **(4,002,152)** | **-** | **-** | **-** | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | 7 | 6.52 | 10,000,000 | - | - | 10,000,000 | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | 2 | 2.00 | 2,086,084 | | - | - | 2,086,084 | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **9** | **8.52** | **12,086,084** | **-** | **-** | **12,086,084** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **9** | **8.52** | **12,086,084** | **-** | **-** | **12,086,084** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | 201.99% | -100.00% | - | - | - | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

**Lands, Dept of State**
**Planner & Housing Permitting**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-017-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | - | - | - | - | - | - | - | - |
| 2023-25 Emergency Boards | - | - | - | - | - | - | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | - | - | - | - | - | - | - |
| Estimated Cost of Merit Increase | | | | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | | - | - | - | - | - | - |
| Capital Construction | | | | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | - | - | - | - | - | - | - |
| **Subtotal** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | 2 | 1.52 | 442,576 | 442,576 | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **2** | **1.52** | **442,576** | **442,576** | **-** | **-** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **2** | **1.52** | **442,576** | **442,576** | **-** | **-** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | - | - | - | - | - | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | 20 | 19.00 | 8,260,822 | - | - | 3,076,185 | 5,184,637 | - | - |
| 2023-25 Emergency Boards | - | - | 354,835 | - | - | 199,216 | 155,619 | - | - |
| **2023-25 Leg Approved Budget** | **20** | **19.00** | **8,615,657** | **-** | **-** | **3,275,401** | 5,340,256 | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | (1) | (1.00) | 82,993 | - | - | 153,258 | (70,265) | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **19** | **18.00** | **8,698,650** | **-** | **-** | **3,428,659** | 5,269,991 | **-** | **-** |
| **Essential Packages** | | | | | | | | | |
| 010 - Non-PICS Pers Svc/Vacancy Factor | | | | | | | | | |
| Vacancy Factor (Increase)/Decrease | - | - | (110,740) | - | - | (65,137) | (45,603) | - | - |
| Non-PICS Personal Service Increase/(Decrease) | - | - | (9,648) | - | - | (5,749) | (3,899) | - | - |
| **Subtotal** | **-** | **-** | **(120,388)** | **-** | **-** | **(70,886)** | (49,502) | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | (2,719,709) | - | - | - | (2,719,709) | - | - |
| **Subtotal** | **-** | **-** | **(2,719,709)** | **-** | **-** | **-** | (2,719,709) | **-** | **-** |
| 030 - Inflation & Price List Adjustments | | | | | | | | | |
| Cost of Goods & Services Increase/(Decrease) | - | - | 42,549 | - | - | 25,478 | 17,071 | - | - |
| **Subtotal** | **-** | **-** | **42,549** | **-** | **-** | **25,478** | 17,071 | **-** | **-** |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **19** | **18.00** | **5,901,102** | **-** | **-** | **3,383,251** | 2,517,851 | **-** | **-** |

**Lands, Dept of State**
**South Slough National Estuarine**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **19** | **18.00** | **5,901,102** | **-** | **-** | **3,383,251** | 2,517,851 | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **19** | **18.00** | **5,901,102** | **-** | **-** | **3,383,251** | 2,517,851 | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | - | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | 1 | 0.76 | 266,078 | - | - | 266,078 | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | 390,000 | - | - | 390,000 | - | - | - |
| 210 - Wasson Creek Project | 1 | 1.00 | 1,433,122 | - | - | - | 1,433,122 | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | 375,000 | - | - | - | 375,000 | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **2** | **1.76** | **2,464,200** | **-** | **-** | **656,078** | 1,808,122 | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **21** | **19.76** | **8,365,302** | **-** | **-** | **4,039,329** | 4,325,973 | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | 5.00% | 4.00% | -2.91% | - | - | 23.32% | -18.99% | - | - |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | 10.53% | 9.78% | 41.76% | - | - | 19.39% | 71.81% | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 2023-25 Leg Adopted Budget | - | - | 572,116 | - | - | 572,116 | - | - | - |
| 2023-25 Emergency Boards | - | - | - | - | - | - | - | - | - |
| **2023-25 Leg Approved Budget** | **-** | **-** | **572,116** | **-** | **-** | **572,116** | **-** | **-** | **-** |
| **2025-27 Base Budget Adjustments** | | | | | | | | | |
| Net Cost of Position Actions | | | | | | | | | |
| Administrative Biennialized E-Board, Phase-Out | - | - | - | - | - | - | - | - | - |
| Estimated Cost of Merit Increase | | | - | - | - | - | - | - | - |
| Base Debt Service Adjustment | | | - | - | - | - | - | - | - |
| Base Nonlimited Adjustment | | | - | - | - | - | - | - | - |
| Capital Construction | | | - | - | - | - | - | - | - |
| **Subtotal 2025-27 Base Budget** | **-** | **-** | **572,116** | **-** | **-** | **572,116** | **-** | **-** | **-** |
| 020 - Phase In / Out Pgm & One-time Cost | | | | | | | | | |
| 021 - Phase-in | - | - | - | - | - | - | - | - | - |
| 022 - Phase-out Pgm & One-time Costs | - | - | - | - | - | - | - | - | - |
| **Subtotal** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| 030 - Inflation & Price List Adjustments | | | | | | | | | |
| Cost of Goods & Services Increase/(Decrease) | - | - | 24,029 | - | - | 24,029 | - | - | - |
| **Subtotal** | **-** | **-** | **24,029** | **-** | **-** | **24,029** | **-** | **-** | **-** |
| 040 - Mandated Caseload | | | | | | | | | |
| 040 - Mandated Caseload | - | - | - | - | - | - | - | - | - |
| 050 - Fundshifts and Revenue Reductions | | | | | | | | | |
| 050 - Fundshifts | - | - | - | - | - | - | - | - | - |
| 060 - Technical Adjustments | | | | | | | | | |

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| 060 - Technical Adjustments | - | - | - | - | - | - | - | - | - |
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **596,145** | **-** | **-** | **596,145** | - | **-** | **-** |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| **Subtotal: 2025-27 Current Service Level** | **-** | **-** | **596,145** | **-** | **-** | **596,145** | - | **-** | **-** |
| 070 - Revenue Reductions/Shortfall | | | | | | | | | |
| 070 - Revenue Shortfalls | - | - | - | - | - | - | - | - | - |
| **Modified 2025-27 Current Service Level** | **-** | **-** | **596,145** | **-** | **-** | **596,145** | - | **-** | **-** |
| 080 - E-Boards | | | | | | | | | |
| 081 - May 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| **Subtotal Emergency Board Packages** | **-** | **-** | **-** | **-** | **-** | **-** | - | **-** | **-** |
| Policy Packages | | | | | | | | | |
| 082 - September 2024 Emergency Board | - | - | - | - | - | - | - | - | - |
| 090 - Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 092 - Statewide AG Adjustment | - | - | - | - | - | - | - | - | - |
| 093 - Statewide Adjustment DAS Chgs | - | - | - | - | - | - | - | - | - |
| 801 - LFO Analyst Adjustments | - | - | - | - | - | - | - | - | - |
| 802 - Vacant Position Reductions | - | - | - | - | - | - | - | - | - |
| 803 - Federal Revenue Shortfall | - | - | - | - | - | - | - | - | - |
| 804 - Position Rebalance | - | - | - | - | - | - | - | - | - |
| 805 - Constitutionally Elected Officials Adjustments | - | - | - | - | - | - | - | - | - |
| 810 - Statewide Adjustments | - | - | - | - | - | - | - | - | - |
| 811 - Budget Reconciliation Adjustments | - | - | - | - | - | - | - | - | - |
| 812 - Policy Bills | - | - | - | - | - | - | - | - | - |
| 813 - Updated Base Debt Service Adjustments | - | - | - | - | - | - | - | - | - |
| 816 - Capital Construction | - | - | - | - | - | - | - | - | - |
| 840 - Mandated Caseloads | - | - | - | - | - | - | - | - | - |

| Description | Positions | Full-Time Equivalent (FTE) | ALL FUNDS | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds |
|---|---|---|---|---|---|---|---|---|---|
| 845 - Statutory Caseloads | - | - | - | - | - | - | - | - | - |
| 201 - Protecting Wetlands & Waterways | - | - | - | - | - | - | - | - | - |
| 202 - Abandoned and Derelict Vessels Program | - | - | - | - | - | - | - | - | - |
| 203 - Resources for South Slough Reserve | - | - | - | - | - | - | - | - | - |
| 204 - Modern Permitting System Project | - | - | - | - | - | - | - | - | - |
| 205 - Adequate Resources for GIS | - | - | - | - | - | - | - | - | - |
| 206 - South Slough - Operational Funding Gaps | - | - | - | - | - | - | - | - | - |
| 210 - Wasson Creek Project | - | - | - | - | - | - | - | - | - |
| 211 - Portland Harbor Cleanup | - | - | - | - | - | - | - | - | - |
| 212 - Superfund Site-Protecting State Interests | - | - | - | - | - | - | - | - | - |
| 213 - Lower Willamette River Management Plan | - | - | - | - | - | - | - | - | - |
| 214 - Shutter Creek | - | - | - | - | - | - | - | - | - |
| 215 - EPA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 216 - NOAA Grant Carry Forward | - | - | - | - | - | - | - | - | - |
| 217 - Geological Carbon Sequestration | - | - | - | - | - | - | - | - | - |
| 500 - HH-Wetland Mitigation Support | - | - | - | - | - | - | - | - | - |
| 501 - HH-Wetland Planning Support | - | - | - | - | - | - | - | - | - |
| 502 - HH-Single Point of Contact | - | - | - | - | - | - | - | - | - |
| **Subtotal Policy Packages** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Total 2025-27 Leg. Adopted Budget** | **-** | **-** | **596,145** | **-** | **-** | **596,145** | **-** | **-** | **-** |
| Percentage Change From 2023-25 Leg Approved Budget | - | - | 4.20% | - | - | 4.20% | - | - | - |

**Lands, Dept of State**
**Capital Improvements**
**2025-27 Biennium**

**Leg. Adopted Budget**
**Cross Reference Number: 14100-088-00-00-00000**

| *Description* | *Positions* | *Full-Time Equivalent (FTE)* | *ALL FUNDS* | *General Fund* | *Lottery Funds* | *Other Funds* | *Federal Funds* | *Nonlimited Other Funds* | *Nonlimited Federal Funds* |
|---|---|---|---|---|---|---|---|---|---|
| Percentage Change From 2025-27 Current Service Level | - | - | - | - | - | - | - | - | - |

| *Summary Cross Reference Number* | *Cross Reference Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|---|
| **010-00-00-00000** | **Common School Fund** | | | | | | |
| | General Fund | 123,060,000 | - | - | 11,431,196 | - | - |
| | Other Funds | 59,610,252 | 47,645,278 | 65,617,514 | 79,990,485 | 79,871,953 | 80,071,213 |
| | Federal Funds | 426,916 | 740,632 | 240,632 | 116,945 | 116,945 | 116,945 |
| | All Funds | 183,097,168 | 48,385,910 | 65,858,146 | 91,538,626 | 79,988,898 | 80,188,158 |
| **011-00-00-00000** | **Portland Harbor Cleanup** | | | | | | |
| | Other Funds | 4,376,417 | 2,121,125 | 2,121,125 | 1,169,250 | 1,169,250 | 2,020,040 |
| **012-00-00-00000** | **Submerged Lands** | | | | | | |
| | Other Funds | 157,516 | 200,000 | 200,000 | 213,600 | 213,600 | 213,600 |
| **013-00-00-00000** | **Removal-Fill Mitigation Fund** | | | | | | |
| | General Fund | - | - | - | 442,576 | 442,576 | - |
| | Other Funds | 382,113 | 2,181,141 | 2,181,141 | 2,282,425 | 2,282,425 | 2,282,425 |
| | All Funds | 382,113 | 2,181,141 | 2,181,141 | 2,725,001 | 2,725,001 | 2,282,425 |
| **014-00-00-00000** | **Oregon Ocean Science Trust** | | | | | | |
| | Other Funds | - | 600,000 | 1,172,019 | - | - | 250,000 |
| **015-00-00-00000** | **Abandoned and Derelict Vessels** | | | | | | |
| | Other Funds | - | 18,763,236 | 18,763,236 | 11,151,895 | 11,151,895 | 11,151,895 |
| **016-00-00-00000** | **Elliot State Research Forest** | | | | | | |
| | General Fund | - | - | 4,002,152 | - | - | - |

| *Summary Cross Reference Number* | *Cross Reference Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|---|
| **016-00-00-00000** | **Elliot State Research Forest** | | | | | | |
| | Other Funds | - | - | - | - | 10,000,000 | 12,086,084 |
| | Federal Funds | - | - | - | 2,086,084 | 2,086,084 | - |
| | All Funds | - | - | 4,002,152 | 2,086,084 | 12,086,084 | 12,086,084 |
| **017-00-00-00000** | **Planner & Housing Permitting** | | | | | | |
| | General Fund | - | - | - | - | - | 442,576 |
| **030-00-00-00000** | **South Slough National Estuarine** | | | | | | |
| | Other Funds | 3,196,235 | 3,076,185 | 3,275,401 | 4,196,913 | 4,196,132 | 4,039,329 |
| | Federal Funds | 2,050,762 | 5,184,637 | 5,340,256 | 4,325,973 | 4,325,973 | 4,325,973 |
| | All Funds | 5,246,997 | 8,260,822 | 8,615,657 | 8,522,886 | 8,522,105 | 8,365,302 |
| **088-00-00-00000** | **Capital Improvements** | | | | | | |
| | Other Funds | 399,818 | 572,116 | 572,116 | 596,145 | 596,145 | 596,145 |
| **TOTAL AGENCY** | | | | | | | |
| | General Fund | 123,060,000 | - | 4,002,152 | 11,873,772 | 442,576 | 442,576 |
| | Other Funds | 68,122,351 | 75,159,081 | 93,902,552 | 99,600,713 | 109,481,400 | 112,710,731 |
| | Federal Funds | 2,477,678 | 5,925,269 | 5,580,888 | 6,529,002 | 6,529,002 | 4,442,918 |
| | All Funds | 193,660,029 | 81,084,350 | 103,485,592 | 118,003,487 | 116,452,978 | 117,596,225 |

# Program Prioritization for 2025-27

***Agency Name:*** DEPARTMENT OF STATE LANDS

**2025-27 Biennium** **Agency Number: 14100**

***AGENCY WIDE***

**Program/Division Priorities for 2025-27 Biennium**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Priority (ranked with highest priority first)** | | **Agency Initials** | **Program or Activity Initials** | **Program Unit/Activity Description** | **Identify Key Performance Measure(s)** | **Primary Purpose Program-Activity Code** | **GF** | **LF** | **OF** | **NL-OF** | **FF** | **NL-FF** | **TOTAL FUNDS** | **Pos.** | **FTE** | **New or Enhanced Program (Y/N)** | **Included as Reduction Option (Y/N)** | **Legal Req. Code (C, D, FM, FO, S)** | **Legal Citation** | **Explain What is Mandatory (for C, FM, and FO Only)** | **Comments on Proposed Changes to CSL included in Agency Request** |
| **Agcy** | **Prgm/ Div** | | | | | | | | | | | | | | | | | | | | |
| 1 | 1 | DSL | Common School Fund | Umbrella program encompassing real property, removal fill permitting and enforcement, and wetlands technical assistance. | 14100-1 through, 14100-13, and 14100-17 | 7 | - | - | 35,895,095 | 20,749,534 | 47,671 | - | 56,692,300 | 89 | 88.00 | Y | Y | C | Oregon Admisions Act Sections 1,2 & 4; Oregon Constitution Article VIII, Sections 2,4,5 &7, ORS 327403-484 | | |
| 2 | 1 | DSL | Capital Improvements | Protection of Common School Fund real property assets to optimize return on those assets. | 14100-1, 14100-2b, 14100-3, | 6 | - | - | 596,145 | - | - | - | 596,145 | - | - | N | Y | C | 327.403-484 | | |
| 3 | 1 | DSL | South Slough National Estuarine Research Reserve | SSNERR provides educational, recreational and research opportunities for coastal wetlands and other ocean issues/resources. | 14100-13, 14100-15, 14100-16 | 9 | - | - | 3,383,251 | | 2,517,851 | - | 5,901,102 | 19 | 18.00 | N | Y | S | ORS 273.553-558 | | |
| 4 | 1 | DSL | Oregon Removal Fill Mitigation Fund | Provides an avenue for economic development projects to proceed and comply with the mitigation requirements while conserving the functions of wetlands. | 14100-5, 14100-11, 14100-13 | 6 | - | - | 2,282,425 | - | - | - | 2,282,425 | - | 0.50 | N | Y | S | ORS 196.600-692 | | |
| 5 | 1 | DSL | Submerged Lands Enhancement Fund | Program provides grants for projects that mprove water quality, increase recreational access, protect hapitat, or otherwise enhance Oregon's Public waterways. | 0 | 0 | - | - | 213,600 | - | - | - | 213,600 | - | - | N | Y | S | - | | |
| | | | | | | | | | | | | | - | | | | | | | | |
| | | | | | | | 0 | 0 | 42,370,516 | 20,749,534 | 2,565,522 | 0 | $ 65,685,572 | 108 | 106.50 | | | | | | |

**7. Primary Purpose Program/Activity Exists**

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

**19. Legal Requirement Code**

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

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

**Document criteria used to prioritize activities:**

# PROGRAM PRIORITIZATION FOR 2023-25

***Agency Name:*** **DEPARTMENT OF STATE LANDS**

**2025-27 Biennium** **Agency Number: 14100**

*Program 1 - Common School Fund*

**Program/Division Priorities for 2025-27 Biennium**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Priority (ranked with highest priority first)** | | **Agency Initials** | **Program or Activity Initials** | **Program Unit/Activity Description** | **Identify Key Performance Measure(s)** | **Primary Purpose Program-Activity Code** | **GF** | **LF** | **OF** | **NL-OF** | **FF** | **NL-FF** | **TOTAL FUNDS** | **Pos.** | **FTE** | **New or Enhanced Program (Y/N)** | **Included as Reduction Option (Y/N)** | **Legal Req. Code (C, D, FM, FO, S)** | **Legal Citation** | **Explain What is Mandatory (for C, FM, and FO Only)** | **Comments on Proposed Changes to CSL included in Agency Request** |
| **Agcy** | **Prgm/ Div** | | | | | | | | | | | | | | | | | | | | |
| 1 | 1 | DSL | Proprietary Resource Management | Manages CSF land holdings to produce revenue for the Common School Fund. Earnings provide distribution twice annually to Oregon's K-12 Public Schools. In accordance with AG Opinions in 1991, 2002, and 2003 all expenses of managing land are constitutional. | 14100-1, 14100-2a & 2b, 14100-3, 14100-4, 14100-13 | 6 | | | 7,245,560 | 749,534 | | | $ 7,995,094 | 13 | 13.50 | N | | C | Oregon Admisions Act Sections 1,2 & 4; Oregon Constitution Article VIII, Sections 2,4,5 &7, ORS 327.403 484, ORS 273, ORS 274, ORS 530 | The Oregon Constitution Article VIII, Section 5,(2) requires the Land Board to manage lands under its jurisdiction in such a manner as to obtain the best benefit for the people of the state. | |
| 1 | 4 | DSL | Regulatory Resource Management | Oversees the fill and removal of material from Oregon streams, lakes, estuaries, and wetlands. Protects waters of the state from uncontrolled alteration. | 14100-1, 14100-2b, 14100-5, 14100-6, 14100-7, 14100-8, 14100-13 | 9 | | | 9,375,091 | | 47,671 | | $ 9,422,762 | 29 | 28.00 | N | | S | ORS 196.600-.692 | | |
| 1 | 5 | DSL | Wetland Technical Assistance | Provides assistance to property owners, developers, and government agencies in complying with Oregon's wetlands laws. Aides in expediting land development processes. Provides review and concurrence of wetland delineations. | 14100-1, 14100-2b, 14100-9, 14100-10, 14100-11, 14100-13 | 9 | | | 1,923,347 | | | | $ 1,923,347 | 6 | 5.50 | N | | S | ORS 215.418, ORS 227.350 | | |
| N/R | N/R | DSL | Centralized Administrative Costs | Administrative Services assisting a agency programs, including the Director's Office, Human Resources, Public Information, Centralized Support Staff Services, Fiscal & Audit, and Information Technology | N/R | N/R | | | 17,351,097 | 20,000,000 | | | $ 37,351,097 | 41 | 41.00 | N | | C | Admissions Act Sections 1,2 & 4, Oregon Constitution Article VIII, Sections 2,4,5 & 7 | | |
| | | | | | | | 0 | 0 | 35,895,095 | 20,749,534 | 47,671 | 0 | $ 56,692,300 | 89 | 88.00 | | | | | | |

**7. Primary Purpose Program/Activity Exists**

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

**19. Legal Requirement Code**

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

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

**Document criteria used to prioritize activities:**

# PROGRAM PRIORITIZATION FOR 2023-25

***Agency Name: DEPARTMENT OF STATE LANDS***

**2025-27 Biennium** **Agency Number: 14100**

*Program 2 - Capital Maintenance/Improvement*

**Program/Division Priorities for 2025-27 Biennium**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Priority** (ranked with highest priority first) | | **Agency Initials** | **Program or Activity Initials** | **Program Unit/Activity Description** | **Identify Key Performance Measure(s)** | **Primary Purpose Program-Activity Code** | **GF** | **LF** | **OF** | **NL-OF** | **FF** | **NL-FF** | **TOTAL FUNDS** | **Pos.** | **FTE** | **New or Enhanced Program (Y/N)** | **Included as Reduction Option (Y/N)** | **Legal Req. Code (C, D, FM, FO, S)** | **Legal Citation** | **Explain What is Mandatory (for C, FM, and FO Only)** | **Comments on Proposed Changes to CSL included in Agency Request** |
| **Agcy** | **Prgm/ Div** | | | | | | | | | | | | | | | | | | | | |
| 2 | 1 | DSL | Capital Improvements | Protection of Common School Fund real property assets to optimize return on those assets. | 14100-1, 14100-2b, 14100-3, 14100-4 | 6 | | | 596,145 | | | | $ 596,145 | 0 | 0.00 | N | Y | C | 327.403-484 | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | - | - | 596,145 | - | - | - | $ 596,145 | 0 | 0.00 | | | | | | |

**7. Primary Purpose Program/Activity Exists**

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

**19. Legal Requirement Code**

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

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

**Document criteria used to prioritize activities:**

# PROGRAM PRIORITIZATION FOR 2023-25

***Agency Name: DEPARTMENT OF STATE LANDS***

**2025-27 Biennium** **Agency Number: 14100**

*Program 3 - South Slough National Estuarine Research Reserve*

**Program/Division Priorities for 2025-27 Biennium**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Priority** (ranked with highest priority first) | | **Agency Initials** | **Program or Activity Initials** | **Program Unit/Activity Description** | **Identify Key Performance Measure(s)** | **Primary Purpose Program-Activity Code** | **GF** | **LF** | **OF** | **NL-OF** | **FF** | **NL-FF** | **TOTAL FUNDS** | **Pos.** | **FTE** | **New or Enhanced Program (Y/N)** | **Included as Reduction Option (Y/N)** | **Legal Req. Code (C, D, FM, FO, S)** | **Legal Citation** | **Explain What is Mandatory (for C, FM, and FO Only)** | **Comments on Proposed Changes to CSL included in Agency Request** |
| **Agcy** | **Prgm/ Div** | | | | | | | | | | | | | | | | | | | | |
| 3 | 1 | DSL | South Slough National Estuarine Research Reserve | SSNERR provides educational, stewardship and research opportunities for coastal watersheds and other ocean issues/resources | 14100-13, 14100-15, 14100-16 | 9 | | | 3,383,251 | | 2,517,851 | | $ 5,901,102 | 19 | 18.00 | N | Y | S | ORS 273.553-558 | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | - | - | 3,383,251 | - | 2,517,851 | - | $ 5,901,102 | 19 | 18.00 | | | | | | |

**7. Primary Purpose Program/Activity Exists**

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

**19. Legal Requirement Code**

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

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

**Document criteria used to prioritize activities:**

# PROGRAM PRIORITIZATION FOR 2023-25

*Agency Name: DEPARTMENT OF STATE LANDS*

**2025-27 Biennium** **Agency Number: 14100**

*Program 4 - Removal Fill Mititgation Fund*

**Program/Division Priorities for 2025-27 Biennium**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Priority** (ranked with highest priority first) | | **Agency Initials** | **Program or Activity Initials** | **Program Unit/Activity Description** | **Identify Key Performance Measure(s)** | **Primary Purpose Program-Activity Code** | **GF** | **LF** | **OF** | **NL-OF** | **FF** | **NL-FF** | **TOTAL FUNDS** | **Pos.** | **FTE** | **New or Enhanced Program (Y/N)** | **Included as Reduction Option (Y/N)** | **Legal Req. Code (C, D, FM, FO, S)** | **Legal Citation** | **Explain What is Mandatory (for C, FM, and FO Only)** | **Comments on Proposed Changes to CSL included in Agency Request** |
| **Agcy** | **Prgm/ Div** | | | | | | | | | | | | | | | | | | | | |
| 4 | 1 | DSL | Oregon Removal Fill Mitigation Fund | Provides an avenue for economic development projects to proceed and comply with the mitigation requirements while conserving the functions of wetlands. | 14100-5, 14100-11, 14100-13 | 6 | | | 2,282,425 | | | | $ 2,282,425 | | 0.50 | N | Y | S | ORS 196.600-692 | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | - | - | 2,282,425 | - | - | - | $ 2,282,425 | 0 | 0.50 | | | | | | |

**7. Primary Purpose Program/Activity Exists**

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

**19. Legal Requirement Code**

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

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

**Document criteria used to prioritize activities:**

# PROGRAM PRIORITIZATION FOR 2023-25

***Agency Name: DEPARTMENT OF STATE LANDS***

**2025-27 Biennium** **Agency Number: 14100**

*Program 5 - Submerged Lands Enhancement Fund*

**Program/Division Priorities for 2025-27 Biennium**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Priority** (ranked with highest priority first) | | **Agency Initials** | **Program or Activity Initials** | **Program Unit/Activity Description** | **Identify Key Performance Measure(s)** | **Primary Purpose Program-Activity Code** | **GF** | **LF** | **OF** | **NL-OF** | **FF** | **NL-FF** | **TOTAL FUNDS** | **Pos.** | **FTE** | **New or Enhanced Program (Y/N)** | **Included as Reduction Option (Y/N)** | **Legal Req. Code (C, D, FM, FO, S)** | **Legal Citation** | **Explain What is Mandatory (for C, FM, and FO Only)** | **Comments on Proposed Changes to CSL included in Agency Request** |
| **Agcy** | **Prgm/ Div** | | | | | | | | | | | | | | | | | | | | |
| 5 | 1 | DSL | Submerged Lands Enhancement Fund | Program provides grants for projects that mprove water quality, increase recreational access, protect hapitat, or otherwise enhance Oregon's Public waterways. | | | | | 213,600 | | | | $ 213,600 | 0 | 0.00 | N | Y | S | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | | | | | | | $ - | | | | | | | | |
| | | | | | | | - | - | 213,600 | - | - | - | $ 213,600 | 0 | 0.00 | | | | | | |

**7. Primary Purpose Program/Activity Exists**

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

**19. Legal Requirement Code**

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

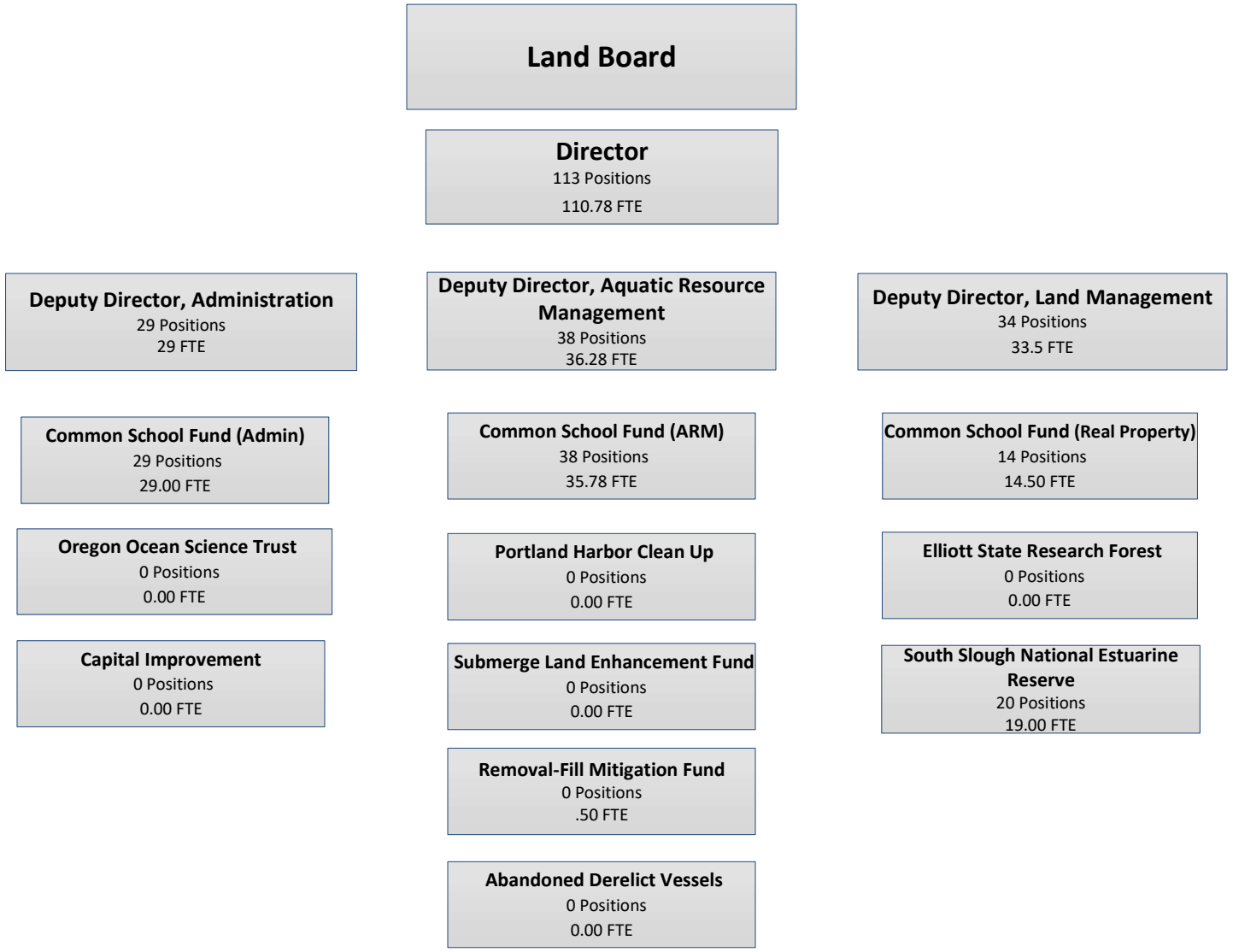
Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

**Document criteria used to prioritize activities:**

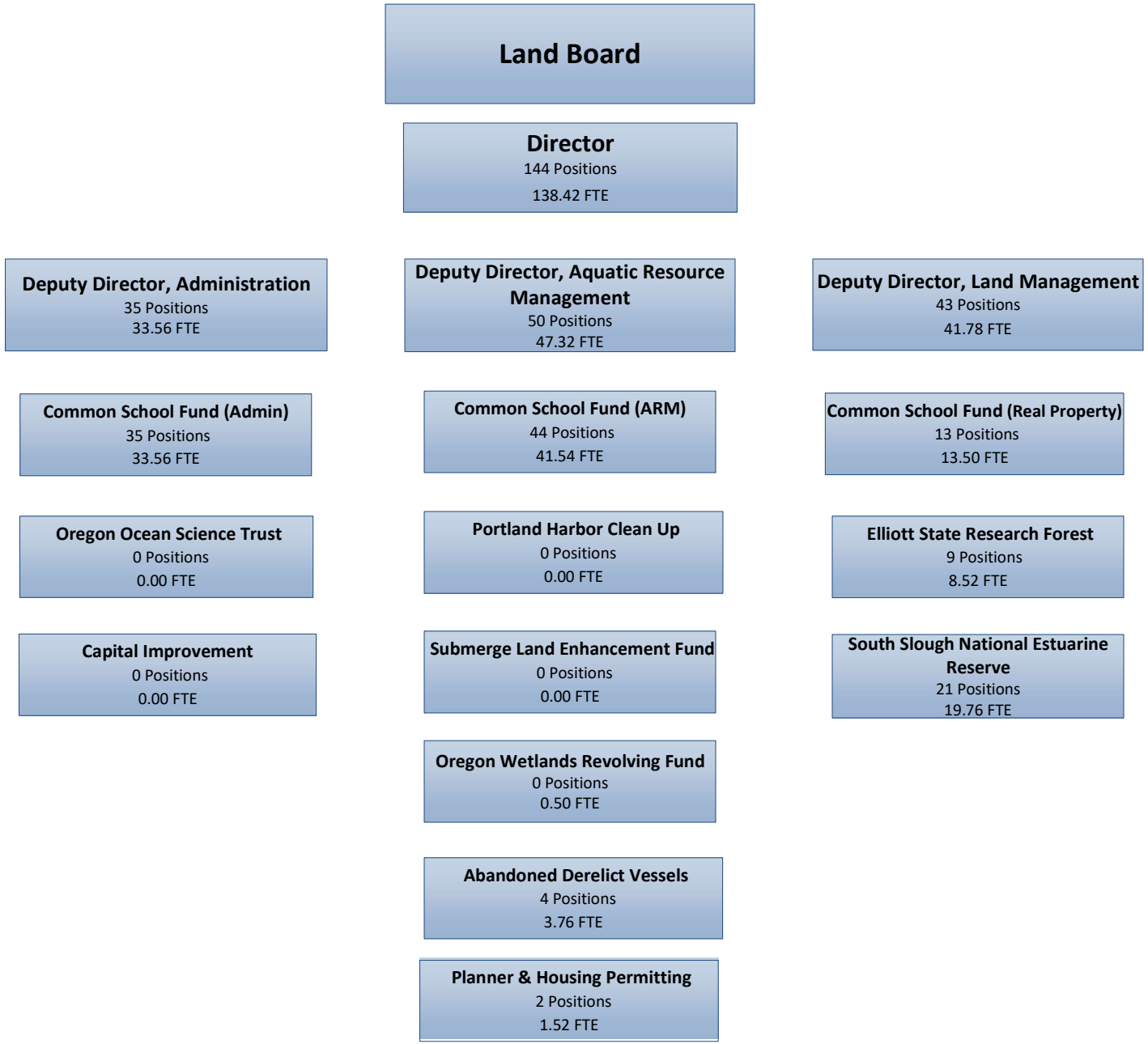
# 10% Reduction Options (ORS 291.216)

| Activity or Program | Describe Reduction | Amount and Fund Type | | | | | | | | | Rank and Justification |
|---|---|---|---|---|---|---|---|---|---|---|---|
| (WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN) | (DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2023-25 AND 2025-27) | GF | LF | OF | NL-OF | FF | NL-FF | Total Funds | Pos. | FTE | (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED) |
| 1. South Slough National Estuarine Research Reserve | THIS REDUCTION WOULD:<br>•LIMIT ABILITY TO APPLY FOR, RECEIVE AND EXPEND FF MONIES THAT SUPPORT THE MISSION OF THE RESERVE<br>•COMPROMISE ABILITY TO MEET PERFORMANCE STANDARDS REQUIRED BY FEDERAL GRANTS, LIKELY RESULTING IN REDUCED AVAILABILITY OF FEDERAL FUNDS.<br>•LIMIT ABILITY TO APPLY FOR, RECEIVE AND EXPEND GRANT MONIES THAT SUPPORT THE MISSION OF THE RESERVE<br>•REDUCE AVAILABILITY OF OTHER FUND GRANT MONIES USED AS MATCH TO LEVERAGE FEDERAL FUND GRANT AWARDS<br><br>OF - DERIVED FROM OTHER FUND GRANTS AND INTRAGENCY TRANSFERS<br>FF - DERIVED FROM FEDERAL GRANTS | | | $ 338,325 | | $ 251,785 | | $ 590,110 | 2 | 1.80 | RANK 1 – THIS REDUCTION MINIMIZES IMPACTS TO THE AGENCY'S ABILITY TO MEET ITS CONSTITUTIONAL DUTIES, WHILE CONTINUING TO PROVIDE SERVICES AT A REDUCED LEVEL AT SOUTH SLOUGH. |
| 2. Removal-Fill Mitigation Fund | THIS REDUCTION WOULD:<br>•LIMIT ABILITY TO FUND MITIGATION PROJECTS<br><br>OF - DERIVED FROM THE WETLANDS MITIGATION FUND | | | $ 228,243 | | | | $ 228,243 | - | - | RANK 2 – THIS REDUCTION WOULD DELAY OR MINIMIZE THE ABILITY TO FUND REQUIRED MITIGATION PROJECTS. |
| 3. Capital Improvement & Maintenance | THIS REDUCTION WOULD:<br>•DELAY BUILDING AND FACILITY REPAIRS & MAINTENANCE, RESULTING IN INCREASED FUTURE EXPENSES.<br>•LIMIT THE AGENCY'S OVERALL ABILITY TO FULFILL TRUST LAND RESPONSIBILITIES.<br><br>OF - DERIVED FROM FEES AND INTEREST EARNINGS | | | $ 59,615 | | | | $ 59,615 | - | - | RANK 3 – THIS REDUCTION IS LIKELY TO RESULT IN HIGHER COSTS IN FUTURE BIENNIA. |
| 4. CSF – Eliminate Wetland Technical Assistance program | THIS REDUCTION WOULD:<br>•ELIMINATE 9 POSITIONS (8.8 FTE) AND THE ASSOCIATED S&S<br>•ELIMINATE THE REVIEW AND APPROVAL OF WETLAND DELINEATION REPORTS<br>•REMOVE OVERSIGHT OF JURISDICTIONAL DETERMINATIONS AND MONITORING OF REPORTS<br>•COMPROMISE ABILITY TO MEASURE THE STATUS OF THE OREGON BENCHMARK OF "NO-NET LOSS OF WETLANDS"<br>•LIMIT THE DEPARTMENT'S ABILITY TO REVIEW AND RESPOND TO WETLAND LAND USE NOTICES FROM LOCAL GOVERNMENTS<br>•HINDER PROGRESS ON ECONOMIC DEVELOPMENT PROJECTS THAT REQUIRE DEPARTMENT PERMITS<br><br>OF - DERIVED FROM FEES AND INTEREST EARNINGS | | | $ 3,589,510 | | | | $ 3,589,510 | 9 | 8.80 | RANK 4 – THIS REDUCTION WOULD SEVERELY LIMIT THE AGENCY'S ABILITY TO PROVIDE PROFESSIONAL AND TIMELY REVIEW AND MONITORING OF WETLAND DETERMINATIONS, AND TO SUPPORT PROTECTION OF AND PLANNING FOR OREGON'S WETLANDS. |
| **Total** | | **$ -** | **$ -** | **$ 4,215,692** | **$ -** | **$ 251,785** | **$ -** | **$ 4,467,477** | **11** | **10.60** | |

# DEPARTMENT OF STATE LANDS
# AGENCY WIDE
# 2023-2025



# DEPARTMENT OF STATE LANDS
# AGENCY WIDE
# 2025-2027



This page intentionally left blank.

# REVENUE

# Revenue Forecast Narrative

## Common School Fund Program Unit

The Common School Fund Program Unit is typically funded almost entirely by Other Funds, including revenue generated by management of school lands and Oregon-owned waterways, wetland and waterway regulatory permit fees, and realized earnings from investments. Efforts over the last several biennia have continued to diversify revenue streams for the Fund. For example, federal funding for removal-fill program projects has been provided by the Environmental Protection Agency.

The majority of the Other Funds revenue is a direct result of active management of the Common School Fund corpus. Investments are handled by the Office of the State Treasurer in accordance with policy set by the Oregon Investment Council. Investment income is derived from market appreciation, interest payments and dividends. The Common School Fund earned an average 4.0 percent rate of return over the three-year period ending in 2022.

Program activities provide the remainder of the Other Funds revenue. Examples of activities generating revenue are school land leases, periodic school land sales, State Lands building rental income, waterway leases and use authorizations, and other miscellaneous charges for services.

Revenue from leasing and other program activities is forecast to remain stable, as efforts continue to maximize revenues from program activities to produce optimum gains for the Common School Fund. The Department is beginning rulemaking in FY25 to examine waterway fees, which is anticipated to result in increased revenue.

Estimates in the Common School Fund flow chart and on fund distribution graphs have been developed using the most recent information available at the time of budget deadlines. DSL will use updated market value and performance information during each phase of the budget process as information becomes available.

## South Slough National Estuarine Research Reserve Program Unit

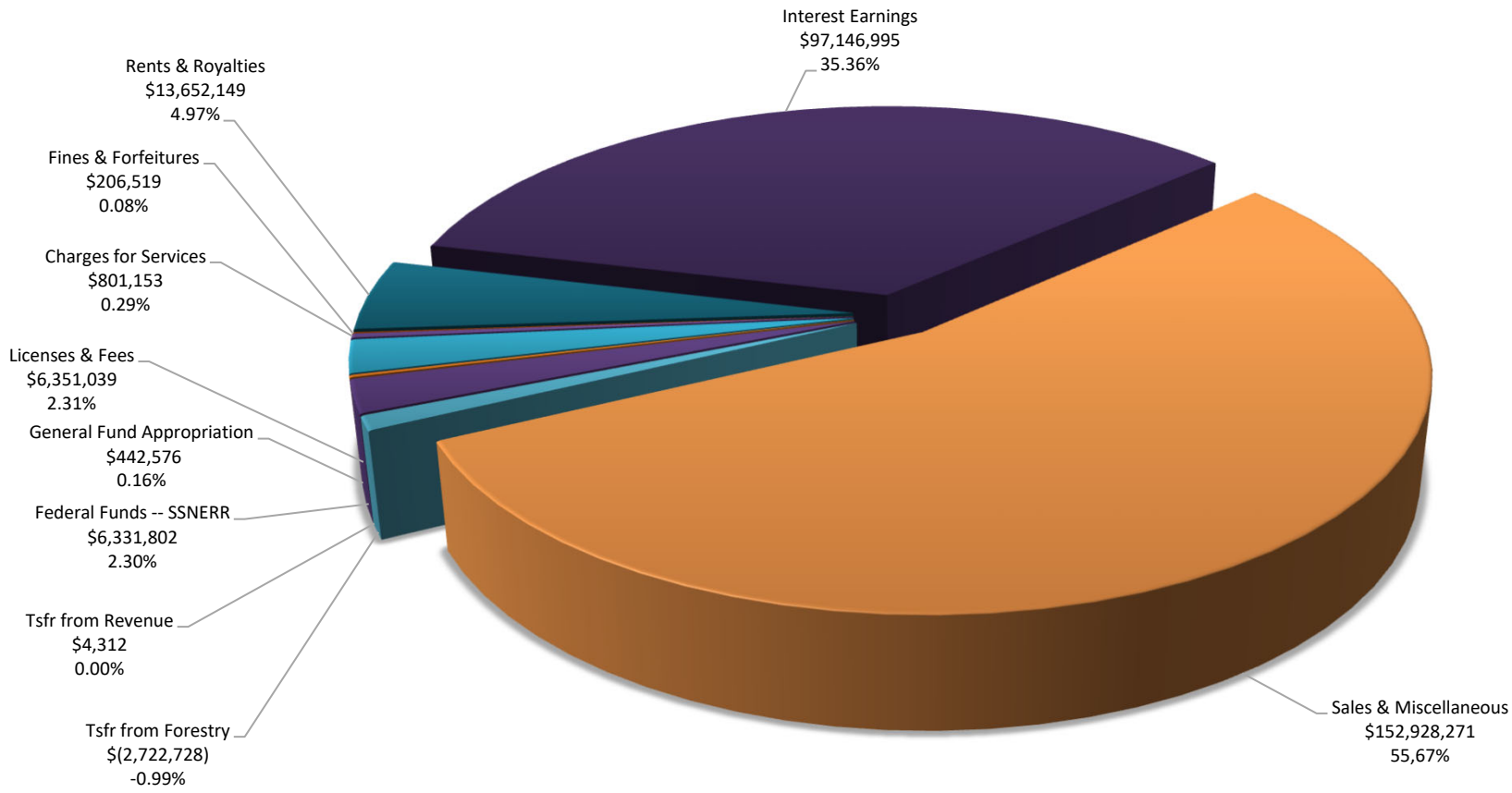
The South Slough National Estuarine Research Reserve is funded by Federal Funds and Other Fund grants coming from non-federal sources. The match rate for these funds varies from 30 to 50 percent of total project costs, depending on the individual grants. Some Common School Fund interest earnings also support South Slough Reserve.

# BUDGET NARRATIVE

South Slough Reserve has statutory authority to apply for grants, and regularly submits applications for federal assistance through the Office for Coastal Management—National Oceanic and Atmospheric Administration (Department of Commerce), as well as through other public and private sources.  Federal Funds are subject to congressional authorization and appropriation.

During the 2025-27 biennium, South Slough Reserve will also continue to collect fees for recreational programming, facility rental, and other activities.

***DEPARTMENT OF STATE LANDS***
***2025-27 Legislative Adopted Budget***
***Revenues: All Funds***



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

**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-000-00-00-00000**

| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Business Lic and Fees | 7,500 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Non-business Lic. and Fees | 3,207,603 | 6,000,000 | 6,000,000 | 6,326,039 | 6,326,039 | 6,326,039 |
| Federal Revenues | 1,397,947 | 1,000,000 | 1,000,000 | 1,085,000 | 1,085,000 | 3,171,084 |
| Charges for Services | 728,191 | 800,000 | 800,000 | 801,153 | 801,153 | 801,153 |
| Fines and Forfeitures | 212,389 | 200,000 | 200,000 | 206,519 | 206,519 | 206,519 |
| Rents and Royalties | 10,405,243 | 14,960,000 | 14,960,000 | 13,552,149 | 13,552,149 | 13,552,149 |
| Interest Income | 1,193,372 | 2,000,001 | 2,000,001 | 2,368,083 | 2,368,083 | 2,368,083 |
| Sales Income | 138,617 | 25,000 | 25,000 | 770,000 | 770,000 | 770,000 |
| Common School Lands Sales | 4,095 | 3,000,000 | 3,000,000 | 10,000,000 | 10,000,000 | 10,000,000 |
| Donations | 30,000 | - | - | 282,000 | 282,000 | 282,000 |
| Other Revenues | 2,535,807 | 2,967,660 | 3,152,548 | 1,876,271 | 1,876,271 | 1,876,271 |
| Transfer In - Intrafund | 24,090,307 | 16,496,629 | 16,668,648 | 39,595,721 | 49,595,721 | 49,595,721 |
| Transfer from General Fund | 2,060,000 | - | - | - | - | - |
| Tsfr From Administrative Svcs | - | 18,763,236 | 19,263,236 | - | - | - |
| Tsfr From Justice, Dept of | - | 563,172 | 563,172 | - | - | - |
| Tsfr From Revenue, Dept of | 2,540 | 33,478 | 33,478 | 4,312 | 4,312 | 4,180 |
| Tsfr From Energy, Dept of | 4,737 | - | - | - | - | - |
| Tsfr From Forestry, Dept of | 5,786,105 | 7,500,000 | 7,500,000 | 2,702,004 | 2,702,004 | 2,702,004 |
| Tsfr From Fish/Wildlife, Dept of | 293,637 | - | - | - | - | - |
| Tsfr From Labor and Ind, Bureau | 794,834 | - | - | - | - | - |
| Transfer Out - Intrafund | (24,090,307) | (16,496,629) | (16,668,648) | (39,595,721) | (49,595,721) | (49,595,721) |
| Tsfr To Forestry, Dept of | (4,166,066) | (4,819,961) | (4,819,961) | (5,424,732) | (5,424,732) | (5,424,732) |
| Tsfr To Water Resources Dept | - | (118,918) | (118,918) | (136,161) | (136,161) | (136,161) |
| **Total Other Funds** | **$24,636,551** | **$52,898,668** | **$53,583,556** | **$34,437,637** | **$34,437,637** | **$36,523,589** |

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

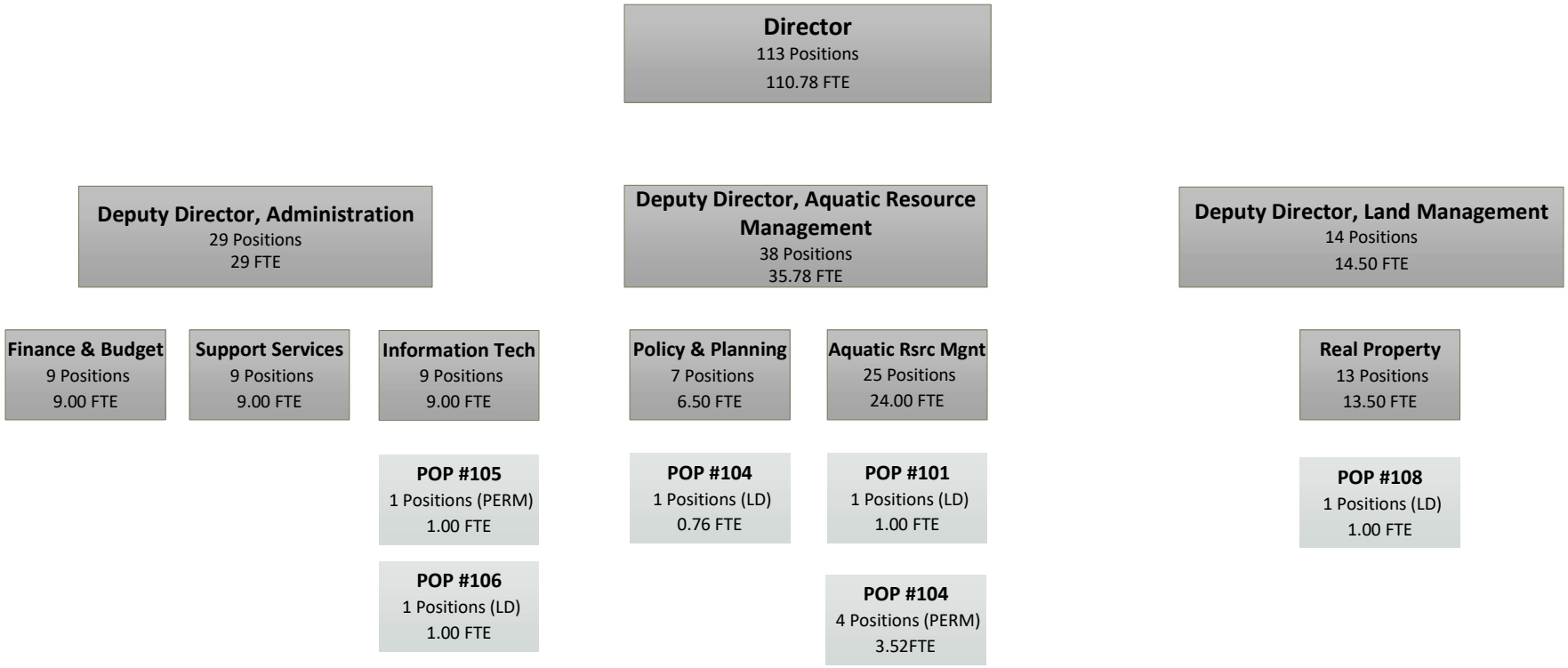
**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-000-00-00-00000**

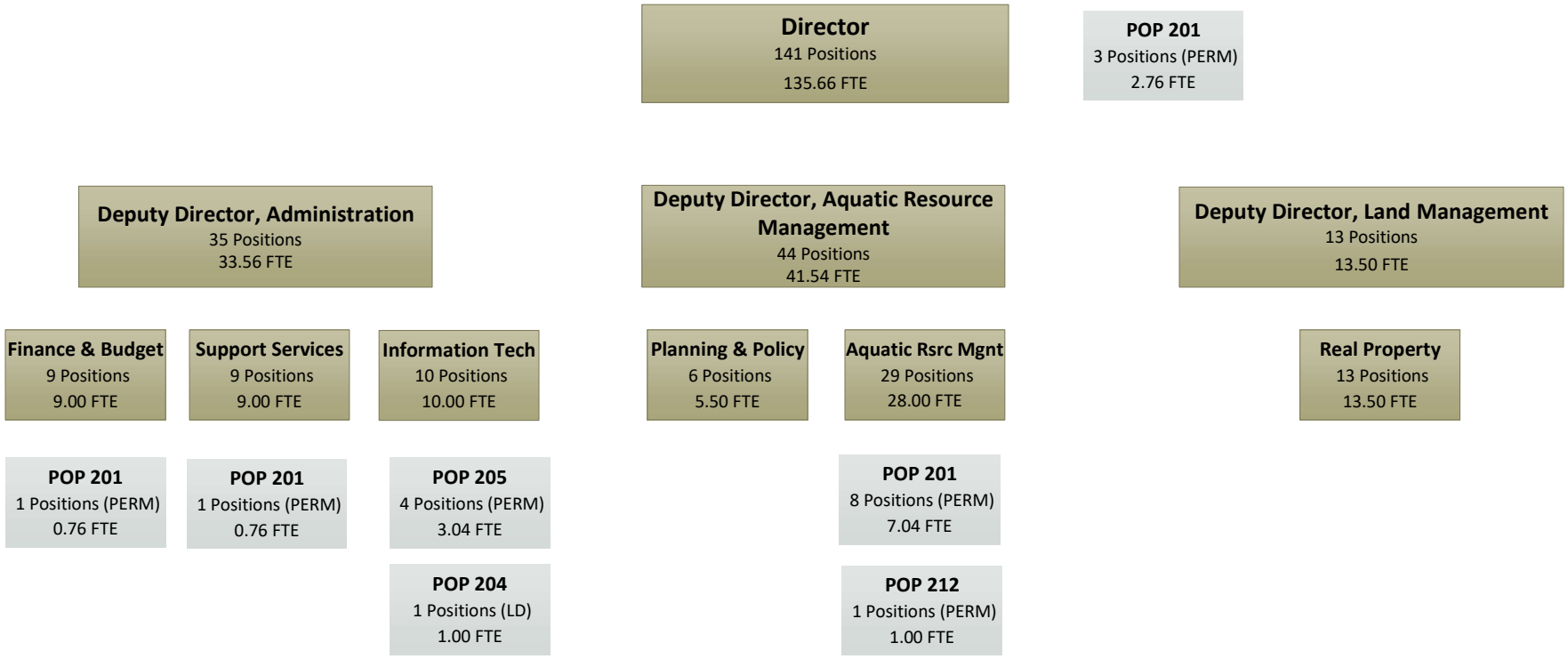
| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Federal Funds** | | | | | | |
| Federal Funds | 2,481,981 | 5,500,000 | 5,655,619 | 6,331,802 | 6,331,802 | 4,245,718 |
| **Total Federal Funds** | **$2,481,981** | **$5,500,000** | **$5,655,619** | **$6,331,802** | **$6,331,802** | **$4,245,718** |
| **Nonlimited Other Funds** | | | | | | |
| Rents and Royalties | - | 40,000 | 40,000 | 100,000 | 100,000 | 100,000 |
| Interest Income | 71,405,214 | 78,000,000 | 78,000,000 | 94,778,912 | 94,778,912 | 94,778,912 |
| Other Revenues | 165,767,957 | 137,032,340 | 148,032,340 | 140,000,000 | 140,000,000 | 140,000,000 |
| Transfer In - Intrafund | - | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 |
| Transfer from General Fund | 121,000,000 | - | - | - | - | - |
| Transfer Out - Intrafund | - | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) |
| Tsfr To Public Emp Ret Sys | (45,492,147) | - | - | - | - | - |
| Tsfr To Education, Dept of | (136,400,682) | (149,825,999) | (149,825,999) | (160,050,924) | (160,050,924) | (160,050,924) |
| **Total Nonlimited Other Funds** | **$176,280,342** | **$65,246,341** | **$76,246,341** | **$74,827,988** | **$74,827,988** | **$74,827,988** |

# COMMON SCHOOL FUND

# DEPARTMENT OF STATE LANDS
# COMMON SCHOOL FUND
# 2023 - 2025



# DEPARTMENT OF STATE LANDS
# COMMON SCHOOL FUND
# 2025-2027



# Common School Fund – Program Unit 010

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

The Common School Fund Program Unit includes core programs and functions that directly advance the four goals of the Department's 2022-27 Strategic Plan. These programs contribute to multiple outcomes and identified progress objectives within each goal area of *Exceptional Service*, *Supporting Schools*, *Thriving Oregon*, and *Great Workplace*.

### Program Contact

Kaitlin Lovell, 503-871-4323, kaitlin.lovell@dsl.oregon.gov

### Program Overview

The programs within the Common School Fund Program Unit manage land to benefit education, protect waters and wetlands, and provide exceptional public service.

### Program Funding

This program has a legislatively approved budget of $80,071,213 in Other Funds and $116,945 in Federal Funds for a total of $80,188,158. There are 108 positions with 104.36 full-time equivalent (FTE) employees in the Common School Fund Program Unit.

### Program Description

The Common School Fund Program Unit:

- ***Manages land to benefit education – Real Property Program.*** Generating revenue from land assets has been important to Oregon school funding since statehood. The Real Property Program manages about 681,000 acres of school lands, generating revenue for the Common School Fund through activities like land and mineral resource sales; leasing of rangelands, agricultural lands and commercial properties; and timber harvest. The program primarily operates out of DSL's Bend office and includes 13 positions /13.5 FTE.

- ***Protects waters and wetlands – Aquatic Resource Management Program.*** Oregon's waters and wetlands are protected for their

many contributions to Oregon's environment and economy. The Aquatic Resource Management Program oversees state removal-fill permits and wetlands conservation requirements. The program also manages Oregon-owned waterways to preserve "public trust" uses of navigation, fishing, commerce, and recreation; and oversees waterway leases and authorizations. The program operates out of DSL's Salem and Bend offices and includes 44 positions/41.54 FTE.

- ***Provides the foundation for exceptional public service – Administration and Director's Office.*** The Director's Office and Administration teams work agencywide. The Director's Office serves as the primary liaison with the State Land Board, and includes communications, human resources and legislative coordination for the Department. The Director's Office includes 16 positions/15.76 FTE. The Administration team supports the entire Department, providing financial, information technology, and administrative services. Administration includes 35 positions/33.56 FTE.

All programs deliver service in support of one or more of DSL's strategic goals:

***Supporting Schools Goal:*** *We continually seek opportunities to increase revenue to the Common School Fund, and regularly demonstrate the results of our efforts at innovative, efficient, and effective operations.*

**Who is Served:** All Oregon communities and their public schools directly benefit from DSL's work toward this goal. In 2022, the Common School Fund distributed a record $74.2 million to Oregon's 197 public school districts. Additionally, businesses, organizations, agencies, and individuals are served through opportunities to lease and buy school lands. Many Department initiatives in this area also result in service improvements for all DSL customers along with positive results for Fund revenue.

**How Service is Delivered:** DSL works with the Oregon Department of Education to send twice-yearly distributions to school districts. The Real Property program issues leases, easements, rights-of-way, licenses, and other authorizations for use of school lands, and works with local communities, real estate professionals, and potential buyers to identify development and sale opportunities. School lands have a 2022 estimated market value of $571.7 million. In FY24, these lands generated gross program revenues of $7.2 million.

**Partners:** This work touches every Oregon community by helping fund education, and DSL works with groups representing school districts, teachers, and parents to send more dollars to districts. The Department manages land in all of Oregon's 36 counties. By working with local communities, neighboring landowners, lessees, economic development organizations, and other state and federal agencies, DSL is better able to identify potential opportunities and challenges for specific properties.

**Cost Drivers:** Multiple factors affect DSL's efforts to increase revenue to the Common School Fund. The expense of maintaining

land, for example, is affected by natural hazards such as wildfire and drought, as well as increased public use. External economic factors affect land leasing and sales. Reducing operational costs across the Department, seeking to increase the revenue that supports removal-fill permitting and waterway oversight, and exploring outside funding sources such as grants all support increased Fund revenue.

The Governor's budget includes funding for staffing and activities critical to protecting school lands, wetlands, and waterways; and to increasing revenue to the Common School Fund.

***Thriving Oregon Goal:*** *As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.*

**Who is Served:** DSL's stewardship of waters, wetlands, and land benefits all Oregonians and their communities. The permitting and authorization processes overseen by the Aquatic Resource Management (ARM) program also support landowners, developers, businesses, governments, consultants in minimizing impacts to aquatic resources. Additionally, DSL provides local governments with technical and planning assistance to protect wetlands as required by Oregon's land-use goals.

**How Service is Delivered:** ARM field operations teams deliver service to specific regions of the state, supporting communities and landowners in protecting aquatic resources and ensuring staff knowledge of local conditions and issues. Each regional team oversees:

- Permitting removal-fill activities in wetlands and waters of the state. Projects requiring removal-fill permits range widely, from stream restoration projects to housing developments. In FY24, DSL processed 645 removal-fill permit applications.
- Issuing leases, registrations, easements, and other authorizations. Marinas, docks, and floating homes are among the activities required to obtain authorization for use of the public's waterways. In FY24, there were more than 5,000 active authorizations for waterway uses.
- Helping property owners determine whether permits are needed. Local governments submit wetland land-use notices when wetlands may be present in a project area, and property and project owners request assistance in following the state's removal-fill law. In FY24, staff provided 331 delineation report reviews, 278 wetland determinations, and reviewed 861 wetland land use notices.
- Ensuring compliance with permits, leases, and other authorizations through ongoing monitoring, and enforcement actions when necessary.

Statewide stewardship of waters and wetlands is supported by:

- A planning and policy team that develops and implements the plans, policies, and tools that support effective service

delivery and protection of waters and wetlands.
- Management of the state's waterway and wetland mitigation programs, including mitigation banks and payment-in-lieu programs. These programs offer options for projects with unavoidable impacts to wetlands and waterways to replace the benefits provided by the lost resources.

**Partners:** DSL continually works with other public agencies and constituent groups to improve waterway and wetland permitting and authorization processes. The current emphasis is on supporting housing production; implementing an online permitting process; and continuing to work with state and federal agencies to develop coordinated approaches to permitting.

Coordination and collaboration are another key piece of permitting processes. The removal-fill permit review process involves coordination with the applicant, adjacent landowners, conservation interests, natural resource agencies and local governments. DSL works closely with the Department of Land Conservation and Development on wetland issues related to the statewide land-use planning process; and with local, state, and federal governments on the wetland land-use notification process. The Department has also been engaged in a multi-year effort partnership with the U.S. Army Corps of Engineers and U.S. Environmental Protection Agency to improve mitigation decision-making in Oregon.

**Cost Drivers:** Increased use of state lands and waters directly affects the costs related to managing waters and lands for public use. This includes public use, recreation and commercial uses that increase demand for leases and authorizations, as well as illegal uses that negatively impact other users and the environment. Costs associated with waterway cleanups are also variable and unpredictable. The Department is continuing to examine fees associated with removal-fill and waterway programs; many customers pay only a fraction of the costs associated with delivering those services.

***Exceptional Service Goal:*** *We are fair and thoughtful problem solvers, embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.*

**Who is Served:** Exemplary public service benefits all Oregonians – whether receiving direct program services or realizing the results DSL achieves for schools, lands, and waterways.

**How Service is Delivered:** DSL identifies and implements best practices for business operations, communications and engagement efforts, and transparent, accountable public service. Though all DSL programs strive to set a standard for service, the Director's Office provides overall leadership for the strategic, budgetary, policy, and planning processes that guide the Department's work. The Administration team supports consistent agencywide excellence through oversight of DSL-managed funds, audits, and properties; maintaining and protecting computer information systems, database systems, and websites; and providing essential clerical support.

**Partners:** DSL continually seeks opportunities to work with other state agencies, organizations and businesses to improve service. Working together can more efficiently and effectively deliver service, especially when multiple partners share responsibility and resources to solve problems.

**Cost Drivers:** Increased demand for DSL services directly impacts the cost of maintaining exceptional service. During times of economic prosperity, more permit and authorization applications are received. Adding additional resources to deliver service – and meet statutory timelines – increases costs.

## Program Justification

All programs in the Common School Fund Program Unit contribute to achieving one or more of each 2022-27 strategic goal's outcomes – simple statements of desired results – and meeting targets for measurable progress objectives:

**Exceptional Service**

- Outcomes: Improved service; increased access to information and services; increased awareness and understanding of DSL services and contributions; staff is supported in providing exceptional service.
- Progress Objectives:
  - *Continuous improvement in customer satisfaction:* Customer satisfaction increases with biennial every survey.
  - *Continuous improvement in support for team DSL:* Improve or maintain ratings for "employee support" questions with every Employee Satisfaction Survey.
  - *Continuous improvement in reaching people:* People joining email lists or following on social media increases every year.
  - *Proactive communication:* 100 percent of DSL programs have a current communications plan.

**Supporting Schools**

- Outcome: Increase net revenue for the Common School Fund.
- Progress Objectives: all revenue-related Key Performance Measures serve as the measurable progress objectives for this goal.

**Thriving Oregon**

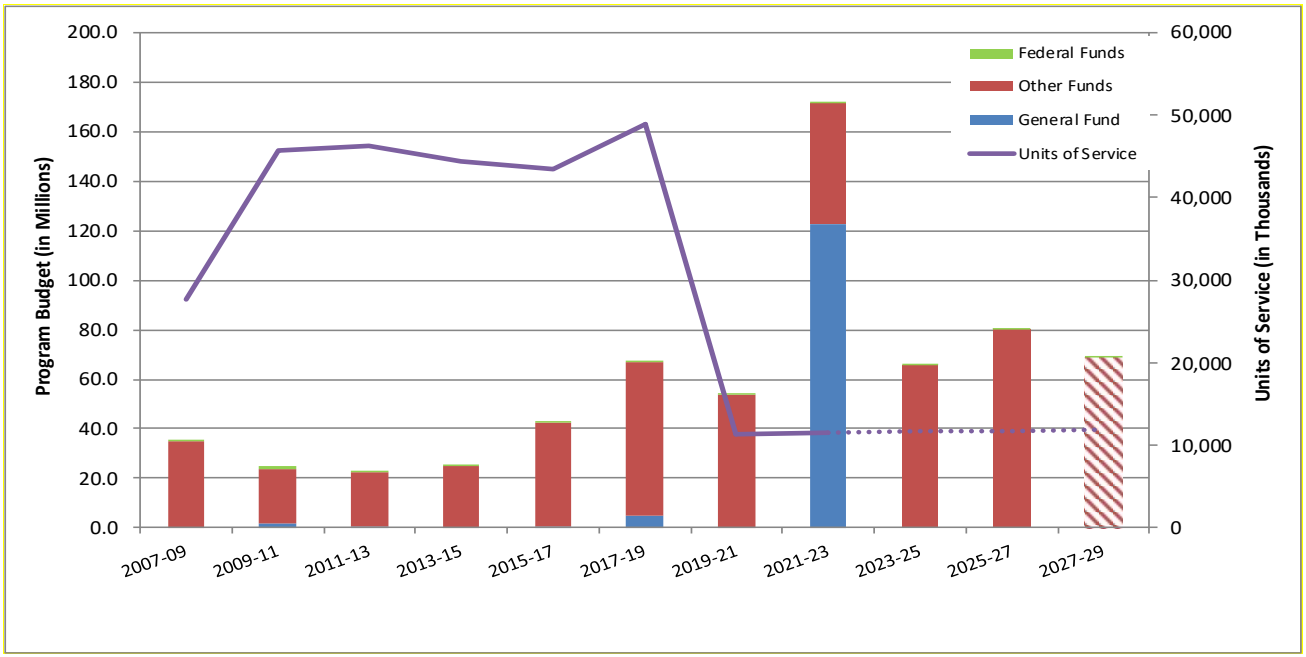
- Outcomes: Enhanced lands and waters; widespread stewardship of lands and waters.
- Progress Objectives:
  - *Developing and sharing stewardship tools and best practices:* Increase availability of tools and best practices for managing and restoring wetlands, waterways, and lands.

- *Climate and wildfire resilience:* Continuous investment in research, projects, practices that support resilience of DSL-managed lands and waters.
- *Protect wetlands*: No net loss of wetlands each fiscal year.

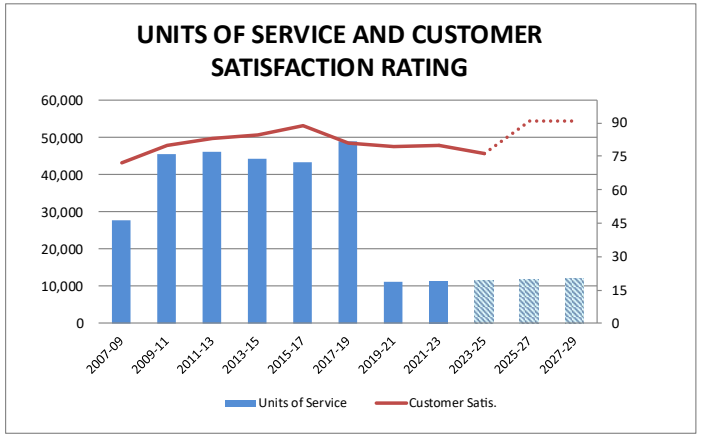
**Great Workplace**

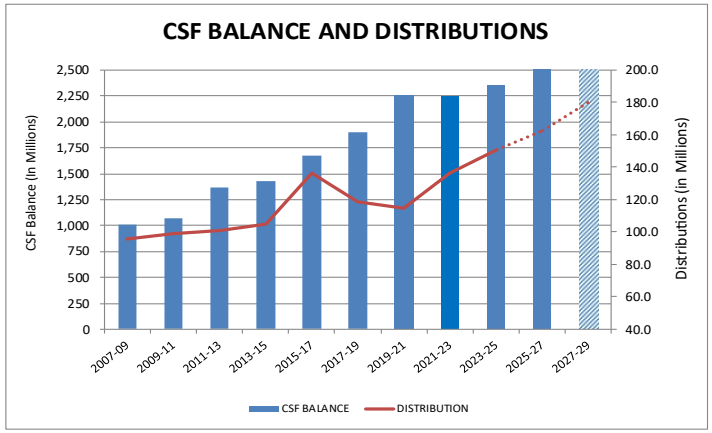
- Outcomes: Encourage engagement and growth; support work-life balance; retain and share acquired knowledge
- Progress Objectives:
  - *In FY24 the Department began using the statewide Gallup-led employee engagement survey. New progress objectives aligned with the Gallup survey are being identified to track the Great Workplace strategic goal.*

## Program Performance




*Units of service are the number of agency removal-fill permits and land management authorizations and contracts. The dotted bars are projected data. Note: Prior to 2019-21, units of service included unclaimed property claims and estates handled. The Unclaimed Property Program was transferred to State Treasury in July 2021.*




*The statewide goal is 93% excellent and good customer satisfaction ratings. Units of service include agency removal-fill permits and land management authorizations and contracts. Note: Unclaimed property claims and estates were included as units of service prior to 2019-21, when the program transferred to State Treasury.*

## Enabling Legislation/Program Authorization

Oregon Admission Act (Sections 1, 2 and 4); Oregon Constitution (Article VIII, Sections 2, 4, 5 and 7); ORS 196 (wetlands, rivers, removal-fill, ocean resource planning); ORS 215, 227 (development on wetlands); ORS 271-274 (various state lands); ORS 327 (Common School Fund); ORS 390 (scenic waterways); ORS 530 (state forests); ORS 517 (mining); ORS 541 (Oregon Plan for Salmon and Watersheds); ORS 552 (geothermal); ORS 758 (utility rights of way).

## Funding Streams

The Common School Fund Program Unit is primarily self-funded from Other Fund sources: operations and investment income. Operations generate revenue from real property management and fees from leases, permits, and other authorizations. Investment income is derived from the interest and capital gains earnings of the Fund. Revenues are constitutionally and statutorily dedicated. Some Federal Funds in the form of grants support wetland program improvements. There are no leveraged or matched funds for this program.

## Significant Program Changes from 2023-25

***Addressing Impacts of Inadequate Funding***

As discussed in the Agency Summary Narrative, the Department requested additional funding for current core services to begin addressing the ongoing impacts of inadequate resources. The most impacted services in the Common School Fund Program Unit are the Aquatic Resource Management Program's protection of wetlands and waterways, where inadequate resources have resulted in delayed

decisions, unresponsiveness, and inaction in addressing violations.

DSL's oversight of lands and waters is also impacted by inadequate GIS resources – staff do not have the tools they need to efficiently gather data about condition or use of DSL-managed school lands and waterways. Without the expertise to develop tools, train staff, appropriately manage GIS data, or use GIS data to examine issues and make decisions, performing core work efficiently and effectively will continue to be challenging, and continue to impact service delivery.

The legislatively approved budget includes policy option packages to address these issues:

- *Wetlands and Waterways Staffing – Package 201.* This package addresses the impacts of inadequate staffing on programs that protect wetlands and waterways by adding nine new permanent positions and making permanent four existing limited duration positions. The amount approved is $3.1 million Other Funds. This is an ongoing request.

- *Resources for GIS – Package 205.* GIS technology is essential to the Department's ability to manage, protect, and restore lands, waterways, and waters; forest and estuary research; and to support communities in understanding and planning for resilient built and natural environments. Current resources do not adequately support the many Department programs and services that depend on GIS. This package adds four permanent positions. The amount approved is $1 million Other Funds. This is an ongoing request.

## ESSENTIAL PACKAGES

### Common School Fund

**Purpose**

The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2025-27 biennium.

**How Achieved**

**Package 010:** adjusts for vacancies and non-PICS personal services amounts using the standard adjustment and calculation factors specified in the budget instructions. The personal service adjustments represent a reduction of $654,779 Other Funds and an increase of $213 Federal Funds for a total reduction of $654,992.

**Package 022:** represents a cost reversal from the 2023-25 Legislatively Approved Budget for one-time budget package costs. This package phases out $12,428,438 in Other Funds; $192,748 in Federal Funds for grants that do not continue to the next biennium; and $12,621,186 in General Fund.

**Package 031:** adjusts the costs of Goods and Services based on the standard inflation factor of 4.2 percent as published in the budget instructions. The resulting Services and Supplies increase in this Program Unit is $1,139,710 Other Funds.

**Package 032:** allows additional inflation of 5.5 percent above the inflation in Package 031 for fuel and utility costs. The resulting Other Funds increase is $14,883.

**Package 801, LFO Analyst Adjustments:** reclassifies the agency's Office Specialist 2 positions to Administrative Specialist 1 in accordance with Department of Administrative Services Chief Human Resource Office position description review and provides $25,000 Other Funds expenditure limitation.

**Package 810:** statewide adjustment increases SGSC by $71,039; AG increases by $65,871

**Staffing Impact**

All DSL Office Specialist 2 positions were reclassified to Administrative Specialist 1 in package 801.

**Revenue Source**

Other Funds, General Funds, Federal Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State** **Cross Reference Name: Common School Fund**

**Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services** **Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Temporary Appointments | - | - | 1,131 | 1,868 | - | - | 2,999 |
| Overtime Payments | - | - | 3,157 | - | - | - | 3,157 |
| Shift Differential | - | - | 392 | - | - | - | 392 |
| All Other Differential | - | - | 439 | - | - | - | 439 |
| Public Employees' Retire Cont | - | - | 839 | - | - | - | 839 |
| Pension Obligation Bond | - | - | (85,085) | - | - | - | (85,085) |
| Social Security Taxes | - | - | 391 | 143 | - | - | 534 |
| Unemployment Assessments | - | - | 295 | - | - | - | 295 |
| Paid Family Medical Leave Insurance | - | - | 16 | - | - | - | 16 |
| Mass Transit Tax | - | - | 20,610 | - | - | - | 20,610 |
| Vacancy Savings | - | - | (596,964) | (2,224) | - | - | (599,188) |
| **Total Personal Services** | **-** | **-** | **($654,779)** | **($213)** | **-** | **-** | **($654,992)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | (654,779) | (213) | - | - | (654,992) |
| **Total Expenditures** | **-** | **-** | **($654,779)** | **($213)** | **-** | **-** | **($654,992)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | 654,779 | 213 | - | - | 654,992 |
| **Total Ending Balance** | **-** | **-** | **$654,779** | **$213** | **-** | **-** | **$654,992** |

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 022 - Phase-out Pgm & One-time Costs**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | (36,624) | - | - | - | (36,624) |
| Office Expenses | - | - | (7,541) | - | - | - | (7,541) |
| Telecommunications | - | - | (9,923) | - | - | - | (9,923) |
| Professional Services | - | - | (3,071,732) | (192,748) | - | - | (3,264,480) |
| IT Professional Services | - | - | (7,514,343) | - | - | - | (7,514,343) |
| Attorney General | - | - | (1,050,000) | - | - | - | (1,050,000) |
| Facilities Rental and Taxes | - | - | (1,650) | - | - | - | (1,650) |
| Other Services and Supplies | - | - | (30,000) | - | - | - | (30,000) |
| IT Expendable Property | - | - | (6,625) | - | - | - | (6,625) |
| **Total Services & Supplies** | **-** | **-** | **($11,728,438)** | **($192,748)** | **-** | **-** | **($11,921,186)** |
| **Capital Outlay** | | | | | | | |
| Data Processing Software | - | - | (700,000) | - | - | - | (700,000) |
| **Total Capital Outlay** | **-** | **-** | **($700,000)** | **-** | **-** | **-** | **($700,000)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | (12,428,438) | (192,748) | - | - | (12,621,186) |
| **Total Expenditures** | **-** | **-** | **($12,428,438)** | **($192,748)** | **-** | **-** | **($12,621,186)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | 12,428,438 | 192,748 | - | - | 12,621,186 |
| **Total Ending Balance** | **-** | **-** | **$12,428,438** | **$192,748** | **-** | **-** | **$12,621,186** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 13,886 | - | - | - | 13,886 |
| Out of State Travel | - | - | 183 | - | - | - | 183 |
| Employee Training | - | - | 3,573 | - | - | - | 3,573 |
| Office Expenses | - | - | 8,349 | - | - | - | 8,349 |
| Telecommunications | - | - | 8,405 | - | - | - | 8,405 |
| State Gov. Service Charges | - | - | 717,030 | - | - | - | 717,030 |
| Data Processing | - | - | 3,054 | - | - | - | 3,054 |
| Publicity and Publications | - | - | 2,834 | - | - | - | 2,834 |
| Professional Services | - | - | 164,728 | - | - | - | 164,728 |
| IT Professional Services | - | - | 15,218 | - | - | - | 15,218 |
| Attorney General | - | - | 124,903 | - | - | - | 124,903 |
| Employee Recruitment and Develop | - | - | 878 | - | - | - | 878 |
| Dues and Subscriptions | - | - | 326 | - | - | - | 326 |
| Facilities Rental and Taxes | - | - | 21,415 | - | - | - | 21,415 |
| Fuels and Utilities | - | - | 11,367 | - | - | - | 11,367 |
| Facilities Maintenance | - | - | 18,500 | - | - | - | 18,500 |
| Agency Program Related S and S | - | - | 43 | - | - | - | 43 |
| Other Services and Supplies | - | - | 13,965 | - | - | - | 13,965 |
| Expendable Prop 250 - 5000 | - | - | 941 | - | - | - | 941 |
| IT Expendable Property | - | - | 5,524 | - | - | - | 5,524 |
| **Total Services & Supplies** | **-** | **-** | **$1,135,122** | **-** | **-** | **-** | **$1,135,122** |
| **Capital Outlay** | | | | | | | |
| Office Furniture and Fixtures | - | - | 969 | - | - | - | 969 |
| Data Processing Software | - | - | 3,571 | - | - | - | 3,571 |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Capital Outlay** | | | | | | | |
| Data Processing Hardware | - | - | 48 | - | - | - | 48 |
| **Total Capital Outlay** | **-** | **-** | **$4,588** | **-** | **-** | **-** | **$4,588** |
| | | | | | | | |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 1,139,710 | - | - | - | 1,139,710 |
| **Total Expenditures** | **-** | **-** | **$1,139,710** | **-** | **-** | **-** | **$1,139,710** |
| | | | | | | | |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (1,139,710) | - | - | - | (1,139,710) |
| **Total Ending Balance** | **-** | **-** | **($1,139,710)** | **-** | **-** | **-** | **($1,139,710)** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 032 - Above Standard Inflation**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Fuels and Utilities | - | - | 14,883 | - | - | - | 14,883 |
| **Total Services & Supplies** | **-** | **-** | **$14,883** | **-** | **-** | **-** | **$14,883** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 14,883 | - | - | - | 14,883 |
| **Total Expenditures** | **-** | **-** | **$14,883** | **-** | **-** | **-** | **$14,883** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (14,883) | - | - | - | (14,883) |
| **Total Ending Balance** | **-** | **-** | **($14,883)** | **-** | **-** | **-** | **($14,883)** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 801 - LFO Analyst Adjustments**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 16,200 | - | - | - | 16,200 |
| Public Employees' Retire Cont | - | - | 3,412 | - | - | - | 3,412 |
| Social Security Taxes | - | - | 1,239 | - | - | - | 1,239 |
| Paid Family Medical Leave Insurance | - | - | 65 | - | - | - | 65 |
| Reconciliation Adjustment | - | - | 4,084 | - | - | - | 4,084 |
| **Total Personal Services** | **-** | **-** | **$25,000** | **-** | **-** | **-** | **$25,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 25,000 | - | - | - | 25,000 |
| **Total Expenditures** | **-** | **-** | **$25,000** | **-** | **-** | **-** | **$25,000** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (25,000) | - | - | - | (25,000) |
| **Total Ending Balance** | **-** | **-** | **($25,000)** | **-** | **-** | **-** | **($25,000)** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 810 - Statewide Adjustments**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| State Gov. Service Charges | - | - | 2,882 | - | - | - | 2,882 |
| Professional Services | - | - | (13,025) | - | - | - | (13,025) |
| Attorney General | - | - | 65,871 | - | - | - | 65,871 |
| **Total Services & Supplies** | **-** | **-** | **$55,728** | **-** | **-** | **-** | **$55,728** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 55,728 | - | - | - | 55,728 |
| **Total Expenditures** | **-** | **-** | **$55,728** | **-** | **-** | **-** | **$55,728** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (55,728) | - | - | - | (55,728) |
| **Total Ending Balance** | **-** | **-** | **($55,728)** | **-** | **-** | **-** | **($55,728)** |

## POLICY PACKAGE 201

### Protecting Wetlands and Waterways

*Common School Fund Program Unit – Aquatic Resource Management Program*

**Purpose**

This package addresses the impacts of inadequate funding on programs and services related to protection of wetlands and waterways, including wetland conservation, removal-fill permitting, and Oregon-owed waterway oversight.

**How Achieved**

An independent assessment of the Department's operations; analysis of customer and employee survey results; and evaluation of performance metrics have identified multiple areas where the Department is unable to meet performance targets, provide adequate day-to-day service, and complete strategic work to increase revenue and results. Lack of adequate funding for some programs and services is seriously impacting the Department's service to Oregon, and the health of our workplace.

The most impacted services in the Common School Fund Program Unit are protection of wetlands and waterways, where inadequate resources have resulted in delayed decisions, unresponsiveness, and inaction in addressing violations.

For example, the increasingly complex nature of the Department's regulatory responsibilities, as well as application volume, is affecting timely review of applications for projects large and small. For the past five years, we have not met the target of 60 days or less for removal-fill individual permit decisions. Our FY 2023 average was 80 days. Our target for responding to wetland delineation reports, a requirement for removal-fill permitting, is also 60 days. We have not met that target since 2019. In FY 2023, our average was 93 days.

This package addresses the impacts of inadequate staffing on programs that protect wetlands and waterways by adding nine new permanent positions and making permanent four existing limited duration positions.

**Staffing Impact**

This package adds 9 new positions: 1- Deputy Director; 1- Natural Resource Protection & Sustainability Manager 2; 1 - Natural Resource Specialist 4; 3 - Natural Resource Specialist 3 positions; 1 - Human Resource Analyst 1; 1 - Fiscal Analyst 2; and 1 - Administrative Specialist 2. This package also converts 4 positions from limited duration positions to permanent: Natural Resource Specialist 4 (Territorial Sea Specialist); 2 Natural Resource Specialist 3 positions (a Jurisdictional Coordinator and Mitigation Coordinator); and 1 Public Affairs Specialist position (Community Engagement Specialist).

**Quantifying Results**

This package contributes to meeting multiple Strategic Plan goals, particularly *Exceptional Service, Thriving Oregon,* and *Great Workplace*. Performance will be tracked with Key Performance Measures that evaluate timeliness of service delivery, as well as customer satisfaction survey results and employee satisfaction survey results.

**Revenue Source**

$3,140,261 Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 201 - Protecting Wetlands & Waterways**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| Description | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 1,871,166 | - | - | - | 1,871,166 |
| Empl. Rel. Bd. Assessments | - | - | 831 | - | - | - | 831 |
| Public Employees' Retire Cont | - | - | 393,694 | - | - | - | 393,694 |
| Social Security Taxes | - | - | 143,143 | - | - | - | 143,143 |
| Paid Family Medical Leave Insurance | - | - | 7,485 | - | - | - | 7,485 |
| Worker's Comp. Assess. (WCD) | - | - | 483 | - | - | - | 483 |
| Flexible Benefits | - | - | 489,459 | - | - | - | 489,459 |
| **Total Personal Services** | **-** | **-** | **$2,906,261** | **-** | **-** | **-** | **$2,906,261** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 104,000 | - | - | - | 104,000 |
| Employee Training | - | - | 39,000 | - | - | - | 39,000 |
| Office Expenses | - | - | 13,000 | - | - | - | 13,000 |
| Telecommunications | - | - | 13,000 | - | - | - | 13,000 |
| IT Expendable Property | - | - | 65,000 | - | - | - | 65,000 |
| **Total Services & Supplies** | **-** | **-** | **$234,000** | **-** | **-** | **-** | **$234,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 3,140,261 | - | - | - | 3,140,261 |
| **Total Expenditures** | **-** | **-** | **$3,140,261** | **-** | **-** | **-** | **$3,140,261** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 201 - Protecting Wetlands & Waterways**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (3,140,261) | - | - | - | (3,140,261) |
| **Total Ending Balance** | **-** | **-** | **($3,140,261)** | **-** | **-** | **-** | **($3,140,261)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 13 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **13** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 11.32 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **11.32** |

## POLICY PACKAGE 204

### Modern Permitting and Information System Project

*Common School Fund Program Unit – Administration*

**Purpose**

This package supports implementation and maintenance of an online permitting and information system that is easy for customers to navigate and use, and also increases DSL's ability to efficiently and effectively deliver service.

**How Achieved**

The existing Department database that supports management of school lands, wetland and waterway permits and authorizations, and associated revenues was developed in the '90s and cannot be updated. The outdated system is a daily challenge to providing service – it's incompatible with GIS and other modern technology, out of synch with workflows, and customers cannot access their applications or information online.

This project is developing a modern database and new online application and information portal. Staff will be able to efficiently complete their work with a system that aligns with program services, and customers will be able to will be able to submit applications and track status online, access permit or authorization information online, and make payments online. The public will also be able to easily access more permit and authorization information online.

This package adds limitation to complete and launch the new system, including limited duration positions and backfill costs for staff, and contract dollars for project and change management, implementation services, and quality assurance.

**Staffing Impact**

This package includes 1 limited duration Operations Policy Analyst 3.

**Quantifying Results**

The new system is anticipated to launch during the 2025-27 biennium. The Department's progress on development and implementation of the system itself is being tracked within project objectives and deliverables. Overall, the project contributes to meeting multiple Strategic Plan goals, particularly *Exceptional Service*, as well as Key Performance Measures that track response and resolution times, and customer satisfaction ratings.

**Revenue Source**

$3,483,589 Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 204 - Modern Permitting System Project**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| Description | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 172,800 | - | - | - | 172,800 |
| Empl. Rel. Bd. Assessments | - | - | 72 | - | - | - | 72 |
| Public Employees' Retire Cont | - | - | 36,357 | - | - | - | 36,357 |
| Social Security Taxes | - | - | 13,219 | - | - | - | 13,219 |
| Paid Family Medical Leave Insurance | - | - | 691 | - | - | - | 691 |
| Worker's Comp. Assess. (WCD) | - | - | 42 | - | - | - | 42 |
| Flexible Benefits | - | - | 42,408 | - | - | - | 42,408 |
| **Total Personal Services** | **-** | **-** | **$265,589** | **-** | **-** | **-** | **$265,589** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 8,000 | - | - | - | 8,000 |
| Employee Training | - | - | 3,000 | - | - | - | 3,000 |
| Office Expenses | - | - | 1,000 | - | - | - | 1,000 |
| Telecommunications | - | - | 1,000 | - | - | - | 1,000 |
| IT Professional Services | - | - | 2,500,000 | - | - | - | 2,500,000 |
| IT Expendable Property | - | - | 5,000 | - | - | - | 5,000 |
| **Total Services & Supplies** | **-** | **-** | **$2,518,000** | **-** | **-** | **-** | **$2,518,000** |
| **Capital Outlay** | | | | | | | |
| Data Processing Software | - | - | 700,000 | - | - | - | 700,000 |
| **Total Capital Outlay** | **-** | **-** | **$700,000** | **-** | **-** | **-** | **$700,000** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 204 - Modern Permitting System Project**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 3,483,589 | - | - | - | 3,483,589 |
| **Total Expenditures** | **-** | **-** | **$3,483,589** | **-** | **-** | **-** | **$3,483,589** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (3,483,589) | - | - | - | (3,483,589) |
| **Total Ending Balance** | **-** | **-** | **($3,483,589)** | **-** | **-** | **-** | **($3,483,589)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 1 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **1** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 1.00 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **1.00** |

## POLICY PACKAGE 205

### Adequate Resources for GIS

*Common School Fund Program Unit*

**Purpose**

This package addresses current inadequate GIS resources, which significantly impact the Department's efficient and effective oversight of lands and waterways, forest and estuary research, and ability to support communities.

**How Achieved**

The Department manages more natural and working lands than any other agency. GIS technology is essential to the Department's ability to manage, protect, and restore lands, waterways, and waters; to forest and estuary research; and to support communities in understanding and planning for resilient built and natural environments. Current resources do not adequately support the many DSL programs and services that depend on GIS.

Staff currently do not have the tools they need to efficiently gather data about condition or use of DSL-managed lands and waterways. Without the expertise to develop tools, train staff, appropriately manage GIS data, or use GIS data to examine issues and make decisions, the Department will continue to be inefficient at doing this core work.

For example, because we currently lack capacity to update and integrate GIS technology into Department processes, staff managing school lands are forced to find workarounds for field data collection. Staff are manually collecting data in the field, then manually entering data when returning to the office. The systems we use can be set up to fully integrate with field needs – but we don't have the staff to do it.

**Staffing Impact**

This package includes four permanent positions: 1 Natural Resource Specialist 4; 2 Natural Resource Specialist 3s; and 1 Information Systems Specialist 4.

**Quantifying Results**

The Department's progress on development and implementation of an agencywide GIS team/program will be tracked via identified project objectives and deliverables. Overall, the project contributes to multiple Strategic Plan goals, particularly *Exceptional Service* and *Thriving Oregon*, as well as the Department's overall ability to track and report data and share information with customers and the public.

**Revenue Source**

$809,716 Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 205 - Adequate Resources for GIS**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| Description | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 467,164 | - | - | - | 467,164 |
| Empl. Rel. Bd. Assessments | - | - | 228 | - | - | - | 228 |
| Public Employees' Retire Cont | - | - | 98,292 | - | - | - | 98,292 |
| Social Security Taxes | - | - | 35,738 | - | - | - | 35,738 |
| Paid Family Medical Leave Insurance | - | - | 1,870 | - | - | - | 1,870 |
| Worker's Comp. Assess. (WCD) | - | - | 132 | - | - | - | 132 |
| Flexible Benefits | - | - | 134,292 | - | - | - | 134,292 |
| **Total Personal Services** | **-** | **-** | **$737,716** | **-** | **-** | **-** | **$737,716** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 32,000 | - | - | - | 32,000 |
| Employee Training | - | - | 12,000 | - | - | - | 12,000 |
| Office Expenses | - | - | 4,000 | - | - | - | 4,000 |
| Telecommunications | - | - | 4,000 | - | - | - | 4,000 |
| IT Expendable Property | - | - | 20,000 | - | - | - | 20,000 |
| **Total Services & Supplies** | **-** | **-** | **$72,000** | **-** | **-** | **-** | **$72,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 809,716 | - | - | - | 809,716 |
| **Total Expenditures** | **-** | **-** | **$809,716** | **-** | **-** | **-** | **$809,716** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 205 - Adequate Resources for GIS**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (809,716) | - | - | - | (809,716) |
| **Total Ending Balance** | **-** | **-** | **($809,716)** | **-** | **-** | **-** | **($809,716)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 4 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **4** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 3.04 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **3.04** |

## POLICY PACKAGE 212

### Portland Harbor Superfund Site – Protecting State Interests

*Common School Fund – Aquatic Resource Management*

**Purpose**

This package funds ongoing protection of the state's interests as a potentially responsible party at the Portland Harbor Superfund Site and ensures DSL's continued fulfillment of stewardship responsibilities within the site.

**How Achieved**

*Continue assistance from legal and environmental experts.* The need to address complex legal and technical issues, such as those arising in an ongoing cleanup cost allocation and natural resource damage settlement process, continues in the 2025-27 biennium. This package funds anticipated Department of Justice legal expenses for defending the state's potentially responsible party (PRP) interests connected to the State's ownership and management of lands within the site, related environmental consulting costs, and DSL support of this work.

*Continue DSL's stewardship responsibilities within the Portland Harbor Superfund Site.* DSL oversees use of Oregon-owned riverbeds and banks. As increasingly complex issues are addressed with other federal, state, and local governments and entities performing remedial work, additional resources are needed to ensure oversight and protection of the state's interests. This package makes permanent one limited-duration staff position to ensure ongoing timely management of DSL processes.

**Staffing Impact**

Makes permanent 1 FTE Natural Resource Specialist-4.

**Quantifying Results**

The total cleanup costs for the Portland Harbor Superfund Site are estimated by the Environmental Protection Agency to exceed $1.7 billion. This package provides support for limiting the state's PRP share of likely cleanup costs and natural resource damages in Portland Harbor. The DSL stewardship elements of this package contribute to DSL meeting Key Performance Measures for timely permitting processes, compliance with permit conditions, and customer service.

**Revenue Source**

$5,412,290 Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 212 - Superfund Site-Protecting State Interests**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| Description | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 241,512 | - | - | - | 241,512 |
| Empl. Rel. Bd. Assessments | - | - | 72 | - | - | - | 72 |
| Public Employees' Retire Cont | - | - | 50,814 | - | - | - | 50,814 |
| Social Security Taxes | - | - | 18,476 | - | - | - | 18,476 |
| Paid Family Medical Leave Insurance | - | - | 966 | - | - | - | 966 |
| Worker's Comp. Assess. (WCD) | - | - | 42 | - | - | - | 42 |
| Flexible Benefits | - | - | 42,408 | - | - | - | 42,408 |
| **Total Personal Services** | **-** | **-** | **$354,290** | **-** | **-** | **-** | **$354,290** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 8,000 | - | - | - | 8,000 |
| Employee Training | - | - | 3,000 | - | - | - | 3,000 |
| Office Expenses | - | - | 1,000 | - | - | - | 1,000 |
| Telecommunications | - | - | 1,000 | - | - | - | 1,000 |
| Professional Services | - | - | 2,740,000 | - | - | - | 2,740,000 |
| Attorney General | - | - | 2,300,000 | - | - | - | 2,300,000 |
| IT Expendable Property | - | - | 5,000 | - | - | - | 5,000 |
| **Total Services & Supplies** | **-** | **-** | **$5,058,000** | **-** | **-** | **-** | **$5,058,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 5,412,290 | - | - | - | 5,412,290 |
| **Total Expenditures** | **-** | **-** | **$5,412,290** | **-** | **-** | **-** | **$5,412,290** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 212 - Superfund Site-Protecting State Interests**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (5,412,290) | - | - | - | (5,412,290) |
| **Total Ending Balance** | **-** | **-** | **($5,412,290)** | **-** | **-** | **-** | **($5,412,290)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 1 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **1** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 1.00 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **1.00** |

## POLICY PACKAGE 213

### Lower Willamette Management Plan

*Common School Fund Program Unit – Aquatic Resource Management Program*

**Purpose**

This package updates a badly outdated management plan for the Willamette River in Portland.

**How Achieved**

The Lower Willamette River Management Plan guides stewardship of the river in Portland, from Kelley Point Park to just above the Sellwood Bridge. Adopted in 1992, the plan needs to be updated to reflect available science, existing and future conditions, community priorities for use and development, and to integrate climate resilience considerations and goals. Development of such a plan is essential for future projects related to how the river is used and developed, and a necessary first step to exploring opportunities for resiliency or revenue.

**Staffing Impact**

None.

**Quantifying Results**

Progress on plan development will be tracked with project objectives and deliverables.

**Revenue Source**

$500,000 Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 213 - Lower Willamette River Management Plan**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | 500,000 | - | - | - | 500,000 |
| **Total Services & Supplies** | **-** | **-** | **$500,000** | **-** | **-** | **-** | **$500,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 500,000 | - | - | - | 500,000 |
| **Total Expenditures** | **-** | **-** | **$500,000** | **-** | **-** | **-** | **$500,000** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (500,000) | - | - | - | (500,000) |
| **Total Ending Balance** | **-** | **-** | **($500,000)** | **-** | **-** | **-** | **($500,000)** |

## POLICY PACKAGE 215

### EPA Grants Carry Forward

*Common School Fund Program Unit – Aquatic Resource Management Program*

**Purpose**

This package carries forward federal grant funds awarded for projects to improve and enhance administration of Oregon's Removal-Fill Law.

**How Achieved**

The Department secured Environmental Protection Agency grants to complete multiple removal-fill program projects, including developing a statewide dataset of approved compensatory mitigation sites, creating a framework to assess mitigation program effectiveness, developing an online training program for using wetland and stream assessment tools, and other projects to improve and enhance program services.

Work plans and funds need to be extended into the 2025-27 biennium. This package carries forward unspent grant funds to complete projects.

**Staffing Impact**

None.

**Quantifying Results**

This package will result in successful completion of EPA grant deliverables, and ensure DSL remains in good standing and competitive for future federal grant funding.

**Revenue Source**

$69,274 Federal Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 215 - EPA Grant Carry Forward**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | - | 69,274 | - | - | 69,274 |
| **Total Services & Supplies** | **-** | **-** | **-** | **$69,274** | **-** | **-** | **$69,274** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | - | 69,274 | - | - | 69,274 |
| **Total Expenditures** | **-** | **-** | **-** | **$69,274** | **-** | **-** | **$69,274** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | - | (69,274) | - | - | (69,274) |
| **Total Ending Balance** | **-** | **-** | **-** | **($69,274)** | **-** | **-** | **($69,274)** |

## POLICY PACKAGE 217

### Geologic Carbon Sequestration

*Common School Fund Program Unit – Real Property Program*

**Purpose**

This package supports gathering the geologic data and information necessary to pursue geologic carbon sequestration opportunities and create shovel-ready projects on state-owned lands.

**How Achieved**

The Department continuously examines how Oregon's school lands can be managed to benefit current and future generations, evaluating strategies for producing enduring revenue for the Common School Fund while also recognizing the potential for DSL-managed lands to contribute in other ways. There are many opportunities for concurrently expanding and diversifying revenue while contributing to climate goals, particularly in the area of carbon sequestration.

DSL oversees more natural and working lands than any other state agency, which positions us well for carbon sequestration projects. Our extensive ownership in northeast Oregon presents opportunities for storing carbon dioxide in underground rock formations in a process known as geologic carbon sequestration.

Oregon's geology has the potential for large-scale storage of carbon dioxide. Northeast Oregon's Columbia Basin, with its underlying basalt formations, has been recognized by the U.S. Geological Survey as an area of geologic carbon sequestration study and opportunity – one of two in the Pacific Northwest. Thousands of acres of DSL-managed lands are in the identified opportunity area.

This package invests up to $10 million in improved understanding of the subsurface geology suitable for geologic carbon sequestration, a necessary first step to creating shovel-ready projects on state lands. The Department is providing one-time funding to the Department of Geology and Mineral Industries (DOGAMI) to drill a test well on state lands and analyze/provide data, and to support establishing the state's program for geologic carbon sequestration. See DOGAMI *Policy Option Package 102 – Subsurface Geology and Mapping Program Establishment* for additional information.

These funds will be used to leverage other funding sources, particularly federal funding sources. Growing recognition that removal of carbon dioxide from the atmosphere is integral to meeting climate goals is resulting in national investment. For example, in 2023, the Bipartisan Infrastructure Law provided up to $1.2 billion for development of large-scale DAC facilities in Texas and Louisiana. DOGAMI intends to partner with national laboratories, universities, non-profit organizations, and others to advance projects.

**Staffing Impact**

None.

**Quantifying Results**
The immediate aim of this POP is to secure geologic data necessary to any future geologic carbon sequestration project on state lands, and to support establishment of a statewide program necessary for the Department and the state to pursue opportunities. In consultation with DOGAMI, DSL will establish a project plan that includes quantifiable outcomes. Long-term, project progress will be captured in Real Property Program annual reports, and quantified with existing revenue-focused Key Performance Measures, particularly KPM #1 – Increase deposits to the Common School Fund; and KPM #3 – Increase in revenue from land management activities.

**Revenue Source**
Up to $10,000,000 Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 217 - Geological Carbon Sequestration**

**Cross Reference Name: Common School Fund**
**Cross Reference Number: 14100-010-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Special Payments** | | | | | | | |
| Spc Pmt to Geology/Mineral Ind | - | - | 10,000,000 | - | - | - | 10,000,000 |
| **Total Special Payments** | **-** | **-** | **$10,000,000** | **-** | **-** | **-** | **$10,000,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 10,000,000 | - | - | - | 10,000,000 |
| **Total Expenditures** | **-** | **-** | **$10,000,000** | **-** | **-** | **-** | **$10,000,000** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (10,000,000) | - | - | - | (10,000,000) |
| **Total Ending Balance** | **-** | **-** | **($10,000,000)** | **-** | **-** | **-** | **($10,000,000)** |

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

**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-010-00-00-00000**

| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Business Lic and Fees | 7,500 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Non-business Lic. and Fees | 2,158,357 | 4,877,816 | 4,877,816 | 5,203,855 | 5,203,855 | 5,203,855 |
| Federal Revenues | 1,282,035 | 929,195 | 929,195 | 1,000,000 | 1,000,000 | 1,000,000 |
| Charges for Services | 604,008 | 765,924 | 765,924 | 736,153 | 736,153 | 736,153 |
| Fines and Forfeitures | 212,389 | 200,000 | 200,000 | 206,519 | 206,519 | 206,519 |
| Rents and Royalties | 10,399,127 | 14,950,540 | 14,950,540 | 13,547,149 | 13,547,149 | 13,547,149 |
| Interest Income | 569,543 | 1,368,891 | 1,368,891 | 1,615,220 | 1,615,220 | 1,615,220 |
| Sales Income | 138,617 | 25,000 | 25,000 | 770,000 | 770,000 | 770,000 |
| Common School Lands Sales | 4,095 | 3,000,000 | 3,000,000 | 10,000,000 | 10,000,000 | 10,000,000 |
| Other Revenues | 2,102,608 | 2,385,313 | 2,385,313 | 1,245,800 | 1,245,800 | 1,245,800 |
| Transfer In - Intrafund | 19,867,565 | 7,493,886 | 7,493,886 | 10,526,889 | 10,526,889 | 10,526,889 |
| Transfer from General Fund | 2,060,000 | - | - | - | - | - |
| Tsfr From Administrative Svcs | - | - | 500,000 | - | - | - |
| Tsfr From Justice, Dept of | - | 563,172 | 563,172 | - | - | - |
| Tsfr From Revenue, Dept of | 2,540 | 33,478 | 33,478 | 4,312 | 4,312 | 4,180 |
| Tsfr From Energy, Dept of | 4,737 | - | - | - | - | - |
| Tsfr From Forestry, Dept of | 5,786,105 | 7,500,000 | 7,500,000 | 2,702,004 | 2,702,004 | 2,702,004 |
| Tsfr From Fish/Wildlife, Dept of | 293,637 | - | - | - | - | - |
| Tsfr From Labor and Ind, Bureau | 794,834 | - | - | - | - | - |
| Transfer Out - Intrafund | (24,090,307) | (16,496,629) | (16,668,648) | (39,595,721) | (49,595,721) | (49,595,721) |
| Tsfr To Forestry, Dept of | (4,139,940) | (4,819,961) | (4,819,961) | (5,424,732) | (5,424,732) | (5,424,732) |
| Tsfr To Water Resources Dept | - | (118,918) | (118,918) | (136,161) | (136,161) | (136,161) |
| **Total Other Funds** | **$18,057,450** | **$22,682,707** | **$23,010,688** | **$2,426,287** | **($7,573,713)** | **($7,573,845)** |

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

**Lands, Dept of State** **Agency Number: 14100**

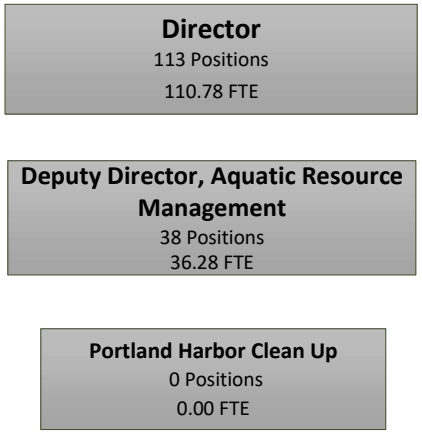
**2025-27 Biennium** **Cross Reference Number: 14100-010-00-00-00000**

| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Federal Funds** | | | | | | |
| Federal Funds | 427,566 | 104,327 | 104,327 | 200,000 | 200,000 | 200,000 |
| **Total Federal Funds** | **$427,566** | **$104,327** | **$104,327** | **$200,000** | **$200,000** | **$200,000** |
| **Nonlimited Other Funds** | | | | | | |
| Rents and Royalties | - | 40,000 | 40,000 | 100,000 | 100,000 | 100,000 |
| Interest Income | 71,405,214 | 78,000,000 | 78,000,000 | 94,778,912 | 94,778,912 | 94,778,912 |
| Other Revenues | 165,767,957 | 137,032,340 | 148,032,340 | 140,000,000 | 140,000,000 | 140,000,000 |
| Transfer In - Intrafund | - | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 |
| Transfer from General Fund | 121,000,000 | - | - | - | - | - |
| Transfer Out - Intrafund | - | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) |
| Tsfr To Public Emp Ret Sys | (45,492,147) | - | - | - | - | - |
| Tsfr To Education, Dept of | (136,400,682) | (149,825,999) | (149,825,999) | (160,050,924) | (160,050,924) | (160,050,924) |
| **Total Nonlimited Other Funds** | **$176,280,342** | **$65,246,341** | **$76,246,341** | **$74,827,988** | **$74,827,988** | **$74,827,988** |

This page intentionally left blank.

# PORTLAND HARBOR CLEANUP

# DEPARTMENT OF STATE LANDS
# PORTLAND HARBOR CLEAN UP
# 2023-2025



# DEPARTMENT OF STATE LANDS
# PORTLAND HARBOR CLEAN UP
# 2025-2027



# Portland Harbor Cleanup Fund - Program Unit 011

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

The Portland Harbor Cleanup Fund strategically mitigates the state's financial risk and uncertainty related to the Portland Harbor Superfund Site cleanup, while also advancing the future cleanup effort. This program directly contributes to the Department's *Supporting Schools* strategic goal, which emphasizes effective, efficient operations to optimize financial performance, and the Department's *Thriving Oregon* strategic goal, which emphasizes a legacy of healthy, resilient, and accessible natural resources.

### Program Contact

Bill Ryan, 541-261-0336, bill.ryan@dsl.oregon.gov

### Program Overview

The Oregon Department of State Lands has been identified by the U.S. Environmental Protection Agency (EPA) as a potentially responsible party for costs associated with the investigation and cleanup of sediment contamination in the Portland Harbor, a ten-mile stretch of the lower Willamette River area listed as a Superfund site. The Portland Harbor Cleanup Fund was established to mitigate financial and legal risk and uncertainty.

### Program Funding

This program has a legislatively approved budget of $2,020,040 Other Funds – *see Policy Option Package 211.* Though the Portland Harbor cleanup is a long-term project, the Department requests limitation every biennium via package because the amount required is based on upcoming project needs. There are no positions or full-time employees in this program area.

### Program Description

In January 2017, the EPA issued a Record of Decision for the final cleanup remedy of Portland Harbor. EPA estimates that the cleanup will take 13 years to complete, at a cost of more than $1.7 billion.

The State of Oregon – DSL and the Oregon Department of Transportation are potentially responsible parties (PRPs) – is among the more than 200 parties, including public entities and private companies, potentially liable for a share of the costs related to investigation and cleanup of the Portland Harbor Superfund Site. The Portland Harbor Cleanup Fund supports the state's response to the EPA's 2018 demand for commitments for cleanup design by the end of 2019. In May 2019, the state and the City of Portland entered into an agreement with EPA to

facilitate remedial design work by other parties in the Portland Harbor Superfund Site. The agreement is unique in that it allows the city and state to pool funds to respond to EPA's demand, while leveraging these funds to facilitate broad, site-wide work. The funds are held in a trust, established by the city and state in July 2019, to which the city and state have each contributed $6 million.

The Department has also entered into other agreements with the EPA, working with other public PRP partners, to conduct work necessary for Portland Harbor Superfund Site cleanup. This work includes remedial design for the in-water cleanup at Willamette Cove.

Successful implementation of EPA-approved cleanup plans will help address some of the historic and ongoing environmental justice issues that have adversely impacted Tribes, as well as people of color, recent immigrants, and underserved communities in North Portland.

## Program Justification

This program supports multiple agreements that facilitate timely remedial work necessary to the successful implementation of EPA-approved cleanup plans for Portland Harbor, while managing risk and costs to the state. The *Supporting Schools* strategic goal aims specifically to increase net revenue to the Common School Fund. Mitigating financial risks is identified as a strategy for managing expenses that might otherwise impact revenue and the Department's net bottom line.

## Program Performance

Performance of the Portland Harbor Cleanup Fund and the program may be evaluated via the successful completion of work under the multiple agreements that facilitate timely remedial work necessary to the successful implementation of EPA-approved cleanup plans for Portland Harbor, while managing risk and costs to the state.

## Enabling Legislation/Program Authorization

The Portland Harbor Cleanup Fund was established by ORS 274.064.

## Funding Streams

The program is funded completely from Other Funds.

## Significant Program Changes from 2023-25

None.

## ESSENTIAL PACKAGES
### Portland Harbor Cleanup Fund

**Purpose**
The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2025-27 biennium.

**How Achieved**

**Package 022:** The purpose of this package is to phase out one-time budget package costs from the 2023-25 Legislatively Approved Budget. The approved limitation of $2,121,125 Other Funds provided funds to a trust account established by the state and the city of Portland under a settlement agreement for remedial design with the U.S. Environmental Protection Agency.

**Staffing Impact**
There was no staffing impact in this budget program relating to essential packages.

**Revenue Source**
Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 022 - Phase-out Pgm & One-time Costs**

**Cross Reference Name: Portland Harbor Cleanup**
**Cross Reference Number: 14100-011-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | (1,901,125) | - | - | - | (1,901,125) |
| Attorney General | - | - | (220,000) | - | - | - | (220,000) |
| **Total Services & Supplies** | **-** | **-** | **($2,121,125)** | **-** | **-** | **-** | **($2,121,125)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | (2,121,125) | - | - | - | (2,121,125) |
| **Total Expenditures** | **-** | **-** | **($2,121,125)** | **-** | **-** | **-** | **($2,121,125)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | 2,121,125 | - | - | - | 2,121,125 |
| **Total Ending Balance** | **-** | **-** | **$2,121,125** | **-** | **-** | **-** | **$2,121,125** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 810 - Statewide Adjustments**

**Cross Reference Name: Portland Harbor Cleanup**
**Cross Reference Number: 14100-011-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Attorney General | - | - | 1,040 | - | - | - | 1,040 |
| **Total Services & Supplies** | **-** | **-** | **$1,040** | **-** | **-** | **-** | **$1,040** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 1,040 | - | - | - | 1,040 |
| **Total Expenditures** | **-** | **-** | **$1,040** | **-** | **-** | **-** | **$1,040** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (1,040) | - | - | - | (1,040) |
| **Total Ending Balance** | **-** | **-** | **($1,040)** | **-** | **-** | **-** | **($1,040)** |

## POLICY PACKAGE 211

### Portland Harbor Cleanup

*Portland Harbor Cleanup Fund*

**Purpose**

This package supports future cleanup work in the Portland Harbor Superfund Site by continuing funding administrative expenditures, including professional and legal services related to remedial investigations and remedial design of cleanup projects.

**How Achieved**

This package funds remedial investigation and design costs, including environmental consulting costs and legal expenses. As a potentially responsible party (PRP) at the Portland Harbor Superfund Site, the State of Oregon has entered into multiple agreements with the United States Environmental Protection Agency (EPA) to facilitate remedial design work necessary for cleanup of the site. This work includes investigation and remedial design for the future cleanup at Willamette Cove; providing some funding for investigations and remedial design work being performed by other PRPs at other work areas within the site; and information management activities.

This package is a companion to Policy Package 212, which funds expenses related to defending the state's interests as a PRP in the cleanup cost allocation and natural resource damage settlement process, and to fulfilling DSL stewardship responsibilities.

**Staffing Impact**

None.

**Quantifying Results**

This package supports State's fulfillment of its obligations under multiple agreements that facilitate timely remedial work necessary to the successful implementation of EPA-approved cleanup plans for Portland Harbor, while managing risk and costs to the state.

**Revenue Source**

$2,019,000 Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 211 - Portland Harbor Cleanup**

**Cross Reference Name: Portland Harbor Cleanup**
**Cross Reference Number: 14100-011-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | 869,250 | - | - | - | 869,250 |
| Attorney General | - | - | 1,149,750 | - | - | - | 1,149,750 |
| **Total Services & Supplies** | **-** | **-** | **$2,019,000** | **-** | **-** | **-** | **$2,019,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 2,019,000 | - | - | - | 2,019,000 |
| **Total Expenditures** | **-** | **-** | **$2,019,000** | **-** | **-** | **-** | **$2,019,000** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (2,019,000) | - | - | - | (2,019,000) |
| **Total Ending Balance** | **-** | **-** | **($2,019,000)** | **-** | **-** | **-** | **($2,019,000)** |

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

**Lands, Dept of State** **Agency Number: 14100**

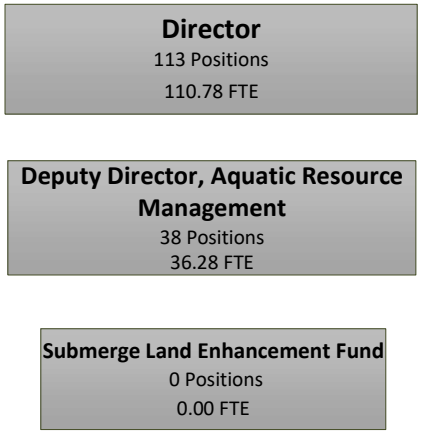
**2025-27 Biennium** **Cross Reference Number: 14100-011-00-00-00000**

| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Interest Income | 466,149 | 496,361 | 496,361 | 500,000 | 500,000 | 500,000 |
| Other Revenues | 500 | - | - | - | - | - |
| Transfer In - Intrafund | 1,261,288 | 3,733,000 | 3,733,000 | 3,733,000 | 3,733,000 | 3,733,000 |
| **Total Other Funds** | **$1,727,937** | **$4,229,361** | **$4,229,361** | **$4,233,000** | **$4,233,000** | **$4,233,000** |

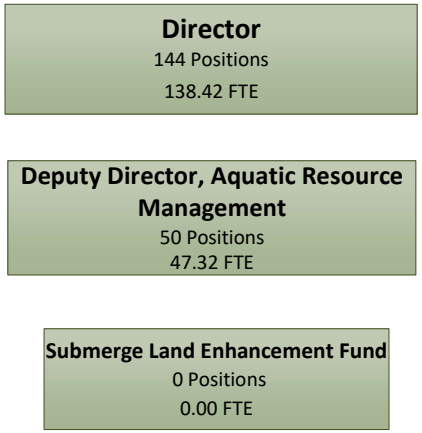
This page intentionally left blank.

# SUBMERGED LANDS ENHANCEMENT FUND

# DEPARTMENT OF STATE LANDS
# SUBMERGE LAND ENHANCEMENT FUND
# 2023-2025



# DEPARTMENT OF STATE LANDS
# SUBMERGE LAND ENHANCEMENT FUND
# 2025-2027



# Submerged Lands Enhancement Fund – Program Unit 012

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

The Submerged Lands Enhancement Fund improves the beds and banks of Oregon-owned waterways by funding community-led stewardship projects. This program directly advances the Department's *Thriving Oregon* strategic goal, which emphasizes supporting communities with a legacy of healthy, resilient, and accessible natural resources. Identified outcomes for the Thriving Oregon goal include *enhanced lands and waters* and *widespread stewardship of lands and waters* – the Submerged Lands Enhancement Fund helps achieve both those outcomes.

### Program Contact

Bill Ryan, 541-261-0336, bill.ryan@dsl.oregon.gov

### Program Overview

The Submerged Lands Enhancement Fund (SLEF), authorized by the Legislature in 2017, provides grants for projects that improve water quality, increase recreational access, protect habitat, or otherwise enhance Oregon-owned public waterways.

### Program Funding

The fund is financed on a biennial basis by up to 20 percent of the revenue from DSL waterway authorizations. The available amount for 2025-27 is $213,600. There are no positions or full-time employees in this program area.

### Program Description

The SLEF provides funding for communities to improve the health, safety, and accessibility of public waterways. Cities, counties, improvement districts, watershed councils, parks and recreation districts, port districts, nonprofit organizations, state agencies and federally recognized tribal governments are eligible to apply for SLEF funding. Awarded organizations are required to contribute a 25 percent match with funds or though in-kind activities. SLEF funds may be provided for a variety of projects that enhance waterways, including:

- Removal, salvage, storage and disposal of abandoned or derelict structures.
- Removal and disposal of marine debris.

- Assistance with the salvage, towing, storage and disposal of abandoned or derelict vessels pursuant to ORS 830.908 to 830.944
- Engagement in activities to improve water quality, watershed enhancement, and fish and wildlife habitat on submerged and submersible lands.

For the 21-23 biennium, the SLEF provided $157,522 to support two projects – habitat restoration for juvenile salmon along the Willamette River and Boardman Creek in Milwaukie and removal of a hazardous vessel from Umatilla Marina. DSL awarded the inaugural round of SLEF funding in 2018, providing $93,558 to support three projects – removal of marine debris from the Columbia River between Portland and St. Helens, removal of invasive aquatic plants at Willamette Mission State Park in Gervais, and replacement of degraded boat ramps and docks vital to the City of Coquille's economy and public recreation on the Coquille River.

## Program Justification

By creating a funding opportunity for partner agencies and organizations, DSL advances stewardship of Oregon's waterways by supporting projects that directly result in cleaner and healthier rivers, lakes, streams, and other waters. The grant program model helps local governments and organizations complete priority projects, while also achieving the Department's strategic goal of a *Thriving Oregon* and statewide initiatives for cleanup of derelict structures and vessels, removal of marine debris, and improvement of water quality and habitat.

## Program Performance

Grantees develop success metrics and report on outcomes as outlined in award agreements. All five projects awarded funds to-date were successfully completed.

## Enabling Legislation/Program Authorization

The Submerged Land Enhancement Fund is authorized in ORS 274.388; OAR 141-082-0311 governs use of fund moneys and selection and prioritization of projects.

## Funding Streams

The program is funded completely from Other Funds (revenue from DSL waterway authorizations).

## Significant Proposed Program Changes from 2023-25

None.

## ESSENTIAL PACKAGES

### Submerged Lands Enhancement Fund

**Purpose**

The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2023-25 biennium.

**How Achieved**

**Package 031:** adjusts the costs of Goods and Services based on the standard inflation factor of 6.8 percent as published in the budget instructions. The resulting Services and Supplies increase in this Program Unit is $13,600 Other Funds.

**Staffing Impact**

There was no staffing impact in this budget program relating to essential packages.

**Revenue Source**

Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Submerged Lands**
**Cross Reference Number: 14100-012-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | 13,600 | - | - | - | 13,600 |
| **Total Services & Supplies** | **-** | **-** | **$13,600** | **-** | **-** | **-** | **$13,600** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 13,600 | - | - | - | 13,600 |
| **Total Expenditures** | **-** | **-** | **$13,600** | **-** | **-** | **-** | **$13,600** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (13,600) | - | - | - | (13,600) |
| **Total Ending Balance** | **-** | **-** | **($13,600)** | **-** | **-** | **-** | **($13,600)** |

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

**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-012-00-00-00000**

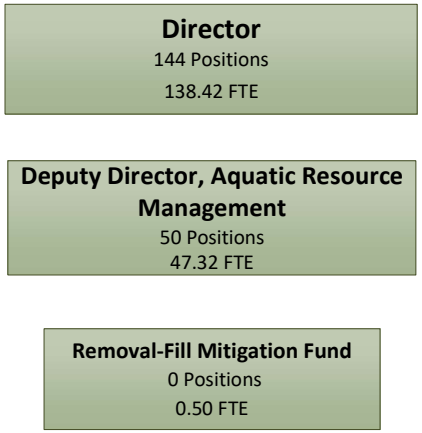
| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Interest Income | 1,454 | 2,863 | 2,863 | 2,863 | 2,863 | 2,863 |
| Transfer In - Intrafund | 156,062 | 200,000 | 200,000 | 207,874 | 207,874 | 207,874 |
| **Total Other Funds** | **$157,516** | **$202,863** | **$202,863** | **$210,737** | **$210,737** | **$210,737** |

# REMOVAL-FILL MITIGATION FUND

# DEPARTMENT OF STATE LANDS
# Removal-Fill Mitigation Fund
# 2023 - 2025



# DEPARTMENT OF STATE LANDS
# REMOVAL-FILL MITIGATION FUND
# 2025-2027



# Oregon Removal-Fill Mitigation Fund - Program Unit 013

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

The Removal-Fill Mitigation Fund Program Unit directly advances the Department's *Thriving Oregon* strategic goal, which emphasizes supporting thriving communities with a legacy of healthy, resilient, and accessible natural resources. Identified outcomes for the Thriving Oregon goal include *enhanced lands and waters* and *widespread stewardship of lands and waters* – the Removal-Fill Mitigation Fund helps achieve both those outcomes.

### Program Contact

Bill Ryan, 541-261-0336, bill.ryan@dsl.oregon.gov

### Program Overview

When impacts to wetlands and waterways occur as part of removal-fill activity, compensatory mitigation is required to replace the resource lost. Purchasing mitigation credits directly from the Department of State Lands is one mitigation option. DSL deposits credit payments to the Removal-Fill Mitigation Fund, which provides grants for mitigation projects that replace the resources lost.

### Program Funding

This program has a legislatively approved budget of $2,282,425. This program has 0.50 FTE.

### Program Description

Aquatic habitats such as wetlands, streams, lakes, rivers, estuaries, must be replaced when lost, damaged, or destroyed. Compensatory mitigation is the replacement of these resources. Requiring this replacement of lost aquatic habitats is how the Department can authorize impacts and still meet Oregon's goal of no net loss.

Oregon law requires compensatory mitigation to replace aquatic resources lost during removal and fill of materials in wetlands and waterways. Mitigation can be accomplished through permittee-led mitigation projects; by purchasing credits from private mitigation banks; or through payment to DSL for mitigation credits. The Department offers two types of mitigation credits: payment in-lieu credits and in-lieu fee credits. Payment in-lieu credits satisfy state mitigation requirements and are available statewide. In-lieu fee credits satisfy both state and federal mitigation requirements and are available only in areas of the state approved by the U.S. Army Corps of Engineers.

Payments for both mitigation credit types are collected in the Mitigation Fund, then awarded via grants or contracts to third parties for construction of mitigation projects to replace the impacted aquatic resources. Mitigation projects are located in the same watershed as the impacted aquatic resources.

The program contributes to Department strategic goals of *Thriving Oregon* and *Exceptional Service*.

**Who is Served:** Mitigation of impacts to waters and wetlands benefits all Oregon communities by replacing important ecological and societal benefits provided by aquatic systems. Mitigation projects funded by DSL are strategically located within impacted watersheds to meet regional conservation priorities, address issues identified in watershed assessments, provide habitat corridors, or add to the effectiveness of nearby protected natural areas.

The program also provides removal-fill permit applicants with an alternative for conducting required mitigation, and provides organizations such as watershed councils, land trusts and local governments with funds to support construction of mitigation sites. These funds are often invested in the local community though engineering services, supplies and skilled labor.

**How Service is Delivered:** When mitigation credits are purchased from DSL, the funds are deposited into the Mitigation Fund. Funds are provided to third parties to design, construct, and monitor wetland and waterway mitigation projects. Projects proposed for funding are reviewed – either by a Department mitigation team or by the U.S. Army Corps of Engineers and an interagency review team, depending on which type of credit is funding the project.

**Partners:** Partnerships are key to successful program outcomes. The project selection process uses existing conservation plans, thereby contributing to the implementation of local and regional plans that aim to sustain the environmental, economic and social well-being of Oregon for future generations. In addition, most approved projects involve funding from multiple sources, which has the effect of incorporating conservation priorities from other natural resource funding agencies.

The program involves a wide array of partners, including grantees, an interagency team for federal in-lieu fee credit projects, and funding partners. Partners include the U.S. Forest Service; Clean Water Services in Washington County; nonprofits and land trusts such as the McKenzie River Land Trust and North Coast Land Conservancy; and watershed councils such as the Tualatin Riverkeepers, Salmon-Drift Creek Watershed Council and Clackamas River Basin Council. State agency partners include the Oregon Department of Fish and Wildlife, Department of Transportation, and Department of Environmental Quality.

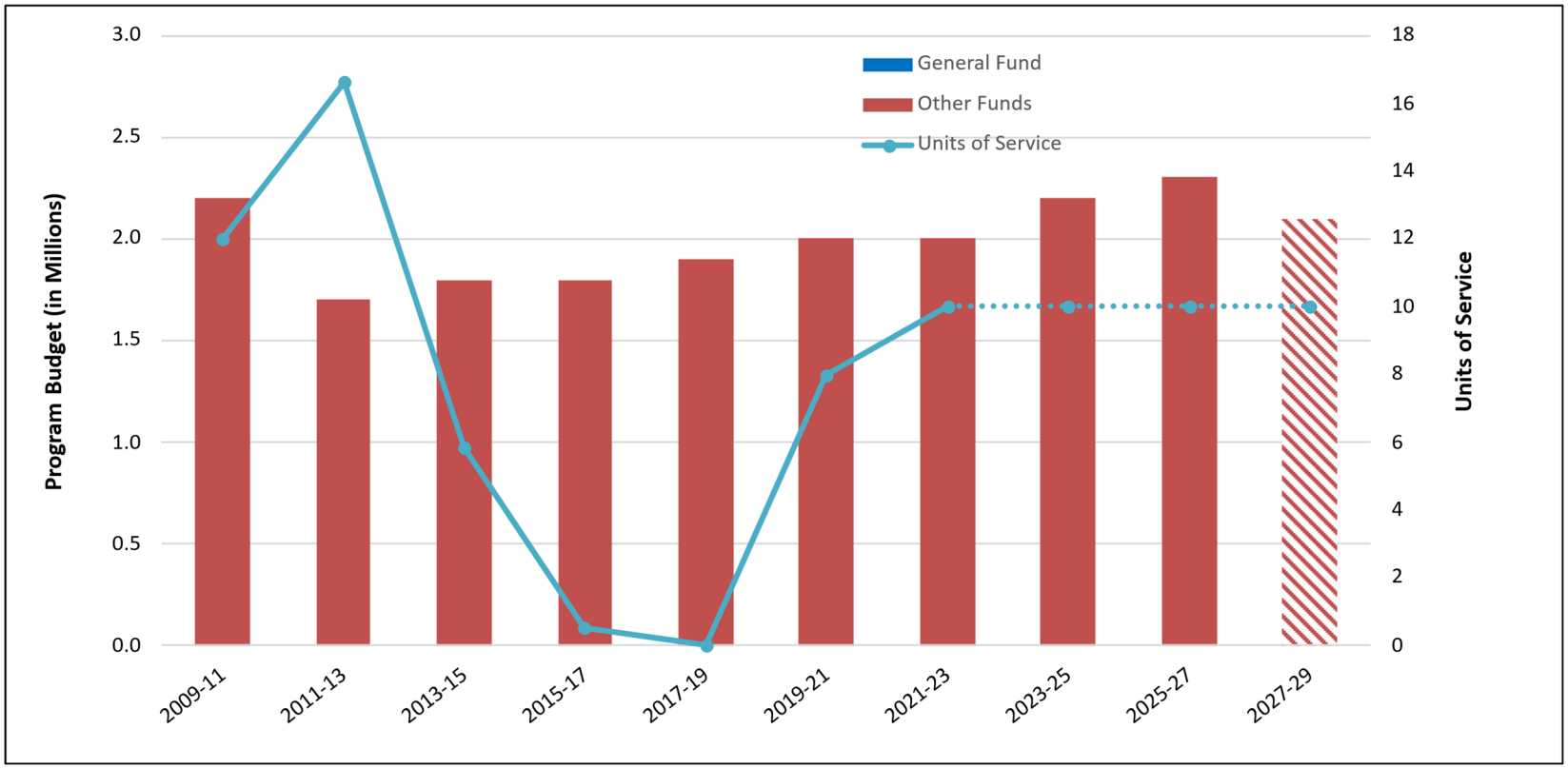
**Cost Drivers:** Demand for mitigation credits and funds available for projects in a specific watershed impact program operation costs. It may take many years to accumulate sufficient funds in some watersheds, and a high level of staff effort is required to locate suitable

mitigation projects. Older deposits may be insufficient to implement a project at today's prices. Overall, suitable projects have become harder to locate.

**Improving Performance:** As discussed in the Program Performance section below, the availability of appropriate projects affects the Agency's ability to disperse funds to support mitigation projects.

## Program Performance

In 2007, DSL established Key Performance Measure #11 to commit 100 percent of the funds received to mitigation project grants within one year. This target has not been met since 2014.




*Units of service are mitigation credits produced through the grant program. The dotted bars are projected data.*

Committing funds received each year is challenging. DSL receives deposits to the fund every year but only disperses funds as sufficient funds accumulate in a watershed and projects are identified and approved. Identification of viable projects has been difficult, and staff resources to seek new projects has been reduced to focus on other duties, including approval and oversight of private mitigation banks. Staff continues to seek opportunities for projects in watersheds where funds and associated mitigation obligation is highest.

## Enabling Legislation/Program Authorization

The Mitigation Fund is authorized in ORS 196.625-665. Applicants for removal-fill permits are required to provide compensatory mitigation for the adverse effects of their projects. The Mitigation Fund provides applicants with an additional mitigation payment option.

## Funding Streams

The program is currently funded from Other Funds; DSL accepts funds in lieu of physical mitigation and expends funds for mitigation projects. The Department is requesting General Fund to help communities prepare land for housing production and to ensure adequate staff capacity for timely program services – see below.

## Significant Program Changes from 2023-25

None.

## ESSENTIAL PACKAGES

### Oregon Removal-Fill Mitigation Fund

**Purpose**

The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2025-27 biennium.

**How Achieved**

**Package 010:** adjusts for vacancies and non-PICS personal services amounts using the standard adjustment and calculation factors specified in the budget instructions. Adjustments resulted in a decrease of $6,840 Other Funds.

**Package 031:** adjusts the costs of Goods and Services based on the standard inflation factor of 4.2 percent as published in the budget instructions. The resulting Services and Supplies increase in this Program Unit is $84,881.

**Staffing Impact**

There was no staffing impact in this budget program relating to essential packages.

**Revenue Source**

Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services**

**Cross Reference Name: Removal-Fill Mitigation Fund**
**Cross Reference Number: 14100-013-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Pension Obligation Bond | - | - | (889) | - | - | - | (889) |
| Mass Transit Tax | - | - | 87 | - | - | - | 87 |
| Vacancy Savings | - | - | (6,038) | - | - | - | (6,038) |
| **Total Personal Services** | **-** | **-** | **($6,840)** | **-** | **-** | **-** | **($6,840)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | (6,840) | - | - | - | (6,840) |
| **Total Expenditures** | **-** | **-** | **($6,840)** | **-** | **-** | **-** | **($6,840)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | 6,840 | - | - | - | 6,840 |
| **Total Ending Balance** | **-** | **-** | **$6,840** | **-** | **-** | **-** | **$6,840** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Removal-Fill Mitigation Fund**
**Cross Reference Number: 14100-013-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 518 | - | - | - | 518 |
| Out of State Travel | - | - | 104 | - | - | - | 104 |
| Employee Training | - | - | 311 | - | - | - | 311 |
| Office Expenses | - | - | 155 | - | - | - | 155 |
| Telecommunications | - | - | 127 | - | - | - | 127 |
| Data Processing | - | - | 78 | - | - | - | 78 |
| Employee Recruitment and Develop | - | - | 26 | - | - | - | 26 |
| Agency Program Related S and S | - | - | 29,300 | - | - | - | 29,300 |
| Other Services and Supplies | - | - | 987 | - | - | - | 987 |
| Expendable Prop 250 - 5000 | - | - | 52 | - | - | - | 52 |
| IT Expendable Property | - | - | 104 | - | - | - | 104 |
| **Total Services & Supplies** | **-** | **-** | **$31,762** | **-** | **-** | **-** | **$31,762** |
| **Capital Outlay** | | | | | | | |
| Office Furniture and Fixtures | - | - | 53 | - | - | - | 53 |
| **Total Capital Outlay** | **-** | **-** | **$53** | **-** | **-** | **-** | **$53** |
| **Special Payments** | | | | | | | |
| Dist to Non-Gov Units | - | - | 53,066 | - | - | - | 53,066 |
| **Total Special Payments** | **-** | **-** | **$53,066** | **-** | **-** | **-** | **$53,066** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Removal-Fill Mitigation Fund**
**Cross Reference Number: 14100-013-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 84,881 | - | - | - | 84,881 |
| **Total Expenditures** | **-** | **-** | **$84,881** | **-** | **-** | **-** | **$84,881** |
| | | | | | | | |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (84,881) | - | - | - | (84,881) |
| **Total Ending Balance** | **-** | **-** | **($84,881)** | **-** | **-** | **-** | **($84,881)** |

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

**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-013-00-00-00000**

| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Non-business Lic. and Fees | 1,049,246 | 1,121,104 | 1,121,104 | 1,121,104 | 1,121,104 | 1,121,104 |
| Interest Income | 156,226 | 131,886 | 131,886 | 150,000 | 150,000 | 150,000 |
| Transfer In - Intrafund | - | 1,203,059 | 1,203,059 | 1,203,059 | 1,203,059 | 1,203,059 |
| **Total Other Funds** | **$1,205,472** | **$2,456,049** | **$2,456,049** | **$2,474,163** | **$2,474,163** | **$2,474,163** |

# OREGON OCEAN SCIENCE TRUST

# DEPARTMENT OF STATE LANDS
# OREGON OCEAN SCIENCE TRUST
# 2023-2025



# DEPARTMENT OF STATE LANDS
# OREGON OCEAN SCIENCE TRUST
# 2025-2027



# Oregon Ocean Science Trust – Program Unit 014

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

The Oregon Ocean Science Trust is guided by a *2023-2038 Strategic Action Plan* that includes strategies to enhance capacity to conduct high-priority ocean and coastal research, ensure sustainable funding, strengthen communications and outreach, and enhance administrative capacity.

### Program Contact

Jean Straight, 503-689-3957; jean.straight@dsl.oregon.gov

### Program Overview

The Oregon Ocean Science Trust (OOST) secures and distributes funding to promote ocean and coastal knowledge, research, and monitoring to ensure the sustainable use of Oregon's resources, enhance coastal resilience, and support long-term ocean health for all Oregonians.

### Program Funding

The legislatively approved budget is $250,000 for 2025-27 – *see the OOST Essential Package narrative for additional information.* This program unit has no positions or full-time employees.

### Program Description

The 2013 Legislature established the Oregon Ocean Science Trust and Fund through Senate Bill 747. The Trust is composed of five voting members appointed by the State Land Board, and two nonvoting members from the Legislature (one Senator and one Representative).

The duties of the Trust are:

- ***Research and monitoring:*** promote peer-reviewed, competitive research and monitoring that leads to increased knowledge and understanding of Oregon's ocean and coastal resources.
- ***Innovation and collaboration:*** promote innovative, collaborative, community-oriented, multi-institutional approaches to research and monitoring related to Oregon's ocean and coastal resources.
- ***Enhanced capacity:*** enhance the state's capacity for peer-reviewed scientific ocean and coastal research.

- ***Grant program:*** subject to available funding, establish and execute a competitive grant program to conduct research and monitoring related to Oregon's ocean and coastal resources.

The Oregon Legislature in 2021 and 2022 allocated funding to the OOST for competitive research grants. House Bill 3114 (2021) allocated $1.1 million to the OOST to address ocean acidification and hypoxia and the risks it poses to the state's economy and ecosystems. The grant funding awarded to-date will address ocean acidification and hypoxia in a variety of ways, from developing best management practices that help conserve and restore submerged aquatic vegetation while supporting healthy shellfish populations and aquaculture, to better understanding ecosystem function in subtidal and intertidal marine reserves. House Bill 5202 (2022) provided $1 million in additional funding to the OOST research grant program. Those additional funds were used for science and monitoring on nearshore keystone species, including sea otters, nearshore marine ecosystems, kelp and eelgrass habitat, and sequestration of blue carbon. $250,000 in limitation was provided for 2025-27 to allow for completion of work funded in House Bill 5202.

The Department of State Lands provides administrative support for the meetings of the Trust as needed. The Oregon Ocean Science Fund is established in the State Treasury.

## Program Performance

The OOST *2023-2038 Strategic Action Plan* identifies specific strategies, each with an established performance metric, in thematic areas of *enhancing capacity* to conduct high priority ocean and coastal research, ensure *sustainable funding*, strengthen *communications and outreach*, and enhancing *administration*.

The OOST competitive grants program is also required to be evaluated regularly by the Ocean Policy Advisory Council's Science and Technical Advisory Committee. The evaluation is based on criteria developed by the committee in consultation with the OOST. Evaluation results are required to be communicated to the Oregon State Legislature, the State Land Board and the public.

Research project timelines, milestones, and reporting requirements are established in grant agreements. Data and information collected or created under OOST grants must be publicly visible and made accessible in a timely manner at no cost.

## Enabling Legislation/Program Authorization

The Oregon Ocean Science Trust is authorized in ORS 196.565-570; OAR 141-141-0110 to 141-141-0180 governs OOST policies, the competitive grant process, data management and reporting requirements, and other administrative program requirements.

## Funding Streams

The OOST receives funds through the Oregon Ocean Science Fund, which is established in the Oregon State Treasury and is separate and

distinct from the General Fund and the Common School Fund. Past funding sources have included Legislatively approved allocation of General Fund. OOST may also receive donations from private individuals and organizations via OOST partner the Oregon Community Foundation, a 501(c)(3) nonprofit.

## Significant Program Changes from 2023-25

None.

## ESSENTIAL PACKAGES
### Oregon Ocean Science Trust

**Purpose**
The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2023-25 biennium.

**How Achieved**

**Package 022:** The purpose of this package is to phase out one-time budget package costs from the 2023-25 Legislatively Approved Budget. This package phases out $1,172,019 Other Funds.

**Staffing Impact**
There was no staffing impact in this budget program relating to essential packages.

**Revenue Source**
Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 022 - Phase-out Pgm & One-time Costs**

**Cross Reference Name: Oregon Ocean Science Trust**
**Cross Reference Number: 14100-014-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | (1,172,019) | - | - | - | (1,172,019) |
| **Total Services & Supplies** | **-** | **-** | **($1,172,019)** | **-** | **-** | **-** | **($1,172,019)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | (1,172,019) | - | - | - | (1,172,019) |
| **Total Expenditures** | **-** | **-** | **($1,172,019)** | **-** | **-** | **-** | **($1,172,019)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | 1,172,019 | - | - | - | 1,172,019 |
| **Total Ending Balance** | **-** | **-** | **$1,172,019** | **-** | **-** | **-** | **$1,172,019** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 801 - LFO Analyst Adjustments**

**Cross Reference Name: Oregon Ocean Science Trust**
**Cross Reference Number: 14100-014-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | 250,000 | - | - | - | 250,000 |
| **Total Services & Supplies** | **-** | **-** | **$250,000** | **-** | **-** | **-** | **$250,000** |
| | | | | | | | |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 250,000 | - | - | - | 250,000 |
| **Total Expenditures** | **-** | **-** | **$250,000** | **-** | **-** | **-** | **$250,000** |
| | | | | | | | |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (250,000) | - | - | - | (250,000) |
| **Total Ending Balance** | **-** | **-** | **($250,000)** | **-** | **-** | **-** | **($250,000)** |

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

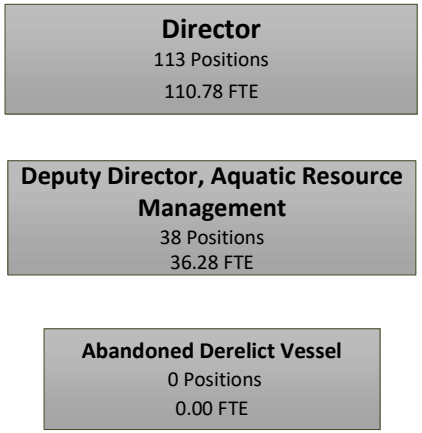
**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-014-00-00-00000**

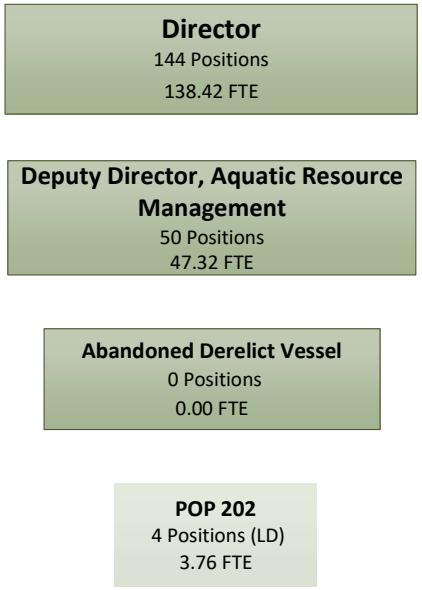
| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Interest Income | - | - | - | 100,000 | 100,000 | 100,000 |
| Donations | - | - | - | 280,000 | 280,000 | 280,000 |
| Transfer In - Intrafund | 5,392 | 1,000,000 | 1,172,019 | 1,172,019 | 1,172,019 | 1,172,019 |
| **Total Other Funds** | **$5,392** | **$1,000,000** | **$1,172,019** | **$1,552,019** | **$1,552,019** | **$1,552,019** |

# ABANDON AND DERELICT VESSELS

# DEPARTMENT OF STATE LANDS
# ABANDONED DERELICT VESSEL
# 2023-2025



# DEPARTMENT OF STATE LANDS
# ABANDONED DERELICT VESSEL
# 2025-2027



# Abandoned and Derelict Vessels – Program Unit 015

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

The Abandoned and Derelict Vessels Program seeks to address the impacts of hazardous boats and ships on Oregon-owed waterways and the statutory Common School Fund, which for decades bore the cost of vessel cleanups. This program directly advances the Department's *Supporting Schools* strategic goal, which focuses on increasing net revenue to the Common School Fund, and the Department's *Thriving Oregon* strategic goal, which focuses on supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources.

### Program Contact

Bill Ryan, 541-261-0336, bill.ryan@dsl.oregon.gov

### Program Overview

Abandoned and derelict vessels seriously impact the use and enjoyment of Oregon's public waterways. The Abandoned and Derelict Vessels Program leads the Department's work to address these issues, including implementation of the state's new Abandoned and Derelict Vessel Program, and supports ongoing collaboration with government agency and community partners to develop long-term solutions for safe and healthy waterways.

### Program Funding

This program has a legislatively adopted budget of $ 11,151,895 Other Funds – *see Policy Option Package 202*. Funding for this program was provided in HB 5029, which allocated funds from the Polychlorinated Biphenyls Remediation and Restitution Account (Monsanto Account) to the Department for deposit into the Oregon Abandoned and Derelict Vessels Fund. There are 4 positions/3.76 FTE in this program unit.

### Program Description

There are hundreds of hazardous boats and ships in Oregon's public waterways, including large tugboats, barges, and former military vessels as well as recreational vessels like sailboats and motorboats. These abandoned and derelict vessels (ADVs) seriously threaten the health and safety of our rivers, lakes, and ocean by contaminating water and degrading habitat, damaging property, and creating navigational hazards. Since 2017, almost $19 million from the statutory Common School Fund was spent removing hazardous vessels from public waterways.

As the backlog of hazardous vessels on public waterways increased, the need for a comprehensive program that created long-term, financially sustainable solutions became acute. In April 2023, the State Land Board directed the Department to take urgent action in collaborating with State agency partners and stakeholders to develop a statewide program to address hazardous vessels and proposed legislative action. In June 2023, the Oregon Legislature passed HB 2914 – establishing an ADV program at the Department in consultation with the Oregon State Marine Board, Department of Environmental Quality, and Parks and Recreation Department. Passage of HB 5029 allocated $18.76 million from the Monsanto settlement for deposit into the newly established Oregon Abandoned and Derelict Vessels Fund.

**Who is Served:** Many Oregon rivers, lakes, and other waterways are publicly owned and open to all for navigation, fishing, commerce, and recreation. The Department's oversight of those Oregon-owned waterways and work to address ADVs benefits all Oregonians.

**How Service is Delivered:** In 2023, the Department began an extensive stakeholder and community engagement process to develop a framework for the new ADV Program. Completed in April 2024, the framework linked here guides the work of staff and partners for near-term actions and long-term solutions. The framework identifies core focus areas and captures key challenges that must be considered and addressed as well as commitments for the Department in establishing the new program. The focus for 2025-27 is implementing the framework, removing vessels from Oregon-owned waterways using remaining initial funding, and working on methods to prevent these vessels from becoming a public nuisance and burden.

**Program Partners:** Partners are essential to this work, including state agency partners – OSMB, DEQ, and OPRD – as well as federal and local agency partners, boating organizations, recreation groups, environmental groups, ports, marinas, and businesses. These partners bring expertise and perspective to ADV efforts and may also contribute funding or other resources. Ongoing partnership is also essential to successful implementation of multiple program elements envisioned by the program framework.

**Cost Drivers:** Vessel removal costs are highly variable, depending on factors like size, condition, materials, hazard abatement, location and transportation needs, and available options for dismantling and disposal. There can sometimes be unforeseen and costly challenges during the removal process. Emergency action to address immediate hazards may also be necessary, and result in an unexpected cost.

**Additional Program Considerations:** People are using ADVs for shelter in communities throughout Oregon. Multiple DSL programs, including the ADV Program, work closely with partners and communities to address the impacts of long-term camping. This includes monitoring and responding to unauthorized uses, engaging with people living on and along waterways, and cleanups.

## Program Justification

Establishing a statewide ADV program is a priority in the Department's *2022-27 Strategic Plan*, contributing to strategic goals of *Supporting Schools* and a *Thriving Oregon*. The *Supporting Schools* strategic goal focuses on increasing net revenue for schools, with *mitigating financial risks* as an identified outcome and pursuing funding for removal of commercial ADVs as an identified strategy. Launch of the ADV program is one of eight initiatives included in an FY23-24 strategic *Action Plan* project to address the statutory Common School Fund's subsidy of the Department's wetlands and waterways programs. Protecting DSL-managed lands and waters from the impacts of increasing or unauthorized uses is also an identified strategy in the *enhanced lands and waters* outcome of the *Thriving Oregon* goal.

Progress on the *Supporting Schools* strategic goal is measured through the Department's revenue-related Key Performance Measures. Securing a sustainable funding source for full implementation of the ADV program and ongoing operations directly benefits KPM #1, which tracks the annual increase in waterway and other program revenues deposited to the Common School Fund.

## Program Performance

The program's strategic progress objective is described above. Additional performance metrics for this new program will be established in 2025-27, in consultation with state agencies and other partners.

## Enabling Legislation/Program Authorization

Oregon Admission Act (Section 2); ORS 274: submersible and submerged lands; ORS 830.908 to 830.948: abandoned and derelict vessels; OAR 141-082-0260 (3) and (6): management and use of submerged and submersible lands.

## Funding Streams

The 2025-27 funding source is Other Funds – specifically a one-time allocation of Department of Justice Monsanto settlement funds appropriated in 2023. No new monies are being requested, but a legislative concept is anticipated to seek a permanent funding source. The Department also anticipates that other funding streams, such as those available to partner entities, may also be used to support removal of some vessels but identification of such funding will occur as vessel-specific removal plans are developed.

## Significant Program Changes from 2023-25

None. The approved budget implements the state's Abandoned and Derelict Vessels Program as initially established in the previous biennium, using funding previously provided.

## ESSENTIAL PACKAGES

### Abandoned and Derelict Vessels and Camping

**Purpose**

The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2023-25 biennium.

**How Achieved**

**Package 022:** The purpose of this package is to phase out one-time budget package costs from the 2023-25 Legislatively Approved Budget**.** This package phases out $18,763,236 Other Funds.

**Staffing Impact**

There was no staffing impact in this budget program relating to essential packages.

**Revenue Source**

Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 022 - Phase-out Pgm & One-time Costs**

**Cross Reference Name: Abandoned and Derelict Vessels**
**Cross Reference Number: 14100-015-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | (15,000) | - | - | - | (15,000) |
| Office Expenses | - | - | (3,000) | - | - | - | (3,000) |
| Telecommunications | - | - | (3,000) | - | - | - | (3,000) |
| Professional Services | - | - | (18,727,236) | - | - | - | (18,727,236) |
| Other Services and Supplies | - | - | (15,000) | - | - | - | (15,000) |
| **Total Services & Supplies** | **-** | **-** | **($18,763,236)** | **-** | **-** | **-** | **($18,763,236)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | (18,763,236) | - | - | - | (18,763,236) |
| **Total Expenditures** | **-** | **-** | **($18,763,236)** | **-** | **-** | **-** | **($18,763,236)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | 18,763,236 | - | - | - | 18,763,236 |
| **Total Ending Balance** | **-** | **-** | **$18,763,236** | **-** | **-** | **-** | **$18,763,236** |

## POLICY PACKAGE 202

### Abandoned and Derelict Vessels Program

*Abandoned and Derelict Vessels Program Unit*

**Purpose**

This package implements the state's Abandoned and Derelict Vessels Program, which addresses the impact of hazardous vessels on Oregon's publicly owned waterways and the statutory Common School Fund, which historically funded vessel removals.

**How Achieved**

There are hundreds of hazardous boats and ships in Oregon's public waterways, including large tugboats, barges, and former military vessels as well as recreational vessels like sailboats and motorboats. These abandoned and derelict vessels (ADVs) seriously threaten the health and safety of our rivers, lakes, and ocean by contaminating water and degrading habitat, damaging property, and creating navigational hazards. Since 2017, almost $19 million from the statutory Common School Fund had been spent removing hazardous vessels from public waterways.

In 2023, the Oregon Legislature passed HB 2914, establishing an ADV program at the Department in consultation with the Oregon State Marine Board, Department of Environmental Quality, and Parks and Recreation Department. The 2023 passage of HB 5029 allocated $18.76 million from the Monsanto settlement for deposit into the newly established Oregon Abandoned and Derelict Vessels Fund.

This package funds program operations for 2025-27, including vessel removal, and continues three limited duration positions and adds a permanent risk evaluation position. No new monies are being requested, but a legislative concept is being advanced to seek a sustainable permanent funding source.

**Staffing Impact**

This package continues three limited duration positions: 1 Natural Resource Protection & Sustainability Manager 2; 1 Project Manager 3; 1 Procurement Specialist 3. This package adds one limited duration Natural Resource Specialist 4 position.

**Quantifying Results**

Securing a sustainable funding source for full implementation of the ADV program and ongoing operations directly benefits KPM #1, which tracks the annual increase in waterway and other program revenues deposited to the Common School Fund. Additional performance metrics for this new program will be established in 2025-27, in consultation with state agencies and other partners.

**Revenue Source**

$ 11,151,895 Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 202 - Abandoned and Derelict Vessels Program**

**Cross Reference Name: Abandoned and Derelict Vessels**
**Cross Reference Number: 14100-015-00-00-00000**

| Description | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 711,648 | - | - | - | 711,648 |
| Empl. Rel. Bd. Assessments | - | - | 273 | - | - | - | 273 |
| Public Employees' Retire Cont | - | - | 149,730 | - | - | - | 149,730 |
| Social Security Taxes | - | - | 54,441 | - | - | - | 54,441 |
| Paid Family Medical Leave Insurance | - | - | 2,847 | - | - | - | 2,847 |
| Worker's Comp. Assess. (WCD) | - | - | 159 | - | - | - | 159 |
| Flexible Benefits | - | - | 160,797 | - | - | - | 160,797 |
| **Total Personal Services** | **-** | **-** | **$1,079,895** | **-** | **-** | **-** | **$1,079,895** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 32,000 | - | - | - | 32,000 |
| Employee Training | - | - | 12,000 | - | - | - | 12,000 |
| Office Expenses | - | - | 4,000 | - | - | - | 4,000 |
| Telecommunications | - | - | 4,000 | - | - | - | 4,000 |
| Professional Services | - | - | 10,000,000 | - | - | - | 10,000,000 |
| IT Expendable Property | - | - | 20,000 | - | - | - | 20,000 |
| **Total Services & Supplies** | **-** | **-** | **$10,072,000** | **-** | **-** | **-** | **$10,072,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 11,151,895 | - | - | - | 11,151,895 |
| **Total Expenditures** | **-** | **-** | **$11,151,895** | **-** | **-** | **-** | **$11,151,895** |

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 202 - Abandoned and Derelict Vessels Program**

**Cross Reference Name: Abandoned and Derelict Vessels**
**Cross Reference Number: 14100-015-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (11,151,895) | - | - | - | (11,151,895) |
| **Total Ending Balance** | **-** | **-** | **($11,151,895)** | **-** | **-** | **-** | **($11,151,895)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 4 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **4** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 3.76 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **3.76** |

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

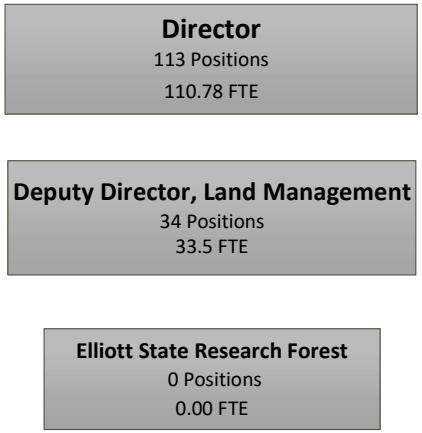
**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-015-00-00-00000**

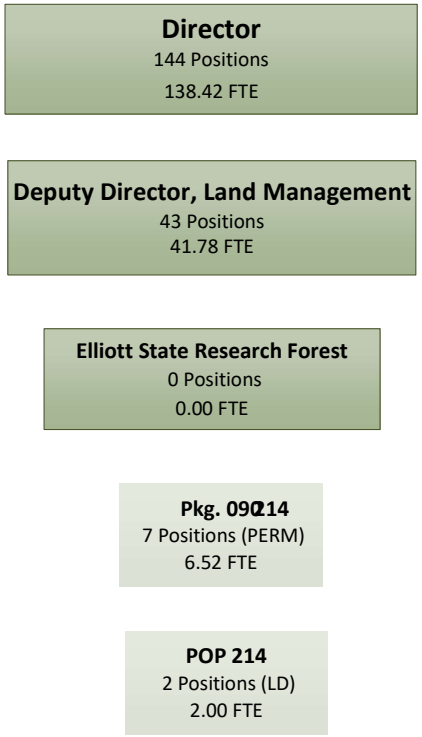
| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Transfer In - Intrafund | - | - | - | 18,763,236 | 18,763,236 | 18,763,236 |
| Tsfr From Administrative Svcs | - | 18,763,236 | 18,763,236 | - | - | - |
| **Total Other Funds** | **-** | **$18,763,236** | **$18,763,236** | **$18,763,236** | **$18,763,236** | **$18,763,236** |

# ELLIOTT STATE RESEARCH FOREST

# DEPARTMENT OF STATE LANDS
# ELLIOTT STATE RESEARCH FOREST
# 2023-2025



# DEPARTMENT OF STATE LANDS
# ELLIOTT STATE RESEARCH FOREST
# 2025-2027



# Elliott State Research Forest – Program Unit 016

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

Establishing the Elliott State Research Forest is one of five focus projects in the Department's *2022-27 Strategic Plan*. This program directly advances the Department's *Thriving Oregon* strategic goal, which focuses on supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources.

### Program Contact

Chris Castelli, chris.castelli@dsl.oregon.gov, 503-508-4312

### Program Overview

The 83,000-acre Elliott State Research Forest (ESRF) is being established on Oregon's South Coast as a nationally and internationally relevant center for forest science and management that also contributes to Oregon-based conservation, climate change objectives, recreation, education, equity, and economies.

### Program Funding

This program has a legislatively approved budget of $12.1 million Other Funds. There are 9 positions/8.52 FTE in this program unit.

### Program Description

The Hanis (Coos) and Quuiich (Lower Umpqua) people are the original people and stewards of the lands referred to as the Elliott State Forest, which was established northeast of Coos Bay in 1930 as Oregon's first state forest.

For decades, the Elliott was locked in controversy. The forest was dedicated to producing revenue for Oregon's Common School Fund, but environmental protection lawsuits resulted in curtailment of timber harvest. A forest that once contributed millions to public schools was costing the Common School Fund millions to maintain. Oregonians had different and often competing ideas for the forest's future.

With State Land Board, legislative, and community leadership, a new vision for the forest emerged. By approving $100 million in bonds (2019) and investing $121 million in General Funds (2022), the Oregon Legislature compensated the Common School Fund for the forest and created a clear path for creation of a research forest focused on achieving multiple public values. The Elliott State Forest is now being

transformed to a publicly owned research forest, a nationally important center for science that also contributes to Oregon-based conservation, climate change objectives, recreation, education, equity, and economies.

The ESRF will be officially established in the current biennium, with full implementation of the ESRF as a program of the Department in 2025-27.

The mission of the ESRF is to create an enduring, publicly owned, world-class research forest that advances and supports forest health, climate resilience, carbon sequestration, biodiversity conservation, recovery of imperiled species, water quality and quantity, recreational opportunities, active management that benefits forest products and local economies, as well as scientific research that improves knowledge of forest management's role in achieving these qualities. The forest will be managed to promote collaboration, partnerships, inclusive public processes, and equity, in line with an applicable Habitat Conservation Plan approved under the Endangered Species Act, a Forest Management Plan approved by the State Land Board, and mission and management policies adopted by the State Land Board based on prior Legislative direction.

Ensuring accountability, transparency, and meaningful engagement is critical to operating the Elliott as a public research forest. In April 2024, the State Land Board approved the Elliott State Research Forest Oversight Structure. In June 2024, the Land Board appointed the first members of the Elliott State Research Forest Board with oversight responsibilities for the Elliott. DSL seeks also to meaningfully engage Tribal governments, other government entities, people and groups with expertise and perspectives regarding the forest, a lead research partner and other potential partners, and the public.

***Potential ESRF Headquarters Site***

The former site of Shutter Creek Correctional Institution near North Bend has been secured as the potential headquarters for the ESRF. The 49-acre property was acquired by the Department at no cost through the federal Public Benefits Conveyance Program. The property is anticipated to serve as the headquarters for the ESRF and other potential partnerships, pending the outcome of a visioning and redevelopment planning process. The Department will advance this process in 2025-27 with federal funding secured for the property's security, maintenance, and renovation – *see POP 214, Shutter Creek Carry Forward*.

## Program Justification

An 83,000-acre publicly owned research forest located in some of the nation's most productive forest land, the ESRF provides unmatched opportunities for long-term study and integrated forest management approaches at a large scale, with relevance well beyond the forest's footprint.

The ESRF directly and significantly contributes to identified outcomes of the Department's *Thriving Oregon* strategic goal, including *Enhanced Lands and Waters*, *Widespread Stewardship of Lands and Waters*, and *Increased Opportunities for Teachers and Students*.

In addition to achieving Department-specific goals, ESRF will advance management practices and policy-relevant science on issues of urgent state, national, and global importance to human values on forest landscapes. This includes:

- Climate change adaptation and forest carbon.
- Forest health, wildfire dynamics, and resilience.
- Biodiversity conservation for federally listed and other species, habitat, and water quality.
- Sustainable timber production, forestry and economic innovation.
- Integration of Indigenous Knowledge and approaches with Western forestry and science.

For example, the Department is advancing what could be the West Coast's largest public land voluntary forest carbon market project on the forest. Integrating a carbon project, a regulatory Habitat Conservation Plan, timber production, recreation, education, and Indigenous interests within a research forest construct is part of the forest's unique innovation. Carbon project advancement would not inhibit or constrain proposed research, and in addition to carbon sequestration, timber harvest and research objectives, such a project creates a diversified revenue stream relevant to testing new forest management business models.

## Program Performance

Performance metrics for this new program will be established in 2025-27, in consultation with the State Land Board, ESRF Board of Directors, and program partners.

## Enabling Legislation/Program Authorization

Oregon Constitution, Article VIII, Section 5, specifies the State Land Board is responsible for managing lands placed under their jurisdiction by law; ORS 273.045, authorizing the Department of State Lands to exercise the administrative functions of the State Land Board; ORS 530.450 to ORS 530.520, authority for management of the Elliott State Forest.

## Funding Streams

The 2025-27 budget supports initial research forest operations, including actions necessary for the forest to begin producing revenue from timber harvest and carbon sequestration. The goal remains a financially self-sustaining research forest, with revenue streams anticipated to be available in 2027-29.

## Significant Program Changes from 2023-25

2025-27 is the first biennium the Elliott State Research Forest will be fully operational. During 2023-25, work was ongoing with stakeholders, communities, and Tribes to finalize creation of the research forest.

## ESSENTIAL PACKAGES
### Elliott State Research Forest

**Purpose**
The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2023-25 biennium.

**How Achieved**

**Package 022:** The purpose of this package is to phase out one-time budget package costs from the 2023-25 Legislatively Approved Budget; this phases out $4,002,152 General Fund.

**Package 090, Analyst Adjustments:** This package provides $10,000,000 Other Funds expenditure limitation within the Common School Fund and establishes seven permanent full-time positions (6.52 FTE) to operate the Elliott State Research Forest (ESRF). Five positions (5.00 FTE) were previously limited duration, including the manager, support specialist, policy analyst, biologist, and forester. Two new positions (1.52 FTE) are included to support research and data. $6,911,208 of the $10,000,000 will support contracted services for ESRF and $1,045,834 is included as a special payment to the Oregon Department of Forestry for agreements with local counties. It is anticipated that these positions and future costs will be funded by revenues earned from operations and activities at ESRF, which are to be deposited into the Elliott State Research Forest Account assuming passage of Senate Bill 147.

**Staffing Impact**
Add 7 positions/6.52 FTE. Positions are: Manager 3 (1.00 FTE); Executive Support Specialist 1 (1.00 FTE); OPA 3 (1.00 FTE); (2) NRS 4 (2.00 FTE); NRS 4 (0.76 FTE); Research Analyst 4 (0.76 FTE).

**Revenue Source**
Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 022 - Phase-out Pgm & One-time Costs**

**Cross Reference Name: Elliot State Research Forest**
**Cross Reference Number: 14100-016-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | |
| General Fund Appropriation | (4,002,152) | - | - | - | - | - | (4,002,152) |
| **Total Revenues** | **($4,002,152)** | **-** | **-** | **-** | **-** | **-** | **($4,002,152)** |
| **Services & Supplies** | | | | | | | |
| Professional Services | (4,002,152) | - | - | - | - | - | (4,002,152) |
| **Total Services & Supplies** | **($4,002,152)** | **-** | **-** | **-** | **-** | **-** | **($4,002,152)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | (4,002,152) | - | - | - | - | - | (4,002,152) |
| **Total Expenditures** | **($4,002,152)** | **-** | **-** | **-** | **-** | **-** | **($4,002,152)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | - | - | - | - | - |
| **Total Ending Balance** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 090 - Analyst Adjustments**

**Cross Reference Name: Elliot State Research Forest**
**Cross Reference Number: 14100-016-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 1,105,032 | - | - | - | 1,105,032 |
| Empl. Rel. Bd. Assessments | - | - | 474 | - | - | - | 474 |
| Public Employees' Retire Cont | - | - | 232,499 | - | - | - | 232,499 |
| Social Security Taxes | - | - | 84,534 | - | - | - | 84,534 |
| Paid Family Medical Leave Insurance | - | - | 4,420 | - | - | - | 4,420 |
| Worker's Comp. Assess. (WCD) | - | - | 276 | - | - | - | 276 |
| Flexible Benefits | - | - | 279,186 | - | - | - | 279,186 |
| Reconciliation Adjustment | - | - | 15,619 | - | - | - | 15,619 |
| **Total Personal Services** | **-** | **-** | **$1,722,040** | **-** | **-** | **-** | **$1,722,040** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 99,750 | - | - | - | 99,750 |
| Employee Training | - | - | 21,000 | - | - | - | 21,000 |
| Office Expenses | - | - | 2,500 | - | - | - | 2,500 |
| Telecommunications | - | - | 75,960 | - | - | - | 75,960 |
| State Gov. Service Charges | - | - | - | - | - | - | - |
| Professional Services | - | - | 6,876,208 | - | - | - | 6,876,208 |
| Attorney General | - | - | 48,000 | - | - | - | 48,000 |
| Other Services and Supplies | - | - | 58,708 | - | - | - | 58,708 |
| IT Expendable Property | - | - | 35,000 | - | - | - | 35,000 |
| **Total Services & Supplies** | **-** | **-** | **$7,217,126** | **-** | **-** | **-** | **$7,217,126** |

# *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 090 - Analyst Adjustments**

**Cross Reference Name: Elliot State Research Forest**
**Cross Reference Number: 14100-016-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Capital Outlay** | | | | | | | |
| Office Furniture and Fixtures | - | - | 15,000 | - | - | - | 15,000 |
| **Total Capital Outlay** | **-** | **-** | **$15,000** | **-** | **-** | **-** | **$15,000** |
| **Special Payments** | | | | | | | |
| Dist to Other Gov Unit | - | - | 1,045,834 | - | - | - | 1,045,834 |
| **Total Special Payments** | **-** | **-** | **$1,045,834** | **-** | **-** | **-** | **$1,045,834** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 10,000,000 | - | - | - | 10,000,000 |
| **Total Expenditures** | **-** | **-** | **$10,000,000** | **-** | **-** | **-** | **$10,000,000** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (10,000,000) | - | - | - | (10,000,000) |
| **Total Ending Balance** | **-** | **-** | **($10,000,000)** | **-** | **-** | **-** | **($10,000,000)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 7 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **7** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 6.52 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **6.52** |

## POLICY PACKAGE 214

**Shutter Creek Carry Forward**

*Elliott State Research Forest Program Unit*

**Purpose**

This package carries forward federal grant funds awarded for exploration of a potential Elliott State Research Forest headquarters site near North Bend.

**How Achieved**

The former site of Shutter Creek Correctional Institution has been secured as the potential headquarters for the Elliott State Research Forest (ESRF). The 49-acre property was acquired by the Department in 2023 at no cost through the federal Public Benefits Conveyance Program.

The property is anticipated to serve as the headquarters for the ESRF and a center for other potential partnerships of relevance to the region's communities and economy, pending the outcome of a visioning and redevelopment planning process the Department will advance. Senator Jeff Merkley and Senator Ron Wyden secured $4 million for property security, maintenance, renovations and rehabilitation in Congress' fiscal year 2023 omnibus appropriations package, which will support the redevelopment process. The proposed headquarters could potentially include laboratory, classroom, dormitory and office spaces, and may also house potential partnerships with Tribal and other local entities.

This package supports carrying forward funding for ongoing security, maintenance and initial redevelopment work for the site, including limited duration maintenance positions and funding for Department of Justice legal services and contracted professional services.

**Staffing Impact**

This package continues two limited duration Facility Specialist positions.

**Quantifying Results**

This package supports broader work to establish the ESRF, which is a focus project in the Department's *2022-27 Strategic Plan*. ESRF workplan progress is tracked and regular updates provided to the State Land Board. The ESRF project is mapped to the *Supporting Schools* strategic goal, which focuses on increasing net revenue to Common School Fund. Securing alternative funding sources, including federal funding, for the Elliott and other DSL-managed lands significantly advances the Department's strategic work as well as revenue-focused Key Performance Measures. Establishing the ESRF also supports the *Thriving Oregon* strategic goal, which focuses on enhancing DSL-managed lands, encouraging widespread stewardship, and creating opportunities for education and learning.

**Revenue Source**

$2,086,084 Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 214 - Shutter Creek**

**Cross Reference Name: Elliot State Research Forest**
**Cross Reference Number: 14100-016-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 197,568 | - | - | - | 197,568 |
| Empl. Rel. Bd. Assessments | - | - | 144 | - | - | - | 144 |
| Public Employees' Retire Cont | - | - | 41,568 | - | - | - | 41,568 |
| Social Security Taxes | - | - | 15,114 | - | - | - | 15,114 |
| Paid Family Medical Leave Insurance | - | - | 790 | - | - | - | 790 |
| Worker's Comp. Assess. (WCD) | - | - | 84 | - | - | - | 84 |
| Flexible Benefits | - | - | 84,816 | - | - | - | 84,816 |
| **Total Personal Services** | **-** | **-** | **$340,084** | **-** | **-** | **-** | **$340,084** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 16,000 | - | - | - | 16,000 |
| Employee Training | - | - | 6,000 | - | - | - | 6,000 |
| Office Expenses | - | - | 2,000 | - | - | - | 2,000 |
| Telecommunications | - | - | 2,000 | - | - | - | 2,000 |
| Professional Services | - | - | 750,000 | - | - | - | 750,000 |
| Fuels and Utilities | - | - | 240,000 | - | - | - | 240,000 |
| Facilities Maintenance | - | - | 720,000 | - | - | - | 720,000 |
| IT Expendable Property | - | - | 10,000 | - | - | - | 10,000 |
| **Total Services & Supplies** | **-** | **-** | **$1,746,000** | **-** | **-** | **-** | **$1,746,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 2,086,084 | - | - | - | 2,086,084 |
| **Total Expenditures** | **-** | **-** | **$2,086,084** | **-** | **-** | **-** | **$2,086,084** |

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (2,086,084) | - | - | - | (2,086,084) |
| **Total Ending Balance** | **-** | **-** | **($2,086,084)** | **-** | **-** | **-** | **($2,086,084)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 2 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **2** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 2.00 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **2.00** |

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

**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-016-00-00-00000**

| *Source* | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Federal Revenues | - | - | - | - | - | 2,086,084 |
| Transfer In - Intrafund | - | - | - | - | 10,000,000 | 10,000,000 |
| **Total Other Funds** | **-** | **-** | **-** | **-** | **$10,000,000** | **$12,086,084** |
| **Federal Funds** | | | | | | |
| Federal Funds | - | - | - | 2,086,084 | 2,086,084 | - |
| **Total Federal Funds** | **-** | **-** | **-** | **$2,086,084** | **$2,086,084** | **-** |

# PLANNER & HOUSING PERMITTING

# DEPARTMENT OF STATE LANDS
# PLANNER & HOUSING PERMITTING
# 2025-2027



# Planner & Housing Permitting (017)

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

The Planner & Housing Permitting Program Unit directly advances the Department's *Thriving Oregon* strategic goal, which emphasizes supporting thriving communities with a legacy of healthy, resilient, and accessible natural resources, as well as the *Exceptional Service* strategic goal, which seeks to improve service to meet community needs.

### Program Contact

Bill Ryan, 541-261-0336, bill.ryan@dsl.oregon.gov

### Program Overview

On January 1, 2023, Governor Kotek signed Executive Order 23-04 which set housing production goals at 36,000 homes per year across the state to address Oregon's current housing shortage and to keep pace with projected population growth. The Planner & Housing Permitting Program Unit advances the Governor's Housing and Homelessness Initiative by improving service delivery in two key areas – supporting local government planning with technical assistance and timely review of local wetlands inventories; and facilitating removal-fill permitting for housing.

### Program Funding

This program has a legislatively approved budget of $442,576 General Fund with 2 positions/1.52 full-time equivalent (FTE).

### Program Description

The Planner & Housing Permitting Program Unit supports Oregon's goals for increased housing production by targeting improved service delivery in two key areas of Department's Aquatic Resource Management (ARM) Program, which oversees state removal-fill permits and wetlands conservation requirements – *see the Common School Fund Program Unit for additional information about ARM.* Key areas are:

***Housing Permitting***

Currently, wetland delineation reports and applications for removal-fill permits are reviewed in the order received by DSL, by staff assigned to the county where a project is located. This program unit's dedicated Housing Project Specialist, provided in HB 5006 (2025), will provide a single point of contact for housing projects, supporting timely review, housing-specific expertise, and coordination with similar staff at other state agencies.

***Local Government Planning Support***

Cities are required to complete local wetlands inventories (LWIs) prior to annexing land in the urban growth boundary if wetlands are present, according to Department of Land Conservation and Development rules. Many communities do not have a LWI, and will need one for any desired urban growth boundary expansion. Additionally, more than half of the approximately 100 existing DSL-approved LWIs are at least 20 years old and need to be updated.

This program unit's Aquatic Resource Planner position, provided by HB 5006 (2025), significantly increases the Department's capacity to support local governments in updating, expanding, or developing new inventories, as well as in reviewing submitted LWIs.

Increased staffing will improve the number of outreach and engagement meetings and LWI reviews DSL completes. This will result in better information for local communities to locate and plan development while maintaining locally significant wetlands that contribute to climate resilience and provide benefits such as clean and abundant water, reduced flooding, and green spaces.

For both areas, DSL will strive to support the development of affordable housing that is needed in many communities, including underserved or BIPOC communities that have been subject to historic harms with regards to housing opportunities.

## Program Performance

Performance metrics for this new program will be formally established in 2025-27. Anticipated metrics for each key area include:

***Housing Permitting Metrics***

Metrics for this area will focus on timeliness of removal-fill permitting for housing. Specific anticipated metrics and goals include:

- Agency Response Time to Wetland Delineation Reports – Percent of wetland delineation reports reviewed by the Housing Project Specialist with an agency response within 120 days. Goal is 100 percent.
- Timeliness of Individual Permit Decisions – Percent of complete applications reviewed by the Housing Project Specialist with an agency decision within 120 days of submittal. Goal is 100 percent.

These metrics are aligned with existing statutory deadlines for DSL response to wetland delineation reports (120 days) and removal-fill permit decisions (120 days).

***Local Government Planning Support Metrics***

Metrics for this area will focus on technical assistance actions and timely review of local wetlands inventories. Specific anticipated metrics and goals include:

- Number of trainings, presentations, and public meetings about local wetlands inventories, including their integration with the Statewide Wetlands Inventory and their role in wetland land use notices. Goal is increase from pre-program baseline.
- Average number of days for an initial agency review and response to a new or resubmitted local wetlands inventory. Goal is 180 days.

## Enabling Legislation/Program Authorization

ORS 196 (wetlands, rivers, removal-fill); ORS 215, 227 (development on wetlands); OAR 141-085 (issuance and enforcement of removal-fill authorizations within waters of Oregon including wetlands); OAR 141-086 (Wetland Conservation Plan, local wetlands inventory, and identifying significant wetlands).

## Funding Streams

General Fund.

## Significant Program Changes from 2023-25

The Planner & Housing Permitting program unit is new in 2025-27.

## ESSENTIAL PACKAGES

### Planner & Housing Permitting

**Purpose**

The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2025-27 biennium.

**How Achieved**

**Package 811:** Analyst adjustment to reflect subcommittee approval of $442,576 and establishment of two permanent full-time Natural Resource Specialist 4 positions to support the Governor's statewide Housing and Homelessness Initiative. Adds $36,000 standard services and supplies.

**Staffing Impact**

Adds 2 NRS 2 positions/1.52 FTE.

**Revenue Source**

General Fund

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 811 - Budget Reconciliation Adjustments**

**Cross Reference Name: Planner & Housing Permitting**
**Cross Reference Number: 14100-017-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Revenues** | | | | | | | |
| General Fund Appropriation | 442,576 | - | - | - | - | - | 442,576 |
| **Total Revenues** | **$442,576** | **-** | **-** | **-** | **-** | **-** | **$442,576** |
| | | | | | | | |
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | 262,800 | - | - | - | - | - | 262,800 |
| Empl. Rel. Bd. Assessments | 114 | - | - | - | - | - | 114 |
| Public Employees' Retire Cont | 55,294 | - | - | - | - | - | 55,294 |
| Social Security Taxes | 20,104 | - | - | - | - | - | 20,104 |
| Paid Family Medical Leave Insurance | 1,052 | - | - | - | - | - | 1,052 |
| Worker's Comp. Assess. (WCD) | 66 | - | - | - | - | - | 66 |
| Flexible Benefits | 67,146 | - | - | - | - | - | 67,146 |
| **Total Personal Services** | **$406,576** | **-** | **-** | **-** | **-** | **-** | **$406,576** |
| | | | | | | | |
| **Services & Supplies** | | | | | | | |
| Instate Travel | 16,000 | - | - | - | - | - | 16,000 |
| Employee Training | 6,000 | - | - | - | - | - | 6,000 |
| Office Expenses | 2,000 | - | - | - | - | - | 2,000 |
| Telecommunications | 2,000 | - | - | - | - | - | 2,000 |
| IT Expendable Property | 10,000 | - | - | - | - | - | 10,000 |
| **Total Services & Supplies** | **$36,000** | **-** | **-** | **-** | **-** | **-** | **$36,000** |

# *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 811 - Budget Reconciliation Adjustments**

**Cross Reference Name: Planner & Housing Permitting**
**Cross Reference Number: 14100-017-00-00-00000**

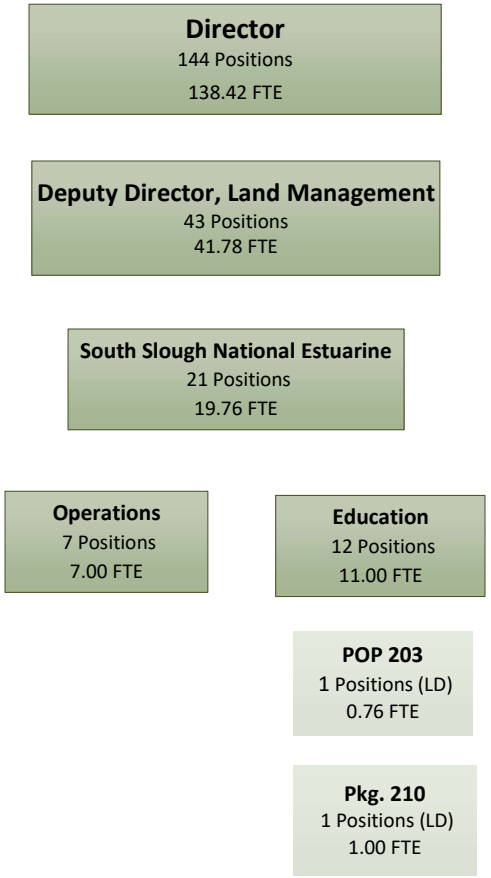
| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Total Expenditures** | | | | | | | |
| Total Expenditures | 442,576 | - | - | - | - | - | 442,576 |
| **Total Expenditures** | **$442,576** | **-** | **-** | **-** | **-** | **-** | **$442,576** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | - | - | - | - | - |
| **Total Ending Balance** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 2 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **2** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 1.52 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **1.52** |

# SOUTH SLOUGH NATIONAL ESTUARINE RESEARCH RESERVE

# DEPARTMENT OF STATE LANDS
# SOUTH SLOUGH NATIONAL ESTUARINE RESEARCH RESERVE
# 2023 - 2025



# DEPARTMENT OF STATE LANDS
# SOUTH SLOUGH NATIONAL ESTUARINE RESEARCH RESERVE
# 2025-2027



# Slough National Estuarine Research Reserve – Program Unit 030

## EXECUTIVE SUMMARY

### Long-Term Strategic Focus

South Slough National Estuarine Research Reserve's programming and decision-making is guided by two key planning documents: the Department's 2022-2027 Strategic Plan and the Reserve's 2017-2022 Management Plan. South Slough Reserve directly advances the *Thriving Oregon* strategic plan goal, which emphasizes how the Department's stewardship supports communities with a legacy of healthy, resilient, and accessible natural resources. Identified outcomes for the Thriving Oregon goal include *Widespread Stewardship of Lands and Waters* and *Increased Opportunities for Teachers and Students* – the Reserve significantly supports achieving both those outcomes. The South Slough Reserve management plan outlines a Reserve-specific vision, mission, and overarching goals as well as a detailed strategic planning framework linked to the Reserve's priority focus areas of *Climate Change*, *Habitat Protection and Restoration*, and *Invasive Species*.

### Program Contact

Patricia Fox, 971-720-0897, patricia.fox@dsl.oregon.gov

### Program Overview

South Slough Reserve is a protected natural area and center for coastal education, research, stewardship, and training. The Reserve was designated in 1974 as the first of 30 national estuarine research reserves around the nation. Today, South Slough Reserve manages and studies nearly 7,000 acres of natural area, including forests, salt marshes, mudflats, and channels of weaving waterways.

### Program Funding

This program has a legislatively approved budget of $4,039,329 Other Funds and $4,325,973 Federal Funds for a total budget of $8,365,302. There are 21 positions and 19.76 full-time equivalent (FTE) employees in this program unit.

### Program Description

South Slough Reserve is managed through a partnership between DSL and the National Oceanic and Atmospheric Administration (NOAA). Oregon's participation in the National Estuarine Research Reserve System was formalized, and DSL designated as the state partner, by the Oregon Legislature in 1974.

The Reserve encompasses a mixture of open water channels, tidal and freshwater wetlands, riparian areas and forested uplands. In the

decades since its founding, South Slough Reserve has grown in the depth and scope of its programs and has developed facilities, including the South Slough Reserve Visitor Center and trail systems, to meet the needs of visitors and staff. Management priorities in the Reserve's 2017-2022 Management Plan include climate change, habitat protection and restoration, and invasive species.

The Reserve is guided by a nine-member, Governor-appointed Management Commission chaired by the DSL Director. The Reserve consistently receives praise from NOAA for excellence in management and operations, with Reserve plans, programs, and staff regularly recognized.

South Slough Reserve is located on the traditional lands of the Miluk Coos people who have managed these lands for abundance since time immemorial. We recognize the continued connection of the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians, Coquille Indian Tribe, and Confederated Tribes of Siletz Indians to these lands and waters and the Tribes' ongoing stewardship of this important place.

**Who is Served:** The benefits of South Slough Reserve's work to enhance scientific and public understanding of estuaries and improve estuarine management extend statewide, often reaching nationally and even globally.

Oregonians are directly served through education provided to a wide variety of groups, including coastal decision makers, students and teachers, interns and volunteers, community members and natural resource professionals in the lower Columbian biogeographic region of Oregon and northern California. Training participants typically include watershed councils, planning agencies, Tribes, port districts, natural resource agencies and habitat restoration practitioners. All programs at the Reserve provide data and information to national and regional organizations.

The Reserve also contributes to Oregon's economy. A 2021 NOAA report on economic contributions of national estuarine research reserves found spending by the Reserve and its visitors supports more than 66 jobs and infuses the economy of Coos County with more than $6.2 million in revenue.

**How Service is Delivered:** Reserve programs include Education, Research and Monitoring, Coastal Training, and Stewardship. These programs help people of all ages learn about estuaries and coastal watersheds; provide scientific information for coastal planning, resource management, and decision-making; conduct research and monitor ecological change over time; and manage and maintain Reserve land and facilities. These efforts collectively enhance scientific and public understanding of estuaries and contribute to improved estuarine management.

The Education Program serves teachers, students, and community members from the local area, across Oregon, and beyond. During the 2023 calendar year, the Education team provided regular school programming, such as classroom visits and field trips, for 2,120 students;

community classes and outreach events for 3,206 people; and after school, spring break, or summer break programs for 117 kids.

The Research and Monitoring Program improves scientific understanding of estuaries and coastal watersheds through application of research, monitoring, and education to inform coastal management. In 2023, Reserve staff and partners conducted 36 research and monitoring projects.

The Coastal Training Program provides training and technical assistance to coastal decision makers, natural resource managers, and restoration practitioners to support science-based coastal and estuarine management. During 2023, the Coastal Training Program offered eight trainings attended by a total of 125 participants. Topics explored included accessible trail design; GIS remote sensing techniques and climate change impacts; biochar kiln usage and demonstration; creating defensible space around structures; and installing beaver dam analogs for restoration.

The Stewardship Program connects people to place, strengthens relationships with lands and waters, provides opportunities for people to contribute to the wellbeing of coastal watersheds, and facilitates co-stewardship with sovereign Tribal Nations on ancestral lands. In 2023, the stewardship team actively engaged with 460 students; involved 23 community members in stewardship activities; provided public presentations to 245 people; and partnered with more than 41 local natural and/or cultural resource professionals.

The Stewardship team is leading the Wasson Creek Restoration Project, a unique watershed-scale restoration project that has been decades in the planning. Over $3.5 million has been received for implementation and monitoring of the project – see *Policy Option Package 210* for additional information about federal funding being carried forward for the project. Much of this funding is supporting jobs through hiring contractors and researchers, providing internships, and supporting staff at the Reserve.

**Program Partners:** South Slough Reserve is an active state agency partner with many collaborative working relationships. The Reserve team works closely with sovereign Tribal Nations; natural and cultural resource agencies and organizations; port authorities; national coastal management organizations; aquaculture, fisheries, wetlands and forestry professionals; universities, schools, and teachers; state education initiatives and regional economic development organizations. The Reserve's research and stewardship programs are highly engaged in community-driven projects and regional land management efforts.

The Reserve has also established internship and volunteer programs. In partnership with the Friends of South Slough non-profit organization, the Reserve has secured external funding for an internship program and invested in volunteer recruitment and training to build community support and supplement work by staff. The volunteer program expands staff capacity, and contributes to research, education and stewardship projects, as well as facilities maintenance.

Reserve staff strive to give the public an opportunity to make meaningful connections to South Slough Reserve through volunteer and

internship opportunities as well as informational outreach events around the community. In turn, volunteers and interns provide support and assistance to the Reserve by helping fulfill its operational, research, stewardship, and education goals. From January to December 2023, 49 volunteers and interns put in 4,795 hours valued at $151,419.

**Cost Drivers:** While federal funding has remained relatively stable over the years, any change in federal priorities could affect the partnership between DSL and NOAA, increasing the state's cost of service delivery. Reserve staff continually seek outside funding sources to further support the work of the Reserve. Cost of goods and services also impacts operational costs, an issue DSL is seeking to address this biennium with Policy Option Package 206.

## Program Justification

South Slough Reserve contributes to the Department's *Thriving Oregon* strategic goal, directly supporting goal outcomes including:

***Widespread Stewardship of Lands and Waters*:** The Reserve manages nearly 7,000 acres of wetlands, waterways and uplands for purposes of education, research and "public trust rights" that include recreation, navigation and fisheries. The South Slough Visitor Center is dedicated to helping visitors learn about estuaries and coastal watersheds, and the Reserve's system of hiking and paddle trails allows visitors to connect to one of Oregon's most dynamic landscapes. Information produced from research and monitoring at the Reserve is transferred to the education, outreach, stewardship and coastal training programs that are able to provide diverse educational products for a wide variety of customers, including land managers. Reserve staff also serve as technical advisors to various natural resource agencies and groups throughout the state.

The Reserve also provides scientific information that informs best practices for natural resource management regionally and as part of the nationwide National Estuarine Research Reserve System. With climate change being an important management priority for the Reserve, staff are engaged in several research and education efforts related to understanding the impacts of climate change in coastal areas, providing accurate communication about climate change, and promoting resilience-based management practices. As a result, the work of the Reserve contributes to Oregon's climate change efforts as well as to improved watershed health and coastal management.

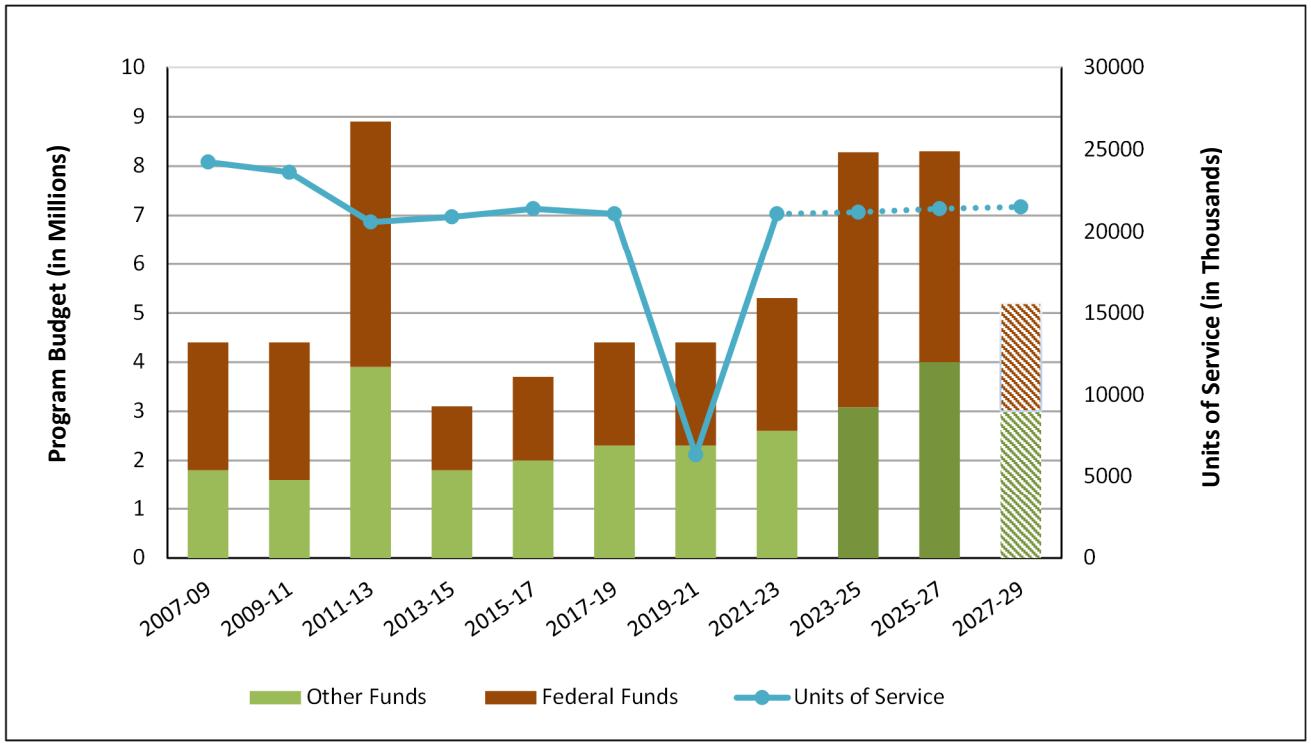
***Increased Opportunities for Teachers and Students*:** Reserve programs, classes, workshops, events, research and stewardship projects are geared toward improved understanding of coastal wetlands and watersheds, and improved management of natural resources. The Reserve directly serves K-12 and university students by providing classroom lessons and educational fieldtrip opportunities to give students first-hand, science-based experiences in coastal environments. The Reserve provides experiential, science-based teacher training workshops, as well as curriculum and tools to extend their learning into the classroom.

## Program Performance

Reserve Key Performance Measures (KPMs) include 1) Reducing the Reserve's reliance on funding from the Common School Fund by

leveraging grants from external sources; and 2) Percentage of SSNERR education programs that use structured assessment process surveys to provide information and decision support services responsive to audience needs. *Note: A new performance measure is being proposed to capture the total number of people served annually, rather than percentage of structured assessment process surveys. This proposed KPM offers a meaningful, straightforward metric to capture the direct reach of educational programs.*

The units of service below indicate number of customers served – 14,296 for the 2021-23 biennium. Note the Reserve remained closed to the public from July 1, 2021 until May 3, 2022, which significantly impacted numbers. During that timeframe, the Visitor Center had no walk-in visitors; education contact numbers were also impacted by reduced program capacity due to COVID limitations.




*Units of service are total number of customers served by South Slough Reserve (interpretive center visitors, education contacts, and interpretive and coastal training program attendees)*

## Enabling Legislation/Program Authorization

South Slough Reserve was created under the authority of the 1972 Coastal Zone Management Act, Section 315 as amended (16 U.S.C. 1461). The Oregon Legislature established the Reserve in 1974. It is operated with oversight by the Oregon Department of State Lands through ORS 273.553(et seq.), the Reserve's Management Commission through ORS 273.554, and federal grant-in-aid support (fi 04-4-158-12001, as amended).

## Funding Streams

Reserve operations are supported by a nearly equal combination of Other Funds and Federal Funds that fund personal services and general operations. The Federal Funds are provided by NOAA through a grant-in-aid agreement. The state funding source was originally a mix of General Fund and Common School Fund investment returns; General Fund support was eliminated by the Oregon Legislature.

State funding enables the Reserve to provide high-quality programming and services to diverse audiences at little or no cost, as well as providing financial leverage to bring in a significant amount of additional revenue from NOAA and various competitive grants each year. In 2023, the Reserve brought in a total of $1,634,744 in non-Common School Fund dollars to support the water quality monitoring program, trail improvement projects, the acquisition of a key property at the entrance to the Visitor Center, renovation and upgrades to public restrooms and exhibits, and general operations. The Reserve also brings in revenue every year from facility rentals and lodging, with the fee schedule designed to offset operation and maintenance costs for use of the facilities. The percentage of funding leveraged by the Reserve varies from year to year depending on project needs, the federal budget, and grant opportunities.

## Significant Program Changes from 2023-25

Inadequate current service level resources are seriously impacting South Slough Reserve. The Reserve's multitude of services are continually strained by gaps in basic funding and staffing. The Legislature approved two 2025-27 policy option packages to begin addressing this problem:

- *South Slough Reserve Resources – Policy Option Package 203.* This package addresses the impacts of inadequate staffing on South Slough National Estuarine Research Reserve as an essential resource for science, learning, and exploration by adding one limited duration position and reclassifying an existing management position. *See POP 203 for a full description.*
- *South Slough Reserve Funding Gaps – Policy Option Package 206.* South Slough Reserve is experiencing rising costs in the 23-25 biennium, and a policy package is necessary to right-size the base budget. *See POP 206 for a full description.*

## ESSENTIAL PACKAGES

### South Slough National Estuarine Research Reserve

**Purpose**

The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2025-27 biennium.

**How Achieved**

**Package 010:** adjusts for vacancies and non-PICS personal services amounts using the standard adjustment and calculation factors specified in the budget instructions. The personal service adjustments represent a reduction of $70,886 Other Funds and $49,502 Federal Funds for a total reduction of $120,388.

**Package 022:** represents a cost reversal from the 2023-25 Legislatively Approved Budget for one-time budget package costs. This package phases out $2,719,709 Federal Funds.

**Package 031:** adjusts the costs of Goods and Services based on the standard inflation factor of 4.2 percent as published in the budget instructions. The resulting Services and Supplies and Capital Outlay increase in this Program Unit is $24,965 Other Funds and $17,071 Federal Funds.

**Package 032:** allows additional inflation of 5.5 percent above the inflation in Package 031 for fuel and utility costs. The resulting increase is $513 Other Funds.

**Staffing Impact**

There was no staffing impact in this budget program relating to essential packages.

**Revenue Source**

Other Funds and Federal Funds.

# *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Temporary Appointments | - | - | 308 | 3,567 | - | - | 3,875 |
| Overtime Payments | - | - | - | 154 | - | - | 154 |
| Shift Differential | - | - | - | - | - | - | - |
| All Other Differential | - | - | 395 | - | - | - | 395 |
| Public Employees' Retire Cont | - | - | 83 | 32 | - | - | 115 |
| Pension Obligation Bond | - | - | (8,735) | (7,938) | - | - | (16,673) |
| Social Security Taxes | - | - | 54 | 285 | - | - | 339 |
| Unemployment Assessments | - | - | 288 | - | - | - | 288 |
| Paid Family Medical Leave Insurance | - | - | 2 | 1 | - | - | 3 |
| Mass Transit Tax | - | - | 1,856 | - | - | - | 1,856 |
| Vacancy Savings | - | - | (65,137) | (45,603) | - | - | (110,740) |
| **Total Personal Services** | **-** | **-** | **($70,886)** | **($49,502)** | **-** | **-** | **($120,388)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | (70,886) | (49,502) | - | - | (120,388) |
| **Total Expenditures** | **-** | **-** | **($70,886)** | **($49,502)** | **-** | **-** | **($120,388)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | 70,886 | 49,502 | - | - | 120,388 |
| **Total Ending Balance** | **-** | **-** | **$70,886** | **$49,502** | **-** | **-** | **$120,388** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 022 - Phase-out Pgm & One-time Costs**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | - | (5,000) | - | - | (5,000) |
| Office Expenses | - | - | - | (1,000) | - | - | (1,000) |
| Telecommunications | - | - | - | (1,000) | - | - | (1,000) |
| Professional Services | - | - | - | (2,707,709) | - | - | (2,707,709) |
| Other Services and Supplies | - | - | - | (5,000) | - | - | (5,000) |
| **Total Services & Supplies** | **-** | **-** | **-** | **($2,719,709)** | **-** | **-** | **($2,719,709)** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | - | (2,719,709) | - | - | (2,719,709) |
| **Total Expenditures** | **-** | **-** | **-** | **($2,719,709)** | **-** | **-** | **($2,719,709)** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | - | 2,719,709 | - | - | 2,719,709 |
| **Total Ending Balance** | **-** | **-** | **-** | **$2,719,709** | **-** | **-** | **$2,719,709** |

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 782 | 716 | - | - | 1,498 |
| Out of State Travel | - | - | 364 | 641 | - | - | 1,005 |
| Employee Training | - | - | 427 | 1,048 | - | - | 1,475 |
| Office Expenses | - | - | 1,103 | 933 | - | - | 2,036 |
| Telecommunications | - | - | 747 | 401 | - | - | 1,148 |
| Data Processing | - | - | 27 | 501 | - | - | 528 |
| Publicity and Publications | - | - | 25 | 73 | - | - | 98 |
| Professional Services | - | - | 9,666 | 7,272 | - | - | 16,938 |
| Attorney General | - | - | 1,974 | - | - | - | 1,974 |
| Employee Recruitment and Develop | - | - | 123 | 290 | - | - | 413 |
| Dues and Subscriptions | - | - | 1 | 41 | - | - | 42 |
| Facilities Rental and Taxes | - | - | 2 | - | - | - | 2 |
| Fuels and Utilities | - | - | 392 | 1,255 | - | - | 1,647 |
| Facilities Maintenance | - | - | 1,364 | 1,497 | - | - | 2,861 |
| Agency Program Related S and S | - | - | - | 268 | - | - | 268 |
| Other Services and Supplies | - | - | 2,665 | 549 | - | - | 3,214 |
| Expendable Prop 250 - 5000 | - | - | 171 | 1,056 | - | - | 1,227 |
| IT Expendable Property | - | - | 2,342 | 72 | - | - | 2,414 |
| **Total Services & Supplies** | **-** | **-** | **$22,175** | **$16,613** | **-** | **-** | **$38,788** |
| **Capital Outlay** | | | | | | | |
| Technical Equipment | - | - | 1,967 | 458 | - | - | 2,425 |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Capital Outlay** | | | | | | | |
| Data Processing Hardware | - | - | 823 | - | - | - | 823 |
| **Total Capital Outlay** | **-** | **-** | **$2,790** | **$458** | **-** | **-** | **$3,248** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 24,965 | 17,071 | - | - | 42,036 |
| **Total Expenditures** | **-** | **-** | **$24,965** | **$17,071** | **-** | **-** | **$42,036** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (24,965) | (17,071) | - | - | (42,036) |
| **Total Ending Balance** | **-** | **-** | **($24,965)** | **($17,071)** | **-** | **-** | **($42,036)** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 032 - Above Standard Inflation**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Fuels and Utilities | - | - | 513 | - | - | - | 513 |
| **Total Services & Supplies** | **-** | **-** | **$513** | **-** | **-** | **-** | **$513** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 513 | - | - | - | 513 |
| **Total Expenditures** | **-** | **-** | **$513** | **-** | **-** | **-** | **$513** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (513) | - | - | - | (513) |
| **Total Ending Balance** | **-** | **-** | **($513)** | **-** | **-** | **-** | **($513)** |

## POLICY PACKAGE 203

### Adequate Resources for South Slough Reserve

*South Slough Reserve Program Unit*

**Purpose**

This package addresses the impacts of inadequate staffing on South Slough National Estuarine Research Reserve as an essential resource for science, learning, and exploration.

**How Achieved**

An independent assessment of the Department's operations; analysis of customer and employee survey results; and evaluation of performance metrics have identified multiple areas where the Department is unable to meet performance targets, provide adequate day-to-day service, and complete strategic work to increase revenue and results. Lack of adequate funding for some programs and services is seriously impacting the Department's service to Oregon, and the health of our workplace.

South Slough Reserve's multitude of services – providing science and training, education and recreation programs, stewardship of water and land – are continually strained by gaps in basic funding and staffing.

This package begins to address those impacts by adding a project manager position to help the Reserve pursue, secure, and expend external funding. South Slough Reserve is currently exceeding performance targets for bringing in outside revenue – the KPM target is 25 percent; 46 percent of Reserve funding was outside sources in FY 23. With that success comes a need for expertise in contracting, grant reporting, and project oversight that a project manager will bring.

**Staffing Impact**

This package adds a limited duration Project Manager position and reclassifies an existing management position.

**Quantifying Results**

This package contributes to meeting multiple Strategic Plan goals, particularly *Exceptional Service, Supporting Schools,* and *Great Workplace*. Performance will be tracked with Key Performance Measures for securing funding sources and customer satisfaction, as well as employee satisfaction survey results.

**Revenue Source**

$266,078 Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 203 - Resources for South Slough Reserve**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| Description | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | 122,023 | - | - | - | 122,023 |
| Empl. Rel. Bd. Assessments | - | - | 57 | - | - | - | 57 |
| Public Employees' Retire Cont | - | - | 25,674 | - | - | - | 25,674 |
| Social Security Taxes | - | - | 9,335 | - | - | - | 9,335 |
| Paid Family Medical Leave Insurance | - | - | 488 | - | - | - | 488 |
| Worker's Comp. Assess. (WCD) | - | - | 33 | - | - | - | 33 |
| Flexible Benefits | - | - | 33,573 | - | - | - | 33,573 |
| Reconciliation Adjustment | - | - | 56,895 | - | - | - | 56,895 |
| **Total Personal Services** | **-** | **-** | **$248,078** | **-** | **-** | **-** | **$248,078** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | 8,000 | - | - | - | 8,000 |
| Employee Training | - | - | 3,000 | - | - | - | 3,000 |
| Office Expenses | - | - | 1,000 | - | - | - | 1,000 |
| Telecommunications | - | - | 1,000 | - | - | - | 1,000 |
| IT Expendable Property | - | - | 5,000 | - | - | - | 5,000 |
| **Total Services & Supplies** | **-** | **-** | **$18,000** | **-** | **-** | **-** | **$18,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 266,078 | - | - | - | 266,078 |
| **Total Expenditures** | **-** | **-** | **$266,078** | **-** | **-** | **-** | **$266,078** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 203 - Resources for South Slough Reserve**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (266,078) | - | - | - | (266,078) |
| **Total Ending Balance** | **-** | **-** | **($266,078)** | **-** | **-** | **-** | **($266,078)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 1 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **1** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 0.76 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **0.76** |

## POLICY PACKAGE 206

**South Slough - Operational Funding Gaps**

*South Slough National Estuarine Research Reserve*

**Purpose**

This package addresses a funding gap in South Slough Reserve's base budget, which has not kept pace with the cost of goods and services essential for Reserve operations.

**How Achieved**

South Slough Reserve is experiencing rising costs in the 2023-25 biennium. This package right-sizes the base budget for 2025-27 by increasing limitation for operational needs, including Oregon Department of Forestry fire protection costs, costs for internet and cell phones, and the standard IT replacement schedule.

**Staffing Impact**

None.

**Quantifying Results**

This package will result in South Slough Reserve's base budget being aligned with basic operational expenses, and demonstrated in budget reporting.

**Revenue Source**

$390,000 Other Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 206 - South Slough - Operational Funding Gaps**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | 390,000 | - | - | - | 390,000 |
| **Total Services & Supplies** | **-** | **-** | **$390,000** | **-** | **-** | **-** | **$390,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 390,000 | - | - | - | 390,000 |
| **Total Expenditures** | **-** | **-** | **$390,000** | **-** | **-** | **-** | **$390,000** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (390,000) | - | - | - | (390,000) |
| **Total Ending Balance** | **-** | **-** | **($390,000)** | **-** | **-** | **-** | **($390,000)** |

## POLICY PACKAGE 210

### Wasson Creek Project

*South Slough Reserve Program Unit*

**Purpose**

This package carries forward federal grant funds to complete the Wasson Creek Restoration Project, a living classroom for learning from and improving restoration practices at the local, national, and global scale.

**How Achieved**

Wasson Creek, a 525-acre basin in the South Slough watershed of Coos County, is poised to be one of the most important classrooms for wetland restoration science in the world. The Wasson Creek Restoration Project is a unique watershed-scale restoration project that has been decades in the planning. The project will benefit fish and birds—including culturally important species such as coho salmon and lamprey and endangered species such as the marbled murrelet—as well as other wildlife and people.

More than $3.5 million has been received from multiple federal and local partners for implementation and monitoring of the project. This package carries forward National Oceanic and Atmospheric Administration (NOAA) funding for the project; the National Estuarine Research Reserve System Habitat Protection and Restoration funds were made possible by the Bipartisan Infrastructure Law.

**Staffing Impact**

None.

**Quantifying Results**

This is a focus project in DSL's *2022-2027 Strategic Plan*, contributing primarily to the *Thriving Oregon* and *Supporting Schools* goals, and has identified major tasks and timelines that are being tracked. With funding secured and progress made, the Reserve estimates restoration project completion by March 2027.

**Revenue Source**

$1.5 million Federal Funds.

# *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 210 - Wasson Creek Project**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Personal Services** | | | | | | | |
| Class/Unclass Sal. and Per Diem | - | - | - | 113,160 | - | - | 113,160 |
| Empl. Rel. Bd. Assessments | - | - | - | 72 | - | - | 72 |
| Public Employees' Retire Cont | - | - | - | 23,809 | - | - | 23,809 |
| Social Security Taxes | - | - | - | 8,657 | - | - | 8,657 |
| Paid Family Medical Leave Insurance | - | - | - | 453 | - | - | 453 |
| Worker's Comp. Assess. (WCD) | - | - | - | 42 | - | - | 42 |
| Flexible Benefits | - | - | - | 42,408 | - | - | 42,408 |
| **Total Personal Services** | **-** | **-** | **-** | **$188,601** | **-** | **-** | **$188,601** |
| **Services & Supplies** | | | | | | | |
| Instate Travel | - | - | - | 8,000 | - | - | 8,000 |
| Employee Training | - | - | - | 3,000 | - | - | 3,000 |
| Office Expenses | - | - | - | 1,000 | - | - | 1,000 |
| Telecommunications | - | - | - | 1,000 | - | - | 1,000 |
| Professional Services | - | - | - | 1,226,521 | - | - | 1,226,521 |
| IT Expendable Property | - | - | - | 5,000 | - | - | 5,000 |
| **Total Services & Supplies** | **-** | **-** | **-** | **$1,244,521** | **-** | **-** | **$1,244,521** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | - | 1,433,122 | - | - | 1,433,122 |
| **Total Expenditures** | **-** | **-** | **-** | **$1,433,122** | **-** | **-** | **$1,433,122** |

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 210 - Wasson Creek Project**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | - | (1,433,122) | - | - | (1,433,122) |
| **Total Ending Balance** | **-** | **-** | **-** | **($1,433,122)** | **-** | **-** | **($1,433,122)** |
| **Total Positions** | | | | | | | |
| Total Positions | | | | | | | 1 |
| **Total Positions** | **-** | **-** | **-** | **-** | **-** | **-** | **1** |
| **Total FTE** | | | | | | | |
| Total FTE | | | | | | | 1.00 |
| **Total FTE** | **-** | **-** | **-** | **-** | **-** | **-** | **1.00** |

## POLICY PACKAGE 216

### NOAA Grant Carry Forward

*South Slough Reserve Program Unit*

**Purpose**

This package carries forward federal grant funds to allow Sough Slough National Estuarine Research Reserve to complete multiple accessibility-focused capital improvement projects.

**How Achieved**

South Slough Reserve applied for and received a National Oceanic and Atmospheric Administration construction award for multiple accessibility projects, including a completed public restroom renovation, exhibit updates, and installation of ADA-compatible doorways on multiple Visitor Center entrances. The project end date is June 30, 2026; this package carries forward unspent grant funds.

**Staffing Impact**

None.

**Quantifying Results**

This package will result in successful completion of NOAA grant deliverables.

**Revenue Source**

$375,000 Federal Funds.

## *ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY*

**Lands, Dept of State**
**Pkg: 216 - NOAA Grant Carry Forward**

**Cross Reference Name: South Slough National Estuarine**
**Cross Reference Number: 14100-030-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Professional Services | - | - | - | 375,000 | - | - | 375,000 |
| **Total Services & Supplies** | **-** | **-** | **-** | **$375,000** | **-** | **-** | **$375,000** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | - | 375,000 | - | - | 375,000 |
| **Total Expenditures** | **-** | **-** | **-** | **$375,000** | **-** | **-** | **$375,000** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | - | (375,000) | - | - | (375,000) |
| **Total Ending Balance** | **-** | **-** | **-** | **($375,000)** | **-** | **-** | **($375,000)** |

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

**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-030-00-00-00000**

| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Non-business Lic. and Fees | - | 1,080 | 1,080 | 1,080 | 1,080 | 1,080 |
| Federal Revenues | 115,912 | 70,805 | 70,805 | 85,000 | 85,000 | 85,000 |
| Charges for Services | 124,183 | 34,076 | 34,076 | 65,000 | 65,000 | 65,000 |
| Rents and Royalties | 6,116 | 9,460 | 9,460 | 5,000 | 5,000 | 5,000 |
| Donations | 30,000 | - | - | 2,000 | 2,000 | 2,000 |
| Other Revenues | 32,881 | 1,876 | 186,764 | 50,000 | 50,000 | 50,000 |
| Transfer In - Intrafund | 2,800,000 | 2,866,684 | 2,866,684 | 3,989,644 | 3,989,644 | 3,989,644 |
| Tsfr To Forestry, Dept of | (26,126) | - | - | - | - | - |
| **Total Other Funds** | **$3,082,966** | **$2,983,981** | **$3,168,869** | **$4,197,724** | **$4,197,724** | **$4,197,724** |
| **Federal Funds** | | | | | | |
| Federal Funds | 2,054,415 | 5,395,673 | 5,551,292 | 4,045,718 | 4,045,718 | 4,045,718 |
| **Total Federal Funds** | **$2,054,415** | **$5,395,673** | **$5,551,292** | **$4,045,718** | **$4,045,718** | **$4,045,718** |

# CAPITAL IMPROVEMENTS

# Capital Improvements and Facilities Maintenance - Program Unit 088

# EXECUTIVE SUMMARY

## Long-Term Strategic Focus

The Capital Improvements and Facilities Maintenance Program Unit focuses on maintaining the long-term health and value of the school lands dedicated to producing revenue for current and future generations of Oregon's schoolchildren. This work is critical to the Department's core mission and directly advances the *Supporting Schools* strategic goal, which focuses on increasing net revenue to the Common School Fund, and the *Thriving Oregon* strategic goal, which focuses on supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources.

## Program Contact

Chris Castelli, 503-508-4312, chris.castelli@dsl.oregon.gov

## Program Overview

This program provides funds for maintaining 681,000 acres of DSL-managed lands dedicated to producing revenue for the Common School Fund. The goal is to ensure these properties maintain their asset value and revenue-generating potential over the long term.

## Program Funding

This program has an Other Funds Capital Improvement Budget of $596,145. There are no positions or full-time employees in this program area.

## Program Description

The Department of State Lands manages significant property assets dedicated to producing revenue for the Common School Fund. This program provides funds for maintaining a subset of this real property: about 681,000 acres of school lands throughout the state. The goal is to ensure these properties maintain their asset value and revenue-generating potential over the long term. These lands, which are under the jurisdiction of the State Land Board, have a wide range of capital improvement needs, and generally fall into two categories:

- ***Management of large tracts of land.*** Ongoing expenses in this category include costs of fire rehabilitation, noxious weed abatement, rangeland improvement projects, urban upland cleanup, trash removal and other environmental cleanup.

- ***Capital improvements and long-term repairs for DSL's headquarters building and land assets.*** The State Lands building in Salem

was constructed in 1990 with Common School Fund monies. The three-story building is approximately 104,000 square feet, including its underground parking garage. There is approximately 72,000 square feet of office space. About 30 percent of office space is used by DSL; the remaining office space is leased to other state agencies.

Until 2005, the Department of Administrative Services managed the building. When DSL assumed management responsibility, the Department began completing major improvement projects that had been previously deferred by DAS. Overall, building improvement projects help reduce operational costs and make the building space more marketable for future leasing while supporting a productive workspace for both DSL and agency tenants.

The Department's strategic capital improvements are guided by a 10-year asset management plan. The Department is currently developing an updated asset management plan, with plan completion anticipated in fall 2024.

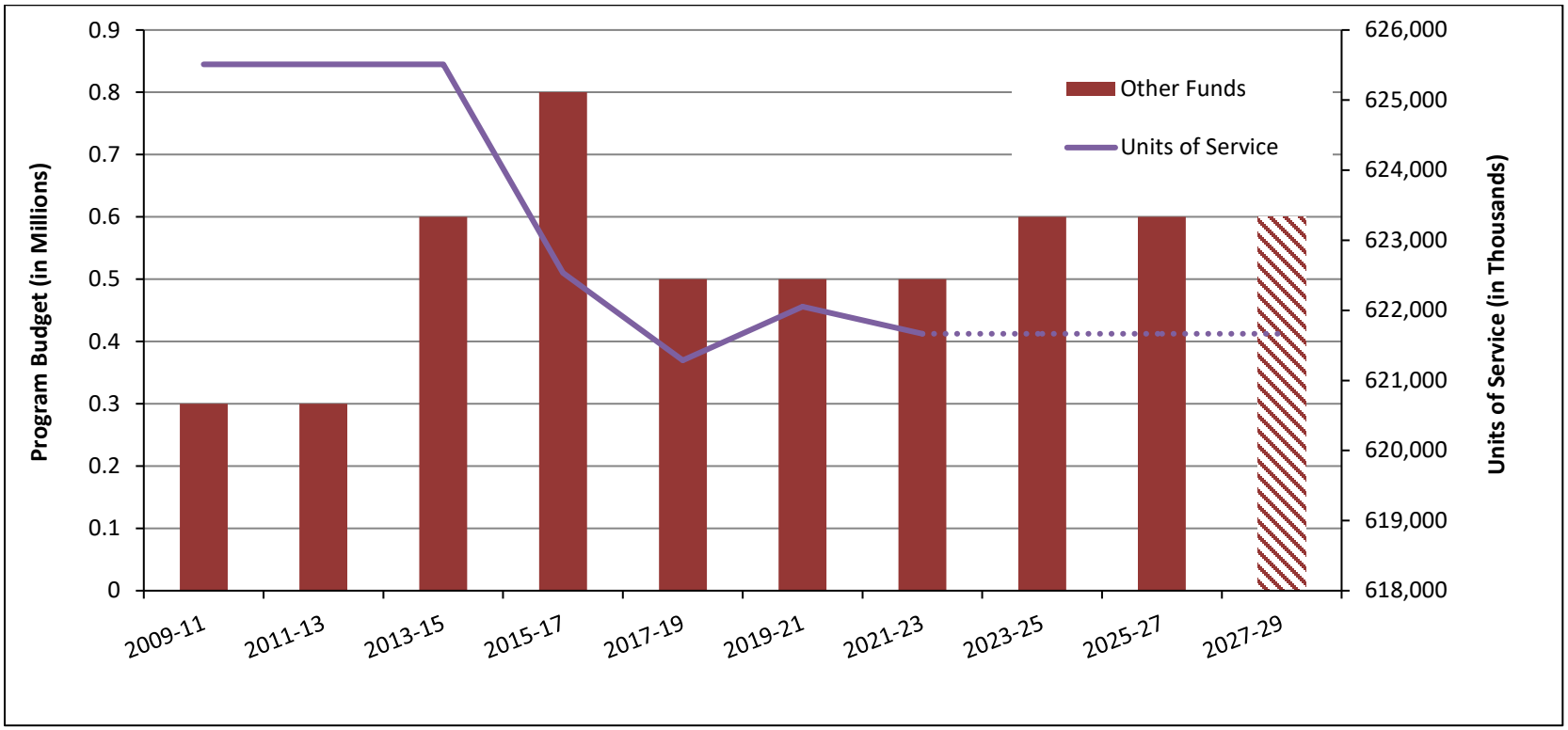
## Program Justification

The program contributes primarily to the Department's strategic goals of *Supporting Schools* and *Thriving Oregon*. Investments in school lands and assets not only help sustain the value of revenue-generating lands, but also allow DSL to better manage state property and ultimately create more funds for schools. Healthy, sustainable, revenue-generating lands require regular investments and maintenance.

For example, Rangeland improvements such as weed control, juniper thinning, and fencing are an important part of the overall maintenance of the 625,000 acres of southeast Oregon rangelands. Each year, DSL earmarks 12.5 percent of rangeland fees for land improvements. Progress objectives for the *Thriving Oregon* goal include continuous investment in resilience of DSL-managed lands to wildfire and climate change; the metric reported is acres of rangeland treated annually for juniper and noxious weeds.

## Program Performance

The rangelands, agricultural lands, and industrial/commercial/residential properties maintained by this program generate steady revenue for the Common School Fund, earning gross annual revenues of $2,324,104 in FY23 and three-year average annual net revenue of $421,671 for fiscal years 21-23. Maintaining the productivity of this real property over time allows for continued revenue generation into the future, enhancing the value of this portion of Common School Fund portfolio.




*Units of service are number of rangeland acres. The dotted bars are projected data.*

## Enabling Legislation/Program Authorization

The program derives authority from the Oregon Constitution, Article VII, Sections 2 & 5; and Oregon Revised Statutes: ORS Chapters 270 & 271; ORS 273.006 – 551; ORS 273.715 – 994; ORS 327.403 – 484.

## Funding Streams

The expenses for this program are covered by Other Funds – Common School Fund.

## Significant Program Changes from 2023-25

None.

## ESSENTIAL PACKAGES

### Capital Improvements and Facilities Maintenance

**Purpose**

The essential packages present budget adjustments needed to bring the base budget to Current Service Level (CSL), the calculated cost of continuing legislatively approved programs into the 2025-27 biennium.

**How Achieved**

**Package 031:** adjusts the costs of Goods and Services based on the standard inflation factor of 4.2 percent as published in the budget instructions. The resulting Services and Supplies and Capital Outlay increase in this Program Unit is $24,029.

**Staffing Impact**

There was no staffing impact in this budget program relating to essential packages.

**Revenue Source**

Other Funds.

# ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**
**Pkg: 031 - Standard Inflation**

**Cross Reference Name: Capital Improvements**
**Cross Reference Number: 14100-088-00-00-00000**

| *Description* | General Fund | Lottery Funds | Other Funds | Federal Funds | Nonlimited Other Funds | Nonlimited Federal Funds | All Funds |
|---|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | | |
| Facilities Maintenance | - | - | 14,900 | - | - | - | 14,900 |
| **Total Services & Supplies** | **-** | **-** | **$14,900** | **-** | **-** | **-** | **$14,900** |
| **Capital Outlay** | | | | | | | |
| Building Structures | - | - | 9,129 | - | - | - | 9,129 |
| **Total Capital Outlay** | **-** | **-** | **$9,129** | **-** | **-** | **-** | **$9,129** |
| **Total Expenditures** | | | | | | | |
| Total Expenditures | - | - | 24,029 | - | - | - | 24,029 |
| **Total Expenditures** | **-** | **-** | **$24,029** | **-** | **-** | **-** | **$24,029** |
| **Ending Balance** | | | | | | | |
| Ending Balance | - | - | (24,029) | - | - | - | (24,029) |
| **Total Ending Balance** | **-** | **-** | **($24,029)** | **-** | **-** | **-** | **($24,029)** |

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

**Lands, Dept of State** **Agency Number: 14100**

**2025-27 Biennium** **Cross Reference Number: 14100-088-00-00-00000**

| Source | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **Other Funds** | | | | | | |
| Other Revenues | 399,818 | 580,471 | 580,471 | 580,471 | 580,471 | 580,471 |
| **Total Other Funds** | **$399,818** | **$580,471** | **$580,471** | **$580,471** | **$580,471** | **$580,471** |

**Facility Plan - Facilities Planning Narrative 107BF02**
**2025-27 Biennium**

**Agency Name** Department of State Lands

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand?
• Maintain properties in optimal operating condition.
• Provide a professional and welcoming location for DSL customers to do business.
• Respond to the needs of the tenants that rent space in the Lands building.

DSL continually monitors conditions of the properties through Facility staff located at three locations. HVAC systems utilize control systems to monitor operations and efficiency.

DSL staffing levels have increased and the agency staff utilize hybrid teleworking staff. Demands on the facility are monitored to adjust for increased staffing levels and flex space was previously created. Other space and the Lands building is rented to state agencies including; Business Oregon , Oregon Watershed Enhancement Board, LUBA and Oregon Housing and Community services. DSL works with DAS Real Estate division to seek additional tenant opportunities.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority) •
Repairing the infrastructure of an aging buildings restrooms, elevators, flooring, paint, windows, roofing systems, and lighting .
• Meeting building energy and resource usage reduction requirements though system upgrades.
• Modernization and remodeling of building systems to include seismic evaluation and upgrades.

• DSL needs an updated FCA to help plan our facilities needs for the next 10 years

3. What do you need to meet these challenges?
DSL is prepared to meet all challenges. Updating, maintaining, repairing and replacing as needed. Having adequate funding to meet the expected, and unexpected, facility needs is necessary.

DSL is capable of procuring the necessary A & E services and construction/ repair contracts with our in house contracting and facilities staff. DSL is self funding though the common school fund. Consistent delegated authority to handle the facility related procurements. This will reduce costs by eliminating DAS fees and reduce delays to projects.

**Facility Plan - Facility Summary Report 107BF16a**
**2025-27 Biennium**

**Agency Name** **Department of State Lands**

| **Table A: Owned Assets Over $1M CRV** | | **FY 2024 DATA** | | | | |
|---|---|---|---|---|---|---|
| Total Number of Facilities Over $1M | | 2 | | | | |
| Current Replacement Value $ (CRV) | 1 | $23,793,191 | Source | 4 | RISK | Risk or FCA |
| Total Gross Square Feet (GSF) | | 115,120 | | | | |
| Office/Administrative Usable Square Feet (USF) | 2 | 16,911 | *Estimate/Actual* | 5 | 15% | % USF/GSF |
| Occupants Position Count (PC) | 3 | 75 | **Office/Admin USF/PC** | 6 | 225 | |
| | | | **or Agency Measure** | 7 | | |

DSL PC is half other tenants. DSL does not dictate the more liberal usage of their tenants
DSL is calculating their Agency GSF used and GSL position counts

| **Table B: Owned facilities under $1M CRV** | | |
|---|---|---|
| Number of Facilities Under $1M | | 2 |
| CRV | 1 | 458592 |
| Total Gross Square Feet (GSF) | | 5300 |

| **Table C: Leased Facilities** | | | | | | |
|---|---|---|---|---|---|---|
| Total Rented SF | 8 | 6,360 | | | | |
| Total 2021-23 Biennial Lease Cost | | $202,289 | | | | |
| Additional 2021-23 Costs for Lease Properties (O&M) | 9 | 0 | | | | |
| Office/Administrative Usable Square Feet (USF) | 2 | 6,028 | *Estimate/Actual* | 5 | 94% | % USF/GSF |
| Occupants Position Count (PC) | 3 | 12 | **Office/Admin USF/PC** | 6 | 502 | |

**Definitions**

| | | |
|---|---|---|
| **CRV** | 1 | Current Replacement Value Reported to Risk Management ***or Calculated Replacement Value Reported from iPlan Facility Conditions Assessment (FCA)*** |
| **USF** | 2 | Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage. |
| **Occupant Position Count (PC)** | 3 | Total Legislatively Approved Budget (LAB) Position Count within the buildings or leases as applicable. |
| **Source** | 4 | Enter Source of CRV as "Risk" or "FCA" |
| **Estimate/Actual** | 5 | Use actual USF % of USF to GSF, if available. If not known, estimate the percentage. |
| **Office/Administrative USF/PC** | 6 | Divide your USF by your position count. If office/admin space is a less than 10% of your space use, fill in N/A and fill in #7, "Agency Measure". |
| **Agency Measure** | 7 | If not using USF/PC, insert Agency Measure as defined in 107BF02 question #1. |
| **RSF** | 8 | Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building. |
| **O&M** | 9 | Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial |

**Facility Plan - Facility O&M/DM Report 107B16b**
**2025-27 Biennium**

**Agency Name** **Department of State Lands**

| **Facilities Operations and Maintenance (O&M) Budget excluding Capital Improvements and Deferred Maintenance** | **1** | **2021-23 Actual** | **2023-25 LAB** | **2025-27 Budgeted** | **2027-29 Budgeted** | |
|---|---|---|---|---|---|---|
| Personal Services (PS) Operations and Maintenance | | $267,548.00 | $255,336.00 | $268,103 | $281,508 | Projected a 5% increase. |
| Services and Supplies (S&S) Operations and Maintenance | | $738,286.00 | $635,021.00 | $666,772 | $700,111 | |
| Utilities not included in PS and S&S above | | $0.00 | $0.00 | 0 | | |
| **Total O&M** | | $1,005,834.00 | $890,357.00 | $934,874.85 | $981,618.59 | |
| **O&M $/SF** | | 8.74 | 7.73 | 8.12 | 8.53 | |

| | | |
|---|---|---|
| **Total O&M SF** | 115,120 | Include only the SF for which your agency provides O&M funding. |

| | | **General Fund** | **Lottery Fund** | **Other Funds** | **Federal Funds** |
|---|---|---|---|---|---|
| **O&M Estimated Fund Split Percentage %** | **2** | | | 100% | |

| **Deferred Maintenance Funding In Current Budget Model** | | **2025-27 Biennium** | | **Ongoing Budgeted (non POP)** | **Ongoing Budgeted (non POP)** | |
|---|---|---|---|---|---|---|
| **Total Short and Long Term Deferred Maintenance Plan for Facilities** | **3** | **Current Costs 2023** | **Ten Year Projection** | **2025-27 Budgeted SB 1067 (2% CRV min.)** | **2027-29 Projected SB 1067 (2% CRV min.)** | SB 1067 Guidance Below |
| Priorities 1-3 - Currently, Potentially and Not Yet Critical | **4,5,6** | **4,723,697** | $4,948,395 | $550,000 | $550,000 | If your allocation is <> 2%, replace with your value |
| Priority 4 - Seismic & Natural Hazard | **7** | $0 | $0 | | | |
| Priority 5 - Modernization | **8** | | | | | |
| **Total Priority Need** | | 4,723,697 | 4,948,395 | | | (minus DM funding in current budget model) |
| **Facility Condition Index (Priority 1-3 Needs/CRV)** | **9** | 6.650% | 20.798% | 17.542% | 18.486% | |

| | | |
|---|---|---|
| **Assets CRV** | $23,793,191 | Current Replacement Value Reported to Risk or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA) |

| | | |
|---|---|---|
| Process/Software for routine maintenance (O&M) | Solar winds workorder system : Ongoing requests for facilities issues and service are routed through the IT work order system. Work orders are then routed to the facilities operations specialist to complete,or procure a contractor, or work with procurment officer to solicite for bid. This system keeps the work orders in a que that trackes progress by hours committed to repair, cost and customer feedback . It does not however have a routine maintenence scheduler. This is done via an annual spreadsheet of routine mainenentce items by month. | Provide narrative |
| Process/Software for deferred maintenance/renewal | Solar Winds allows work orders to be classified as projects and will stay in the system until completed or closed out. | Provide narrative |
| Process for funding facilities maintenance | Common school fund and rental space income maintenance account for Salem office | Provide narrative |

From iPlan FCA

**Definitions**

| | | |
|---|---|---|
| **Facilities Operations and Maintenance Budget** | **1** | The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads and ground (groundskeeper, parking lots, sidewalks, etc.) and centrally operated systems (electrical, mechanical, etc.). Agencies with significant facilities may include support staff if directly associated with facilities maintenance activities. Do not include other overhead costs such as accounting, central government charges, etc. |
| **O&M Estimated Fund Split Percentage %** | **2** | Show the fund split by percentage of fund source allocated to facility O&M for your agency |
| **Total Short and Long Term Maintenance and Deferred Maintenance Plan for Facilities Value Over $1M** | **3** | All Maintenance excluding routine O&M costs. 23-25 and 25-27 auto-populates with 2% of the sum of your agency portfolio's CRV. Written to deliver on SB 1067: SECTION 9. (1) Each biennium, the Governor shall propose as part of the Governor's recommended budget an amount for deferred maintenance and capital improvements on existing state-owned buildings and infrastructure that is equivalent to at least two percent of the current replacement value of the state-owned buildings and infrastructure. |
| **Priority One: Currently Critical** | **4** | From the Budget Instruction: Priority One projects are conditions that require immediate action in order to address code and accessibility violations that affect life safety. Building envelope issues (roof, sides, windows and doors) that pose immediate safety concerns should be included in this category. |
| **Priority Two: Potentially Critical** | **5** | From the Budget Instruction: Priority Two projects are to be undertaken in the near future to maintain the integrity of the facility and accommodate current agency program requirements. Included are systems that are functioning improperly or at limited capacity, and if not addressed, will cause additional system deterioration and added repair costs. Also included are significant building envelope issues (roof, sides, windows and doors) that, if not addressed, will cause additional system deterioration and added repair costs. |
| **Priority Three: Necessary - Not yet Critical** | **6** | From the Budget Instructions: Priority Three projects could be undertaken in the near to mid-term future to maintain the integrity of a building and to address building systems, building components and site work that have reached or exceeded their useful life based on industry standards, but are still functioning in some capacity. These projects may require attention currently to avoid deterioration, potential downtime and consequently higher costs if corrective action is deferred. |
| **Priority Four: Seismic and Natural Hazard Remediation** | **7** | From the Budget Instructions: Priority Four projects improve seismic performance of buildings constructed prior to 1995 building code changes to protect occupants, minimize building damage and speed recovery after a major earthquake. Projects also include those that mitigate significant flood hazards. |
| **Priority Five: Modernization** | **8** | From the Budget Instructions: Priority Five projects are alterations or replacement of facilities solely to implement new or higher standards to accommodate new functions, significantly improve existing functionality as well as replacement of building components that typically last more than 50 years (such as the building structure or foundations). These standards include system and aesthetic upgrades which represent sensible improvements to the existing condition. These projects improve the overall usability and reduce long-term maintenance requirements. Given the significant nature of these projects, the work typically addresses deficiencies that do not conform to current codes, but are 'grandfathered' in their existing condition to the extent feasible. |
| **Facility Condition Index** | **9** | A calculated measure of facility condition relative to its current replacement value (expressed as a percentage) |

# SPECIAL REPORTS

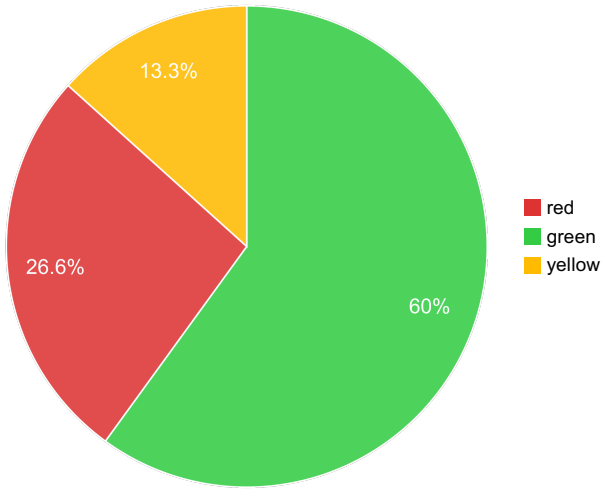
# Department of State Lands

Annual Performance Progress Report

Reporting Year 2024

Published: 10/1/2024 6:48:56 AM

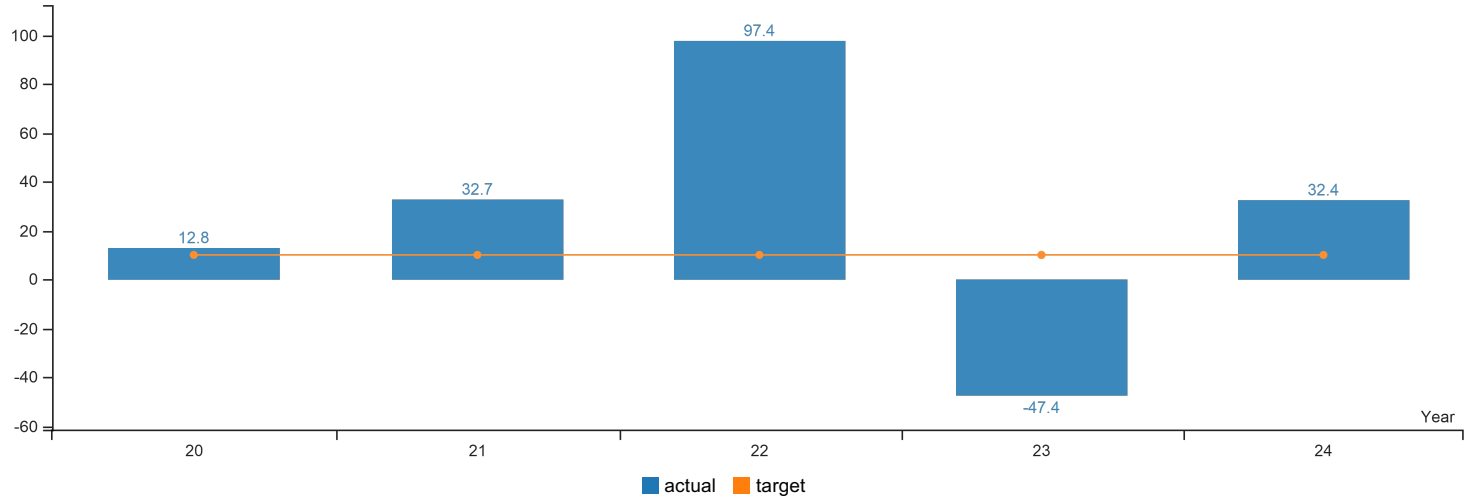
| KPM # | Approved Key Performance Measures (KPMs) |
|---|---|
| 1 | Increase in Deposits to the Common School Fund - Percent annual increase in amount of cash generated by agency activities deposited to the Common School Fund. |
| 2 | Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands. |
| 3 | Increase in Revenues from Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of timber harvest receipts from the prior year |
| 4 | Complete Management Plans or Policies - Percent of DSL lands and waterways with completed area management plans or policies. |
| 5 | No Net Loss of Wetlands - Change in wetland acreage due to all regulatory actions, including enforcements. |
| 6 | Number of Days for a Permit Decision - Average number of days for an agency permit decision after receipt of a complete application. |
| 7 | Annual Resolution of Removal-Fill Permit Non-Compliance - Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined. |
| 8 | Annual Resolution of Removal - Fill Violations Related to Unauthorized Activities-Percent of removal-fill violations that have a final resolution in place within 12 months of receipt of a complaint generating determination of a violation. |
| 9 | Agency Response Time to Wetland Delineation Reports - Average number of days for the agency initial review and response to a complete wetland delineation report. |
| 10 | Agency Response Time for Wetland Land Use Notices - Average number of days for an agency response to wetland land use notices. |
| 11 | Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year. |
| 13 | Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. |
| 15 | South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts. |
| 16 | South Slough National Estuarine Research Reserve Education Actions - Percentage of SSNERR education programs that use a structured assessment process surveys to provide information and decision support services responsive to audience needs. |
| 17 | Best Practices - Percent of total best practices met by the Land Board. |




| Performance Summary | Green | Yellow | Red |
|---|---|---|---|
| | = Target to -5% | = Target -5% to -15% | = Target > -15% |
| **Summary Stats:** | 60% | 13.33% | 26.67% |

| | |
|---|---|
| KPM #1 | Increase in Deposits to the Common School Fund - Percent annual increase in amount of cash generated by agency activities deposited to the Common School Fund. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Annual amount of cash generated by agency activities deposited to the Common School Fund** | | | | | |
| Actual | 12.80% | 32.70% | 97.40% | -47.40% | 32.40% |
| Target | 10% | 10% | 10% | 10% | 10% |

**How Are We Doing**

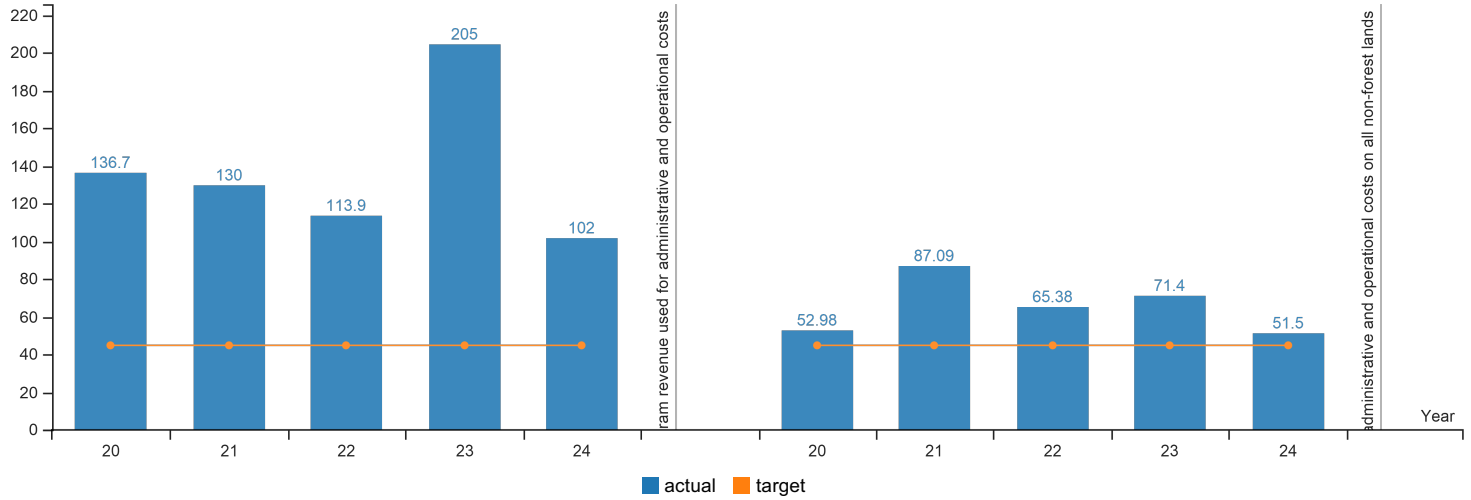
Deposits to the Common School Fund increased by 32.4 percent from the prior year.

**Factors Affecting Results**

The increase to the cash generated in 2024 is due to following:

- In fiscal year 2024, the Real Property program sold $4.3 million of land. There were no land sales in fiscal year 2023.
- Unclaimed Property program continues to increase their receipts. In fiscal year 2024, the number of receipts was $147 million, up $34 million or 28.5% from fiscal year 2023.

| KPM #2 | Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands. |
|---|---|
| | Data Collection Period: Jul 01 - Jun 30 |




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **a. Percentage of forest lands program revenue used for administrative and operational costs** | | | | | |
| Actual | 136.70% | 130% | 113.90% | 205% | 102% |
| Target | 45% | 45% | 45% | 45% | 45% |
| **b. Percentage of program revenue used for administrative and operational costs on all non-forest lands** | | | | | |
| Actual | 52.98% | 87.09% | 65.38% | 71.40% | 51.50% |
| Target | 45% | 45% | 45% | 45% | 45% |

**How Are We Doing**

The Department KPM 2a and 2b results are better than the previous six years. Revenues for forest lands were up by $1.5 million in FY24, and forestland expenses decreased by $1.4 million compared to the previous year. The Elliott State Research Forest continues to not generate harvest revenue, and incurs ongoing management costs, impacting KPM 2a.

Non-forestland management revenue was up by $2.6 million, and expenses were down by $3.2 million. These improvements decreased the percentage of program revenue used for administrative and operational costs on all non-forest lands by 20% when compared to the previous year.

**Factors Affecting Results**

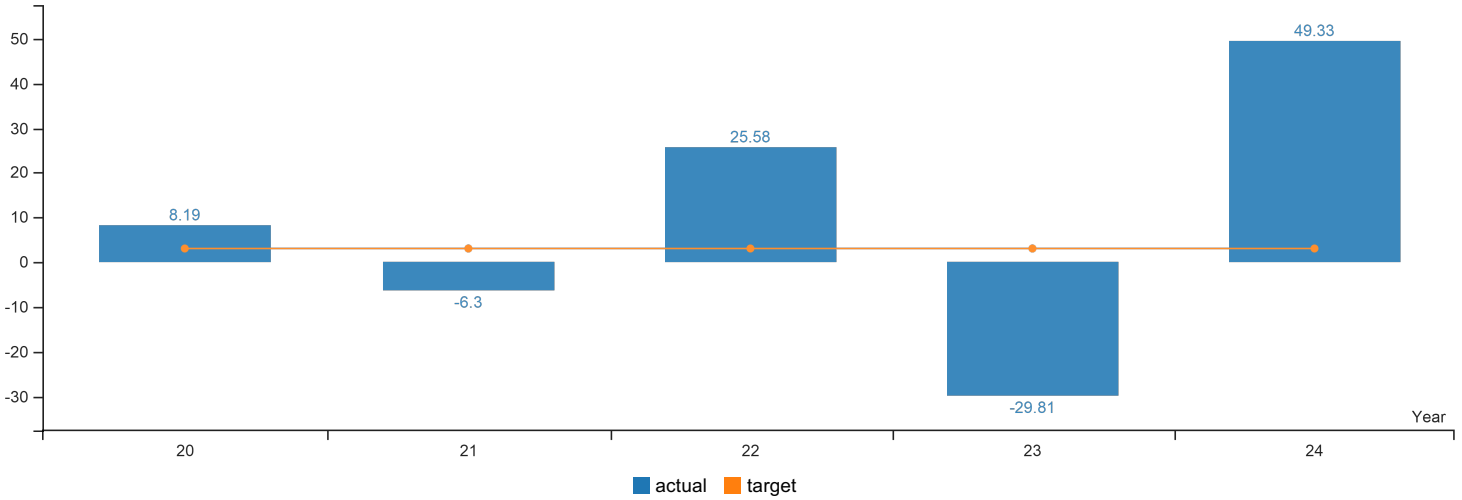
Measure 2a continues to be driven by the Elliott State Research Forest (ESRF). The ESRF was historically a major revenue source for the Common School Fund. However, since 2013, ownership and management of the ESRF has resulted in a net cost. This process of exploring decoupling opportunities has resulted in significant ongoing costs – primarily consultant contracts for process facilitation and development of a Habitat Conservation Plan. Another factor affecting this performance measure is the cost of onsite management of the Elliott by a professional forest management company.

With the hiring of a forester in 2019, the Department has been able to evaluate the forestlands portfolio and identify both opportunities for cost savings as well as opportunities for revenue generation from non-certified forestlands. The Department de-certified or transferred of management 4,907 acres of forestlands in the Klamath District from Oregon Department of Forestry back to DSL, of, which will result in a cost savings of approximately $220,000 annually. Additionally, DSL-managed forest has been actively managing timber projects which increase revenue.

Under KPM 2b, non-forestland management operations revenues were up 49% and expenses were down nearly 57% compared to FY23. Revenues were up largely due to proprietary waterways (easements) but also increases in rangeland revenues.

| | |
|---|---|
| KPM #3 | Increase in Revenues from Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of timber harvest receipts from the prior year |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Increase in Revenues from Land Management Activities** | | | | | |
| Actual | 8.19% | -6.30% | 25.58% | -29.81% | 49.33% |
| Target | 3% | 3% | 3% | 3% | 3% |

**How Are We Doing**

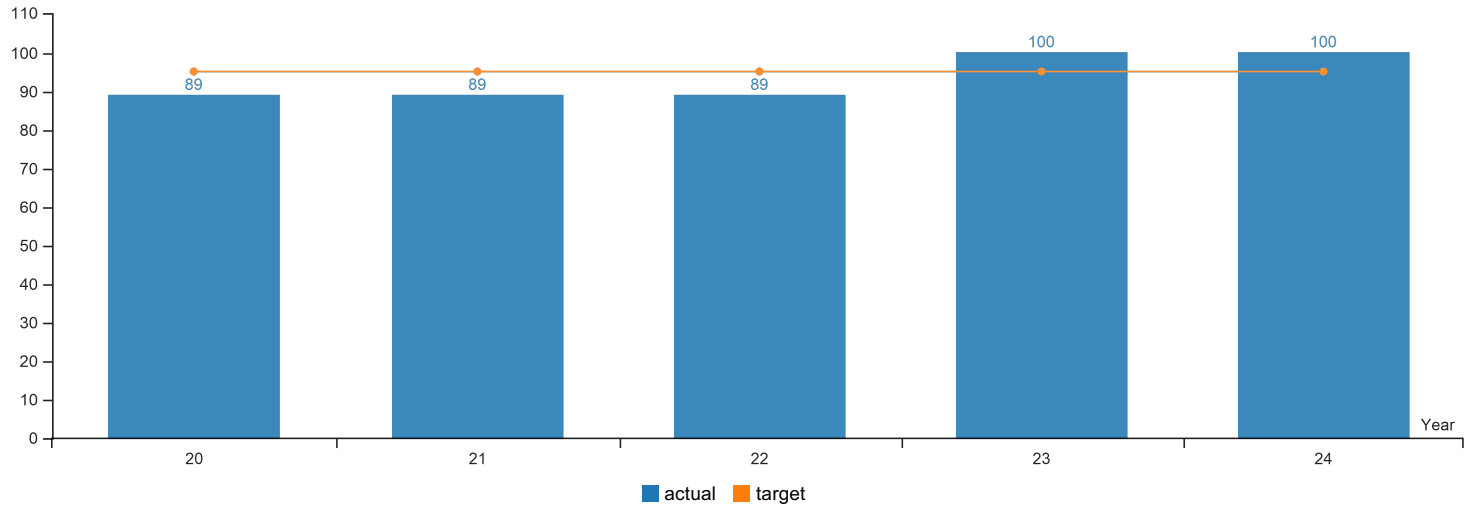
Revenues went up in FY2024 mainly due to proprietary waterway increases (+$1.8m) of revenue, which may be related to market conditions and easement cycles. Rangelands were also up over $300,000 when compared to the previous year. The remaining codes exhibited minor changes.

**Factors Affecting Results**

The main factors are likely waterway easement renewal cycles.  This value was down in FY23, missing the target, while revenues were significantly up in FY24, exceeding the target percentage significantly.

| | |
|---|---|
| KPM #4 | Complete Management Plans or Policies - Percent of DSL lands and waterways with completed area management plans or policies. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Percent of Completed Area Mgmt Plans or Policies** | | | | | |
| Actual | 89% | 89% | 89% | 100% | 100% |
| Target | 95% | 95% | 95% | 95% | 95% |

**How Are We Doing**

In FY24, there are no changes, as these area management plans have been completed as proposed in the 2012 Real Estate Asset Management Plan.

**Factors Affecting Results**

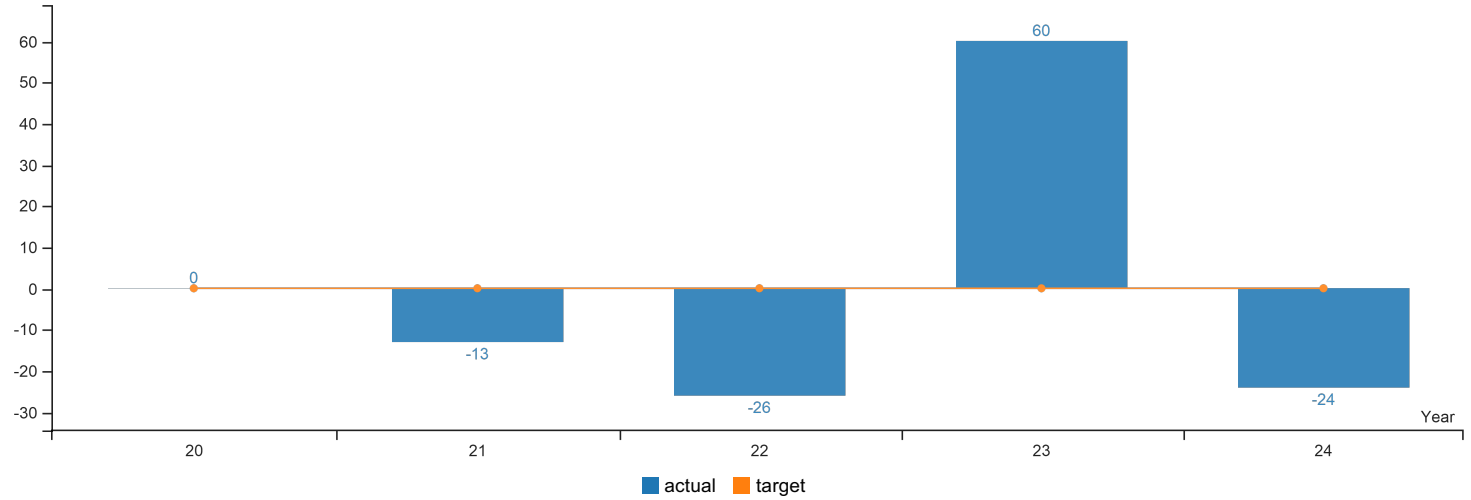
The Department has developed management plans for the largest and highest value parcels. The remaining lands without management plans consist primarily of smaller, geographically scattered parcels, so the return on investment in developing plans is low. The Department will move away from having management plans focused on a specific geographic region or specific parcels and will instead create an overarching statewide management plan.

The Department has completed the 2024 Asset Management Plan, which will go to the Land Board in October 2024 for approval consideration.

In addition to developing the new management plan, the Real Property program's priorities include the work on investigating the renewable energy potential of DSL lands and increasing value of the Department's industrial, commercial, and residential development properties such as the South Redmond parcel.

| | |
|---|---|
| KPM #5 | No Net Loss of Wetlands - Change in wetland acreage due to all regulatory actions, including enforcements. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **No Net Loss of Wetlands - change in wetland acreage due to regulatory actions.** | | | | | |
| Actual | | -13 | -26 | 60 | -24 |
| Target | 0 | 0 | 0 | 0 | 0 |

**How Are We Doing**

The target of no net loss of wetlands was not met for FY 24. There was a net loss of 24 acres of wetlands through permitted impacts, enforcement actions, compensatory mitigation, voluntary restoration and a mitigation bank.

DSL discovered data errors and made corrections for projects reported in fiscal years 2020 and 2021. The resulting changes to acres of gains and loss of wetlands are reflected above. Of note, large wetland gains from a couple of voluntary habitat projects were reported as restoration in FY 21 but were enhancement of existing wetlands. Wetland enhancement does not result in a gain in wetland acres and is not used for this measure.

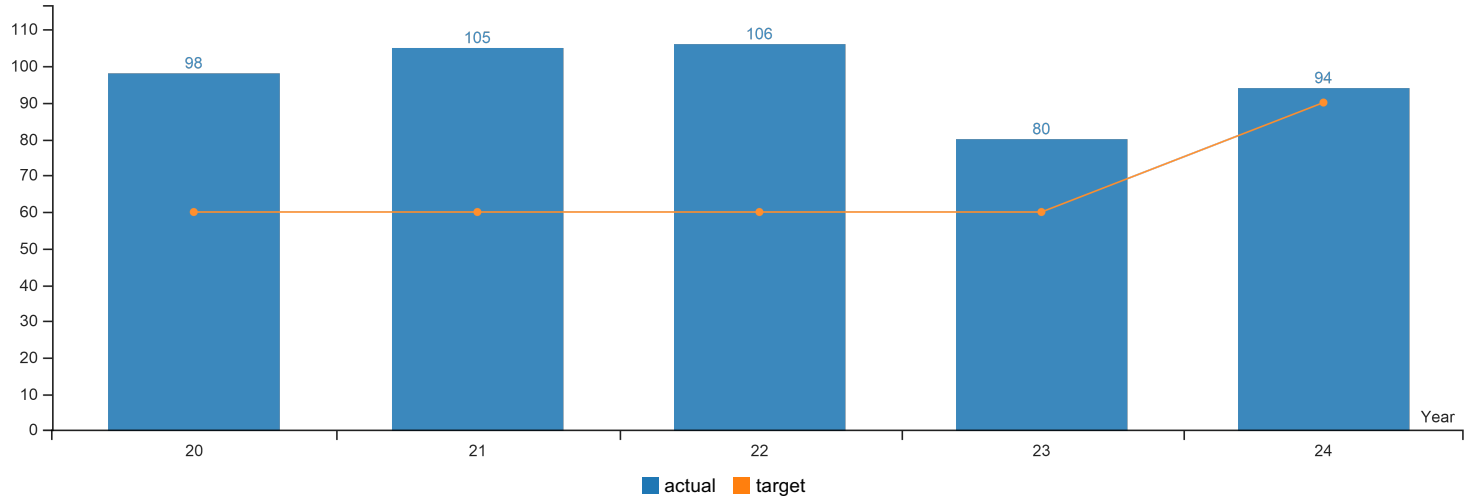
**Factors Affecting Results**

The Department applies mitigation requirements based upon its regulatory authorities and responsibilities. Additionally, wetlands are gained from voluntary habitat projects conducted by private organizations and agencies. This measure varies greatly from year to year, typically due to when there are gains from mitigation banks and voluntary habitat projects. There was one new mitigation bank counted this fiscal year.

DSL is discussing how we use data to report on this measure and hopes to make changes next year. Currently, gains from mitigation banks – larger wetland habitat projects approved to sell credits to others as compensation for permitted wetland losses - are counted the year the project is constructed. However, these credits are sold to compensate for permitted losses of wetlands over 5-10 years, or more. In contrast, loss of wetlands is counted the fiscal year when a permit is issued. DSL is developing a new database that is expected to go-live in November 2025 and will improve how we track this information.

| | |
|---|---|
| KPM #6 | Number of Days for a Permit Decision - Average number of days for an agency permit decision after receipt of a complete application. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = negative result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Average number of days for an agency permit decision** | | | | | |
| Actual | 98 | 105 | 106 | 80 | 94 |
| Target | 60 | 60 | 60 | 60 | 90 |

**How Are We Doing**

The Department averaged 94 days to make a permit decision in FY 24. This does not meet the target of 60 days or less.

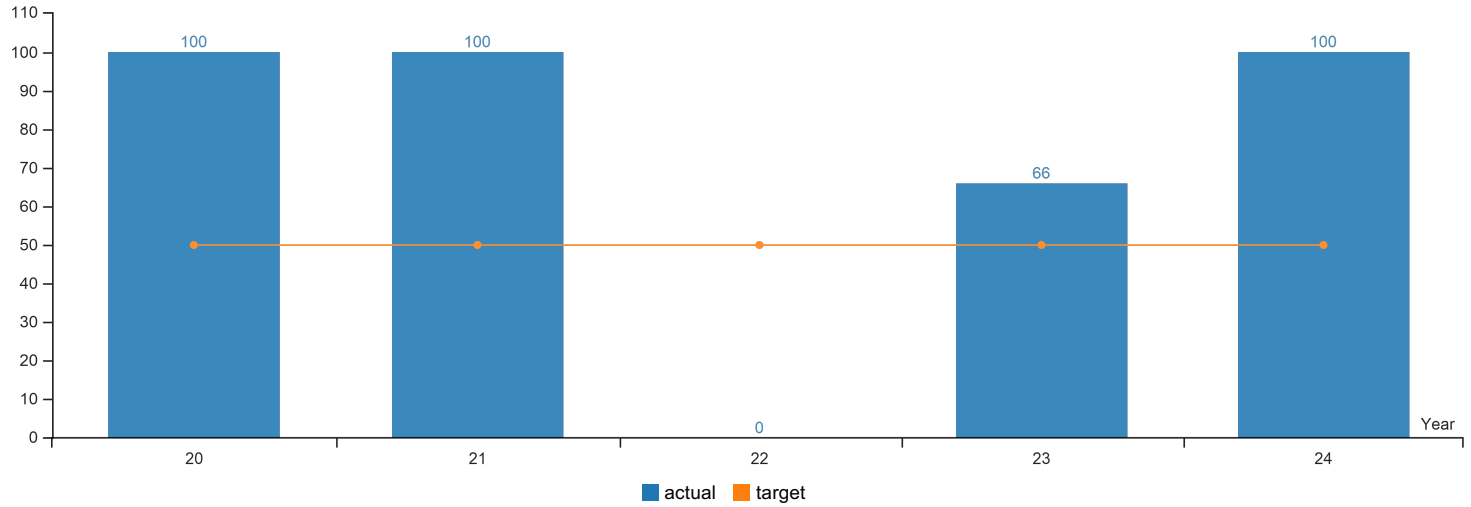
**Factors Affecting Results**

This measure reports decision timeframes for Individual Permits, which are often related to large projects with significant impacts. The applications often require a high level of technical information and agency review. Factors that affect the results are the overall number of permit applications, staff capacity, the number of very complex projects including long linear projects, and the quality of permit applications.

The statutory requirement for the agency to reach a permit decision is 120 days, which includes a 30-day completion review, a 30-day public review period, and 90 days to make a permit decision.

| | |
|---|---|
| KPM #7 | Annual Resolution of Removal-Fill Permit Non-Compliance - Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Annual Resolution of Non-Compliance Conditions** | | | | | |
| Actual | 100% | 100% | 0% | 66% | 100% |
| Target | 50% | 50% | 50% | 50% | 50% |

**How Are We Doing**

The Department exceeded the target of having a resolution in place within 12 months for 50 percent of permit non-compliance instances in FY 24. The Department recorded two permit non-compliance cases in FY 24, and both were resolved within 12 months from the date non-compliance was determined.

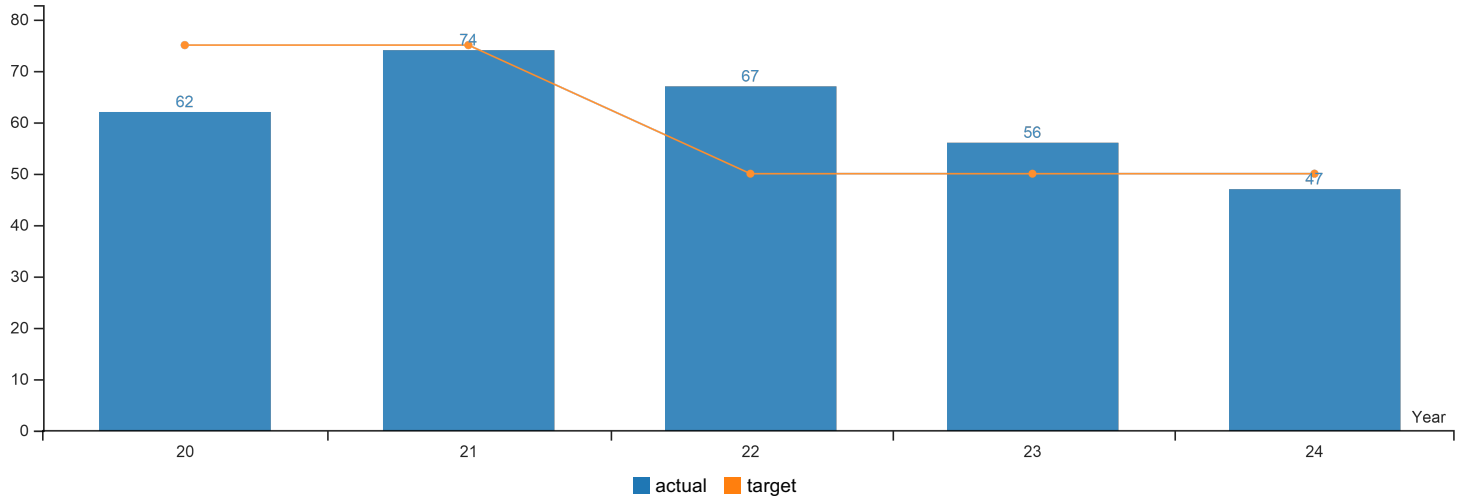
**Factors Affecting Results**

The amount of time it takes to pursue and resolve permit non-compliance can depend on many factors, including the number of pending agency actions, landowner cooperation, and the specifics of each non-compliance issue. The Department continually seeks to achieve greater clarity and consistency in permits. There are very few enforcements for non-compliance with a permit condition, which causes each enforcement to have a large influence on the percentage.

DSL is proposing to delete this KPM during the 2025 session and report permit non-compliance enforcements with KPM 8 (Annual Resolution of Removal-Fill Violations).

| | |
|---|---|
| KPM #8 | Annual Resolution of Removal - Fill Violations Related to Unauthorized Activities-Percent of removal-fill violations that have a final resolution in place within 12 months of receipt of a complaint generating determination of a violation. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Percent of Removal-Fill Violations** | | | | | |
| Actual | 62% | 74% | 67% | 56% | 47% |
| Target | 75% | 75% | 50% | 50% | 50% |

**How Are We Doing**

The Department did not meet the target of having a resolution in place within 12 months for violations related to unauthorized activity in FY 24. The Department closed 19 enforcements for unauthorized activities during the reporting period. Of the 19 violations, 9 were resolved within 12 months.

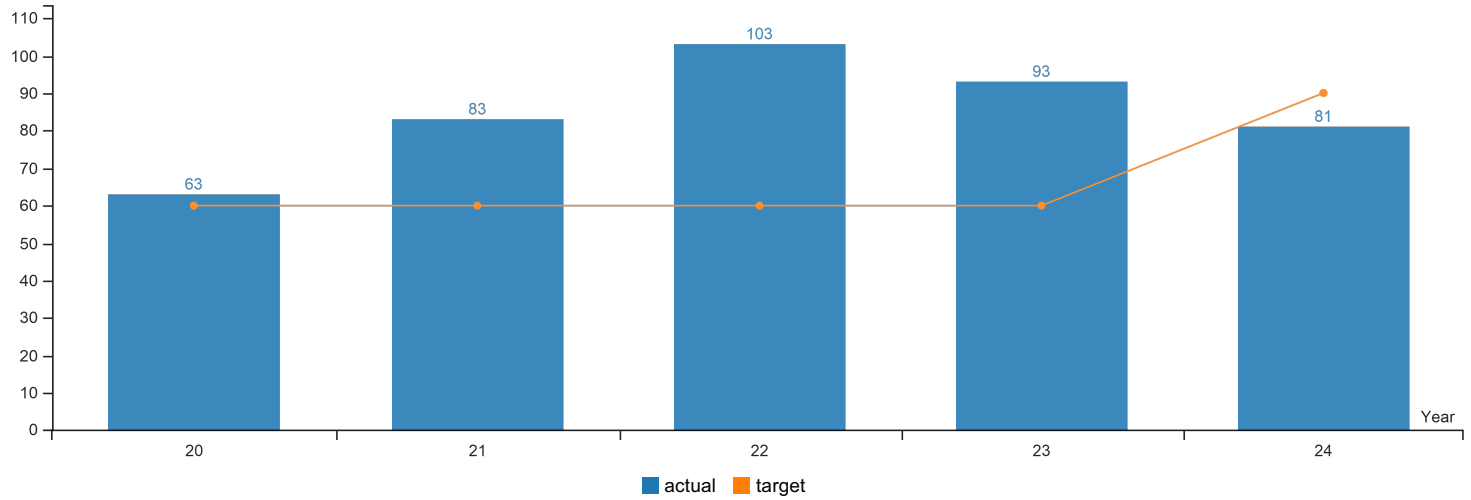
**Factors Affecting Results**

The amount of time it takes to pursue and resolve violations can depend on many factors, including landowner cooperation and the specifics of each violation.

DSL is proposing to change this KPM in the 2025 session to: Annual Resolution of Removal-Fill Violations - Percent of removal-fill violations that have a final order in place within 12 months of opening an enforcement record. This language will allow the Department to report on all enforcement cases in one measure and remove KPM 7 since both follow the same resolution process.

| | |
|---|---|
| KPM #9 | Agency Response Time to Wetland Delineation Reports - Average number of days for the agency initial review and response to a complete wetland delineation report. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = negative result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Agency Response Time to Wetland Delineation Reports Within 120 Days** | | | | | |
| Actual | 63 | 83 | 103 | 93 | 81 |
| Target | 60 | 60 | 60 | 60 | 90 |

**How Are We Doing**

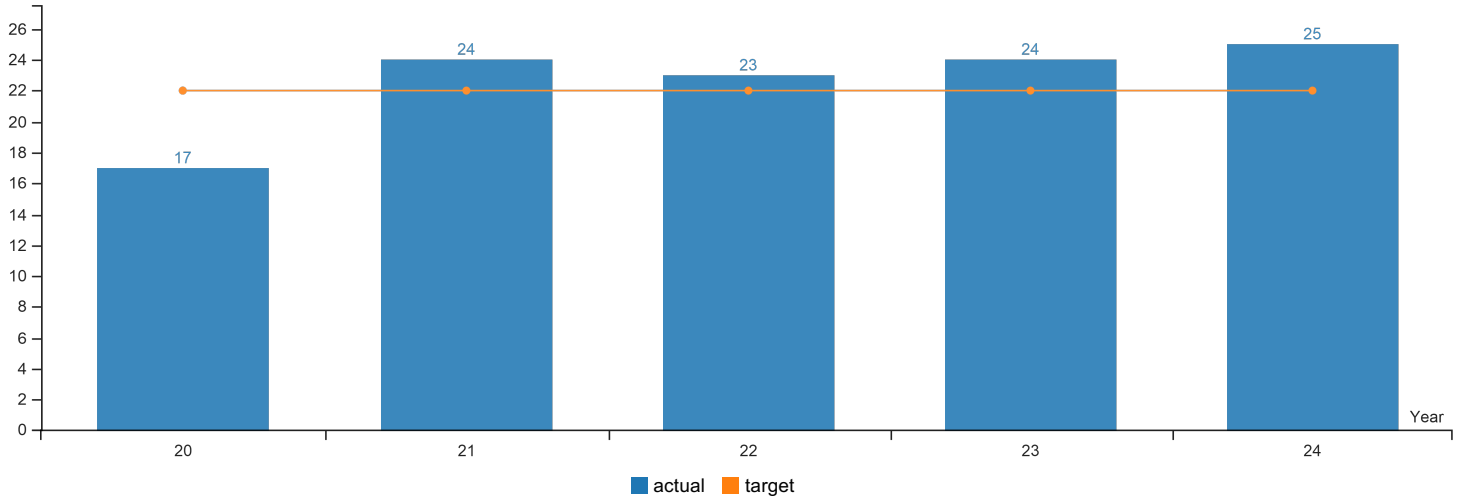
The Department did not meet the target of responding to a wetland delineation report within 60 days. The average agency response time for FY 24 was 81 days, which is 12 days less than FY 23. However, the agency has met the 120-day statutory requirement since FY 2009.

**Factors Affecting Results**

Delineation reports provide information on wetland boundaries and information about the wetland needed for permitting. The complexity and number of delineation reports submitted for review affects the average review time. Reports for complex projects can significantly extend review times. The number of reports in FY 21, FY 22, FY 23, and FY 24 were 318, 344, 360, and 331 respectively. Other factors include the high number of responses to wetland notices from local governments (see KPM 10) and requests to review wetland presence/absence from the public (wetland determinations), which are reviewed by the same staff reviewing wetland delineation reports.

| | |
|---|---|
| KPM #10 | Agency Response Time for Wetland Land Use Notices - Average number of days for an agency response to wetland land use notices. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = negative result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Agency Response Time for Wetland Land Use Notices Within 30 Days** | | | | | |
| Actual | 17 | 24 | 23 | 24 | 25 |
| Target | 22 | 22 | 22 | 22 | 22 |

**How Are We Doing**

During FY 24, the average Department response time was 25 days, which is consistent with previous years but above the target of 22 days. The statutory requirement is 30 days.

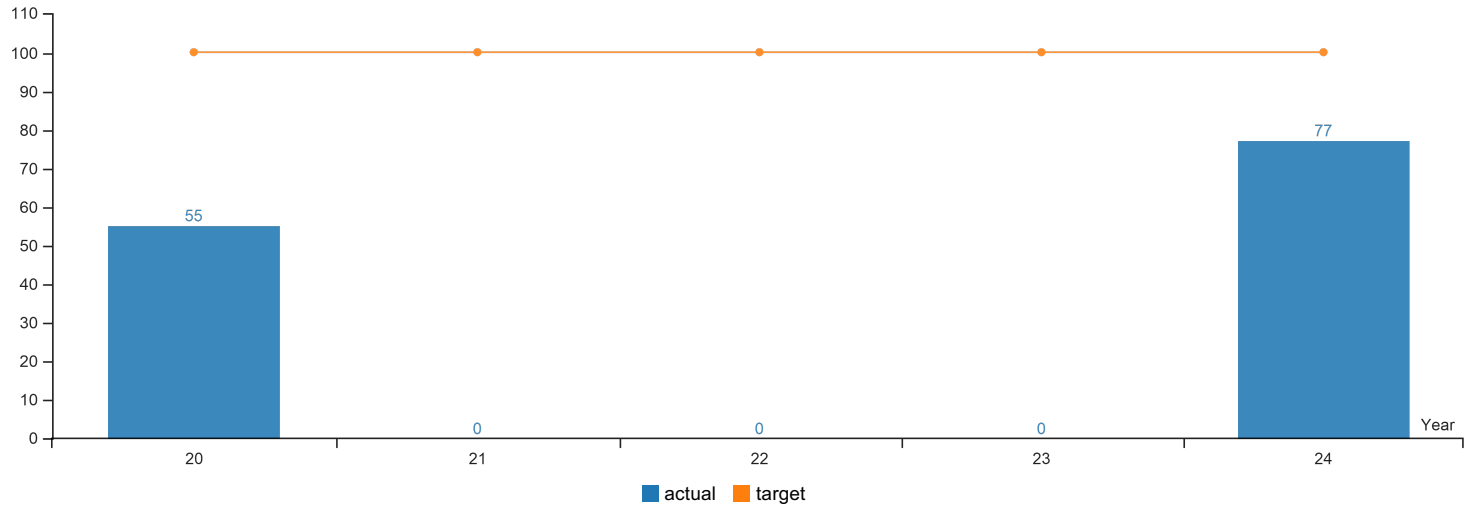
**Factors Affecting Results**

The number of wetland land use notices received is influenced by how well the economy is doing and by how well DSL explains notification requirements to local governments. The Department responded to 861 notices in FY 24. That is a 14 percent decrease from FY 23 and a 30 percent decrease from FY 22.

After rising in FY 21 and FY22, the number of wetland land use notices received have declined for the last two fiscal years. The Department will continue its outreach efforts to local county and city planners explaining the process and encouraging participation.

| | |
|---|---|
| KPM #11 | Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Payments into and out of revolving fund** | | | | | |
| Actual | 55% | 0% | 0% | 0% | 77% |
| Target | 100% | 100% | 100% | 100% | 100% |

**How Are We Doing**

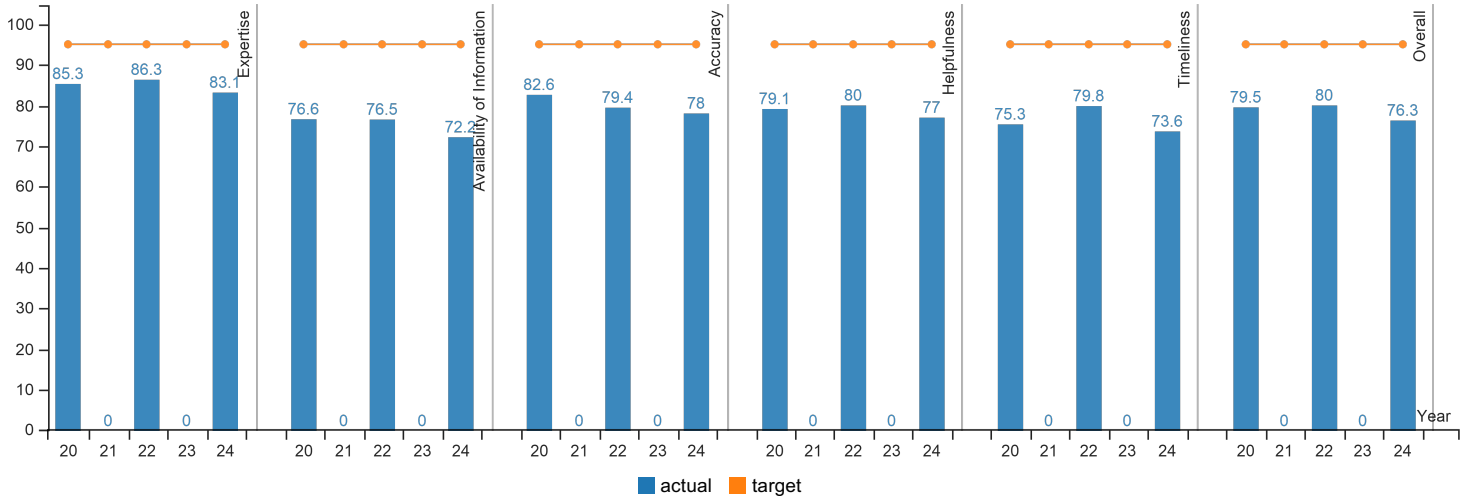
The Department did not meet the target in FY 24. The Department received $306,206.53 into the Oregon Removal-Fill Mitigation Fund in FY 23 that should be committed to projects within one year, i.e., during FY 24. One new project was funded in FY 24 for $236,537.

**Factors Affecting Results**

Identifying projects and committing funding can take multiple years. DSL partially funded a tidal marsh enhancement project in the Coos Estuary in FY 24. DSL began discussing potential projects with the Coos Watershed Association in 2021. DSL continues to reach out to potential project partners including other state agencies, consultants, and the conservation community to encourage project development.

Staff capacity to seek new mitigation projects has been limited during the last several years by new private sector mitigation bank proposals under review. More mitigation banks will reduce the need for these payments to the Fund in high-demand areas. DSL has two permanent mitigation specialists and one limited duration mitigation coordinator.

| | |
|---|---|
| KPM #13 | Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. |
| | Data Collection Period: Jul 01 - Jun 30 |




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Expertise** | | | | | |
| Actual | 85.30% | | 86.30% | 0% | 83.10% |
| Target | 95% | 95% | 95% | 95% | 95% |
| **Availability of Information** | | | | | |
| Actual | 76.60% | | 76.50% | 0% | 72.20% |
| Target | 95% | 95% | 95% | 95% | 95% |
| **Accuracy** | | | | | |
| Actual | 82.60% | | 79.40% | 0% | 78% |
| Target | 95% | 95% | 95% | 95% | 95% |
| **Helpfulness** | | | | | |
| Actual | 79.10% | | 80% | 0% | 77% |
| Target | 95% | 95% | 95% | 95% | 95% |
| **Timeliness** | | | | | |
| Actual | 75.30% | | 79.80% | 0% | 73.60% |
| Target | 95% | 95% | 95% | 95% | 95% |
| **Overall** | | | | | |
| Actual | 79.50% | | 80% | 0% | 76.30% |
| Target | 95% | 95% | 95% | 95% | 95% |

**How Are We Doing**

Full analysis of the 2024 Customer Satisfaction Survey, which was conducted in June and July 2024, is in progress. Initial takeaways include:

- **All satisfaction ratings declined from the 2020 survey.** All ratings were also lower than the previous three surveys, with declines between 5% and 13% from the 2018 survey.
- **Customers desire timely, consistent, responsive service.** Themes in survey comments indicate desire for:
    - Faster application and decision processes and increased responsiveness to customer and applicant inquiries.
    - Improvements in processes to ensure consistency in application reviews and permit/authorization requirements.
    - Additional or clearer guidance and more support for applicants.
    - Better information about application status, including ability to receive automatic notices or check status online.
- **Many customers report positive experiences.** Many customer comments discussed times when staff went above and beyond to provide good service.
- **Many customers appreciate the services provided by DSL programs.** In particular, South Slough Reserve's variety of educational and recreational offerings were commended.

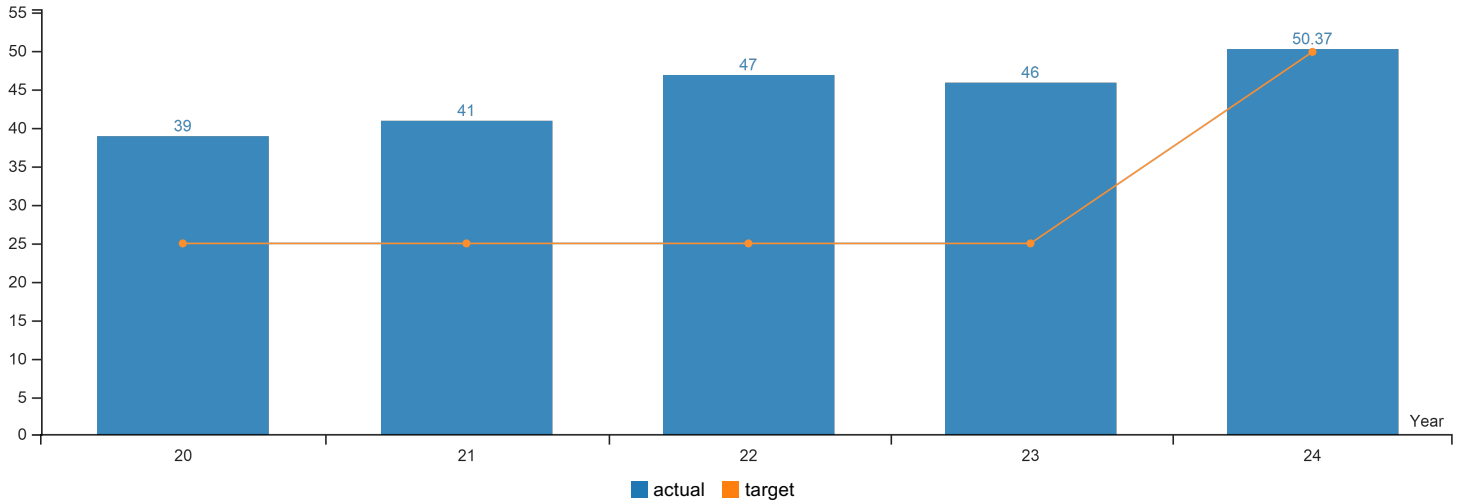
**Factors Affecting Results**

Factors that may have affected 2024 results include:

- **Cumulative service impacts of inadequate staffing levels.** Multiple satisfaction indicators are affected when staffing is inadequate to meet baseline expectations for service delivery, with timeliness and availability of information – which had the lowest scores – particularly dependent on having adequate staff to provide basic services.
- **Fewer survey responses than in 2022, particularly for South Slough Reserve.** 300 people completed the survey for all DSL programs; in 2022 364 people completed the survey. South Slough had significantly fewer responses in 2024 (52) than 2022 (116). South Slough's satisfaction ratings are consistently higher than ratings for other DSL programs. This may be attributed to the excellent service provided by the South Slough team, as well as the reality that services like recreation and education are perceived differently – and often more positively – than services with regulatory or enforcement components.

| | |
|---|---|
| KPM #15 | South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Percent of Operations Funded from Non-CSF Sources** | | | | | |
| Actual | 39% | 41% | 47% | 46% | 50.37% |
| Target | 25% | 25% | 25% | 25% | 50% |

**How Are We Doing**

**Common School Funds –$ 1,800,000.00**

**Grants, fees, etc. –$ 1,826,680.14**

**Total funds –$ 3,626,680.14,**

**Grants and other funds –** *50.37 of* **funding for SSNERR**

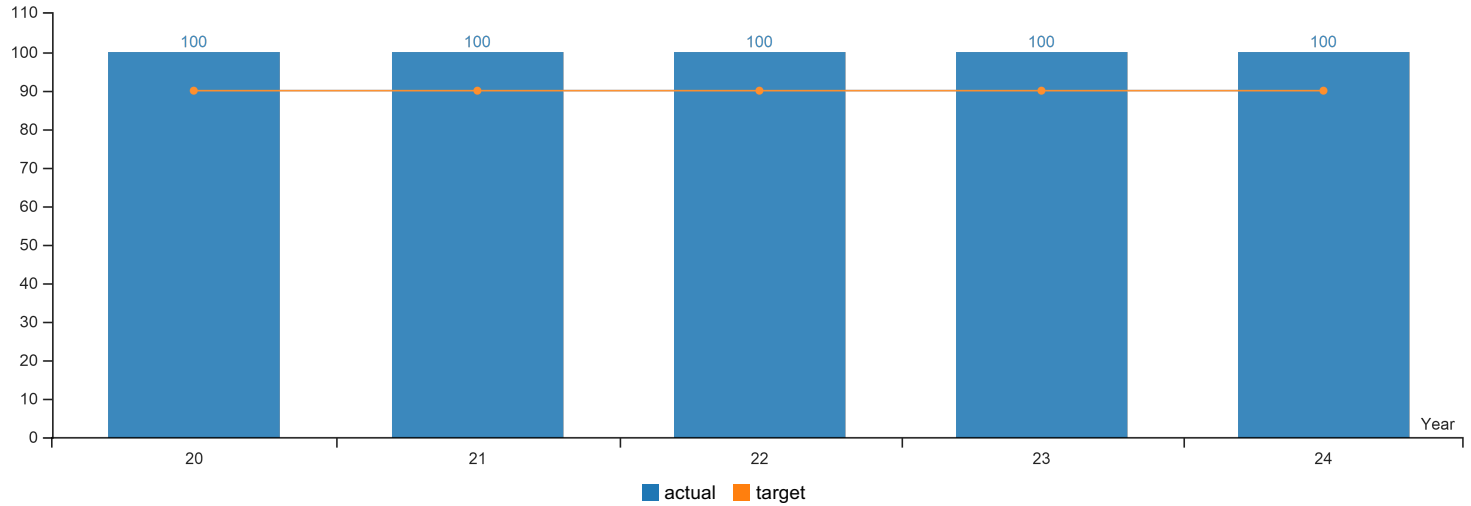
The target was exceeded for FY 24. Staff are continually seeking external grants and other funding opportunities to support Reserve operations and projects. Several successful grant applications over the past year allowed the Reserve to leverage external funding using state budget funds as match. The fee rule adopted in 2008 continues to provide the Reserve the opportunity to charge fees for building use.

**Factors Affecting Results**

Grant and award opportunities are highly unpredictable. The Reserve had a flat funding year within its Federal Fund operations budget. The amount of fees to be collected is also difficult to predict since the Reserve is located a distance from the communities that typically seek gathering places for events and meetings. When individuals or organizations do choose to use the Reserve's resources, availability is dependent upon prioritizing the needs of the Reserve to support its programs.

| | |
|---|---|
| KPM #16 | South Slough National Estuarine Research Reserve Education Actions - Percentage of SSNERR education programs that use a structured assessment process surveys to provide information and decision support services responsive to audience needs. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Percentage of SSNERR Programs using a structured assessment process** | | | | | |
| Actual | 100% | 100% | 100% | 100% | 100% |
| Target | 90% | 90% | 90% | 90% | 90% |

**How Are We Doing**

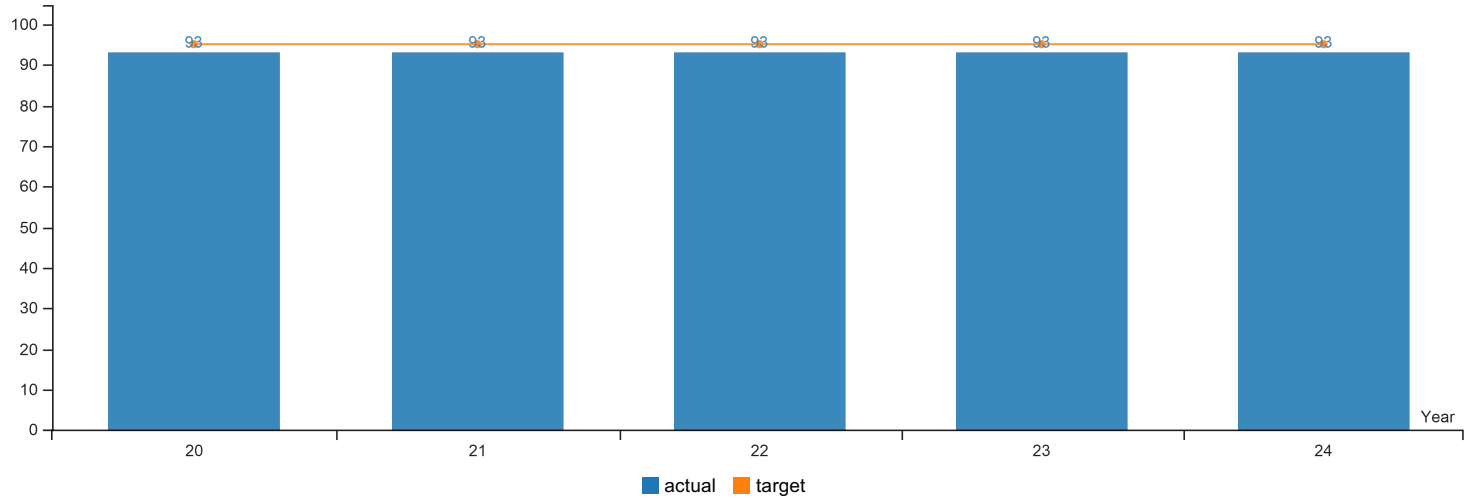
The target was met for FY 24. All South Slough Reserve programs are currently using some form of structured needs assessment and/or evaluation surveys to identify audience-driven needs for program development, information, and services. During the reporting period, the Reserve continued its ongoing assessments for K-12 education audiences, outreach/public involvement, and interpretive programs. The coastal training program by design employs needs assessments as a means of establishing program content, activities, and provision of information services. An example is the 2018 – 2023 Coastal Training Program Strategy, which was approved by the National Oceanic and Atmospheric Administration in April of 2018. The research and monitoring programs incorporate end user needs in the development and implementation of grant-funded projects through the National Estuarine Research Reserve System (NERRS) and the NERRS Science Collaborative competitive grant program. Stewardship and restoration programs use technical advisory groups to identify and implement priority projects to address information and applied management needs. Over the last year, South Slough Reserve worked with a contracted vendor to assess our needs for a full needs assessment across all our programs. Recommendations were made on how to get this accomplished with our Reserve. There are plans in the works to complete a full-scale needs assessment over the next couple of years.

**Factors Affecting Results**

Grant funding for projects is competitive and unpredictable, although Reserve staff continually seek grant opportunities. Evaluation techniques are incorporated in project and grant application development, though adequate resources for surveying are not always received. Without specifically identified resources, existing staff are tasked with collecting necessary data and this occurs in the most efficient way feasible to assess and address audience needs. Assessments are given out to audiences after various education and interpretive programs as well.

| | |
|---|---|
| KPM #17 | Best Practices - Percent of total best practices met by the Land Board. |
| | Data Collection Period: Jul 01 - Jun 30 |

** Upward Trend = positive result*




| Report Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **Percent of Criteria Being Met** | | | | | |
| Actual | 93% | 93% | 93% | 93% | 93% |
| Target | 95% | 95% | 95% | 95% | 95% |

**How Are We Doing**

During 2005-07 the Department of Administrative Services received a budget note to develop best practice performance measures to be applied to governance of boards and commissions. The 2007-09 Legislature added KPM 17 for all agencies with governing Boards and Commissions. The State Land Board currently meets all but one of the 15 criteria.

**Factors Affecting Results**

The Director does not receive a written annual performance review. The Board and Director meet on a regular basis and regular feedback is provided, but the feedback structure does not align with the prescribed format. Currently the Department of Administrative Services is working to develop a 360-degree performance evaluation process for all State Agency Directors. The Department of State Lands will participate, and the Director will receive a performance evaluation.

# Common School Fund

# Annual Financial Report

## For the Fiscal Year Ended June 30, 2024

## Oregon Department of State Lands

***An Agency of the State of Oregon***


**Vicki L. Walker**
Director

**Jean Straight**
Deputy Director, Administration Division

**Report Prepared by:**

Joseph Flager, CPA, Fiscal Manager
Sangit Shrestha, CPA

This page intentionally left blank.

**Common School Fund**
**Table of Contents**
**June 30, 2024**

## FINANCIAL SECTION

Independent Auditor's Report....3

### Basic Financial Statements

Balance Sheet....7

Statement of Revenues, Expenditures, and Changes in Fund Balances....8

Notes to the Financial Statements

1. Summary of Significant Accounting Policies....9
2. Deposits and Investments....11
3. Derivatives....22
4. Receivables and Payables....23
5. Leases and Subscription-Based Information Technology Arrangements....24
6. Pollution Remediation Obligation....25
7. Interfund Transactions....26
8. Related Party Transactions....26
9. Risk Financing....27
10. Fund Balances....27
11. Commitments....27
12. Contingencies....28

## OTHER REPORTS

Report on Internal Control over Financial Reporting and on Compliance and Other Matters....32

This page intentionally left blank.

# FINANCIAL SECTION

This page intentionally left blank.

CPAs & BUSINESS ADVISORS

**Independent Auditor's Report**

State Land Board
Oregon Department of State Lands
Salem, Oregon

**Report on the Audit of the Financial Statements**

***Opinion***

We have audited the financial statements of the Common School fund, major governmental fund of the State of Oregon, which comprise the balance sheet as of June 30, 2024, and the related statement of revenues, expenditures, and changes in fund balances of the Common School fund of the State of Oregon, as of and for the year ended June 30, 2024, and the related notes to the financial statements.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the financial position of the Common School Fund of the State of Oregon as of June 30, 2024, and the respective changes in its financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

***Basis for Opinion***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States *(Government Auditing Standards)*. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the State of Oregon, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Emphasis of Matter***

As discussed in Note 1, the financial statements of the Common School Fund of the State of Oregon are intended to present the financial position and the changes in financial position that is attributable to the transactions of the Common School Fund. They do not purport to, and do not, present fairly the financial position of the State of Oregon, the Department of State Lands, or the Oregon State Treasury as of June 30, 2024, the changes in its financial position, or, where applicable, its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the State of Oregon's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated November 13, 2024, on our consideration of the Common School Fund of the State of Oregon's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Common School Fund of the State of Oregon's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Common School Fund of the State of Oregon's internal control over financial reporting and compliance.

Eide Bailly LLP

Boise Idaho
November 13, 2024

# BASIC FINANCIAL STATEMENTS

This page intentionally left blank.

## Balance Sheet
## June 30, 2024

| | | |
|---|---|---|
| **ASSETS** | | |
| Cash and Cash Equivalents | $ | 190,105,193 |
| Cash and Cash Equivalents, Restricted | | 2,283,728 |
| Investments | | 2,359,453,942 |
| Investments, Restricted | | 123,741,574 |
| Securities Lending Collateral | | 15,532,554 |
| Accounts and Interest Receivables | | 55,620,030 |
| Due from Other Funds | | 141,682 |
| Advances to Other Funds | | 300,000 |
| Net Contracts, Notes, and Other Receivables | | 13,437 |
| **Total Assets** | $ | 2,747,192,140 |
| **LIABILITIES AND FUND BALANCES** | | |
| **Liabilities:** | | |
| Accounts Payable | $ | 136,536,284 |
| Obligations Under Securities Lending | | 15,532,554 |
| Due to Other Funds | | 448,939 |
| Deposit Liabilities | | 277,281,235 |
| **Total Liabilities** | | 429,799,012 |
| **DEFERRED INFLOWS OF RESOURCES** | | |
| Unavailable Revenue - Contracts | | 13,437 |
| **Total Deferred Inflows of Resources** | | 13,437 |
| **Fund Balances:** | | |
| Restricted by: | | |
| Oregon Constitution | | 1,547,367,521 |
| Enabling Legislation | | 770,012,170 |
| Total Fund Balances | | 2,317,379,691 |
| **Total Liabilities, Deferred Inflows of Resources, and Fund Balances** | $ | 2,747,192,140 |

The notes to the financial statements are an integral part of this statement.

## Statement of Revenues, Expenditures, and Changes in Fund Balances
## For the Year Ended June 30, 2024

| | | |
|---|---|---|
| **REVENUES** | | |
| Licenses and Fees | $ | 2,360,052 |
| Federal | | 1,226,662 |
| Charges for Services | | 261,604 |
| Rebates and Recoveries | | 17,168 |
| Fines, Forfeitures, and Penalties | | 126,071 |
| Rents and Royalties | | 5,598,658 |
| Investment Income | | 243,978,403 |
| Sales | | 880,092 |
| Unclaimed and Escheat Property Revenue | | 78,848,670 |
| Other | | 4,326,386 |
| **Total Revenues** | | 337,623,766 |
| | | |
| **EXPENDITURES** | | |
| Personal Services | | 14,207,299 |
| Services and Supplies | | 10,022,815 |
| Intergovernmental | | 771,459 |
| Capital Improvements | | 2,408,009 |
| Debt Service: | | |
| Principal | | 412,263 |
| Interest | | 150,550 |
| Investment Expenditures | | 8,692,427 |
| **Total Expenditures** | | 36,664,822 |
| Excess of Revenues Over Expenditures | | 300,958,944 |
| | | |
| **OTHER FINANCING SOURCES (USES)** | | |
| Transfers from Other Funds | | 3,784,581 |
| Transfers to Other Funds | | (117,156,723) |
| Insurance Recoveries | | 1,140,463 |
| **Total Other Financing Sources (Uses)** | | (112,231,679) |
| Net Change in Fund Balances | | 188,727,265 |
| | | |
| Fund Balances - Beginning | | 2,128,652,426 |
| **Fund Balances - Ending** | $ | 2,317,379,691 |

The notes to the financial statements are an integral part of this statement.

# NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying financial statements of the Common School Fund have been prepared in conformity with generally accepted accounting principles as prescribed by the Governmental Accounting Standards Board (GASB).

## *A – THE REPORTING ENTITY*

The Department of State Lands (Department) is the administrative agency of the State Land Board handling the day-to-day work of the board in managing the land and other resources dedicated to the Common School Fund. The State Land Board, which consists of the Governor, the Secretary of State, and the State Treasurer, is the trustee of the fund as outlined in the Oregon Constitution. The Oregon State Treasury (Treasury) began managing the Unclaimed Property Program starting the fiscal year 2022, which remains in the Common School Fund.

The Common School Fund, a governmental fund, was established at statehood and is intended to generate earnings to distribute to public schools. The Common School Fund accounts for programs that manage state-owned land, including a leasing program that generates annual revenues, for the benefit of the public school system. Estate funds that become the property of the state, unclaimed property, and income derived from unclaimed property are also accounted for in this fund. Statutory and constitutional provisions stipulate that the assets of the fund, including investment income, must be used for common school purposes. The primary funding sources for these programs include investment income, leasing revenues, forest management, unclaimed property receipts, and transfers from other funds.

## *B – FUND FINANCIAL STATEMENTS*

The fund financial statements consist of a balance sheet and a statement of revenues, expenditures, and changes in fund balances. The statement of revenues, expenditures, and changes in fund balances reports revenues by type and expenditures by natural classification. Other financing sources and other financing uses are reported in the last section of the statement.

## *C – MEASUREMENT FOCUS, BASIS OF ACCOUNTING, AND FINANCIAL STATEMENT PRESENTATION*

The Common School Fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when they are both measurable and available. Revenues are considered to be available when they are collectible within the current year or soon enough thereafter to pay liabilities existing at the end of the year. For this purpose, revenues are considered available if they are collected within 90 days of the end of the current fiscal year. Expenditures generally are recognized when a liability is incurred, as under accrual accounting. Information for receivables not expected to be collected within one year of the date of the financial statements and payables reported in the financial statements is discussed in Note 4.

## *D – DEPOSITS AND INVESTMENTS*

### Deposits

Cash deposits not held in a cash management or investment pool are classified as cash and cash equivalents. Cash deposits that are held in a cash management or investment pool are classified as cash and cash equivalents when the pool has the general characteristics of a demand deposit account. Cash and cash equivalents include: cash on hand, cash and investments held by the Office of the State Treasurer in the Oregon Short-Term Fund (OSTF), cash deposits held in demand deposit accounts with custodial banks, and cash deposits of debt proceeds in investment funds held by a trustee.

**Investments**

Investments are reported at fair value except for investments in the OSTF with remaining maturities of up to 90 days are carried at amortized cost, which approximates fair value. The Department and the Treasury report these investments as cash and cash equivalents on the balance sheet.

Changes in the fair value of investments are recognized as investment income (loss) in the current year.

The fair value of publicly traded debt and equity securities in active markets is determined by the custodian's pricing agent using nationally recognized pricing services. The custodian's pricing agent values equity securities traded on a national or international exchange at the last reported sales price and generally values debt securities by using evaluated bid prices. The fair value of publicly traded real estate investment trust securities is determined by the custodian's pricing agent using recognized pricing services and generally reflects the last reported sales price. For investments that do not have an active market, such as private placements or comingled investment vehicles, the value is stated at the net asset value of units held, or its equivalent, as reported by the fund manager or general partner.

**Derivatives**

In accordance with State investment policies, the Office of the State Treasurer participates in contracts that have derivative characteristics. Derivative instruments are used to hedge against fluctuations in foreign currency rates, and to manage the overall risk of investment portfolios. The fair value of all derivative instruments within the Common School Fund are reported on the balance sheet as investments, accounts and interest receivable, and accounts payable. The change in fair value for all Common School Fund derivative instruments is reported with investment income on the statement of revenues, expenditures, and changes in fund balances.

### *E – RECEIVABLES AND PAYABLES*

Activities between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as "advances to other funds." Receivables consist of revenues earned or accrued in the current period and are shown net of estimated uncollectable accounts. Payables consist of amounts owed to vendors for operational expenditures, other state agencies for services received and investment liabilities outstanding.

### *F – INTERFUND TRANSACTIONS*

Interfund transactions are transactions between the Common School Fund and other funds included in the Oregon Annual Comprehensive Financial Report. Interfund balances (due to/from other funds and advances to/from other funds) result from the time lag between the dates that (1) interfund goods and services are provided or reimbursable expenditures/expenses occur, (2) transactions are recorded in the accounting system, and (3) payments between funds are made. Advances to/from other funds are not expected to be repaid within one year. See Note 7 for more in interfund transactions.

### *G – RESTRICTED ASSETS*

Restricted cash and cash equivalents and restricted investments are held in trust for third parties in the Unclaimed Property Program.

### *H – FUND BALANCES*

The difference between assets and liabilities plus deferred inflows of resources is labeled "Fund Balance" on the fund financial statements. Fund balance is reported in five components: (1) Non-spendable, (2) Restricted, (3) Committed, (4) Assigned, and (5) Unassigned.

Restricted fund balances are the result of constraints imposed by the law through constitutional provisions or enabling legislation or by parties outside the State, such as creditors, grantors, contributors, or laws or regulations of other governments. Common School Fund balances are all restricted.

For fund balance classification purposes, the Department and the Treasury determine the appropriate classification of each of their detail-level funds based on the resources accounted for in those funds and the constraints on spending those resources. The Department and the Treasury expend resources from the appropriate fund based on each fund's specific spending constraints. Ending fund balances, therefore, are the result of that spending.

## NOTE 2 – DEPOSITS AND INVESTMENTS

**Common School Fund Investment Portfolio Held at Treasury**

Investments of the Common School Fund held by the State Treasurer (Treasurer) require the exercise of prudent and reasonable care in the context of the Common School Fund's investment portfolio and as part of an overall investment strategy. The Treasurer is required to diversify investments unless it is not prudent to do so. In addition, the Treasurer must exercise reasonable care to incorporate risk and return objectives suitable to the particular investment fund. The Treasurer has a policy and procedure that addresses objectives and strategies for investments of the Common School Fund.

The Common School Fund's investment policies are governed by statute and the Oregon Investment Council (Council). The Treasurer is the investment officer for the Council and is responsible for the funds on deposit with the Treasury. The Treasurer works with the State Land Board to ensure implementation of the asset allocation policy that meets the business needs of the Common School Fund. The Council does not make asset allocation changes without considering input from the State Land Board. In accordance with Oregon statutes, the investment funds are invested, and the investments of those funds managed, as a prudent investor would do, exercising reasonable care, skill and caution. The Treasurer is authorized to use demand deposit accounts, fixed income investments, and direct equity investment transactions, although the majority of equity investments are directed by external investment managers under contract with the Council. Investments are managed around a 60% equity, 20% fixed income, 10% real estate, 5% real assets, and 5% diversifying strategies target with a range of plus or minus 5%, as detailed below. The Common School Fund's actual asset allocation is monitored monthly relative to established asset allocation policy targets and ranges. A deviation outside of any of the ranges triggers a review and rebalancing back toward the target asset allocation with due consideration given to the liquidity of the investments and transaction costs. Whenever possible, cash flows into and out of the fund are used to rebalance between asset classes. Cash is held only for business operating purposes.

| Asset Class | Benchmark | Target Allocation | Range |
|---|---|---|---|
| Public Equities | MSCI ACWI IMI (Net) | 45% | 40% - 50% |
| Private Equities | Russell 3000 + 300 bps Index | 15% | 10% - 20% |
| | Total Equities | 60% | 50% - 70% |
| Fixed Income | Bloomberg US Aggregate Bond Index | 20% | 15% - 25% |
| Real Estate | NCREIF ODCE QTR Lag (Net) | 10% | 5% - 15% |
| Real Assets | CPI + 4% | 5% | 0% - 10% |
| Diversifying Strategies | HFRI FOF: Consv Index | 5% | 0% - 10% |
| Cash | | 0% | 0% - 3% |
| Policy Mix | Weighted aggregate of indexes listed above at target allocation | 100% | |

**Common School Fund Participation in the Oregon Short-Term Fund Held at Treasury**

The Treasurer maintains the Oregon Short-Term Fund (OSTF), a cash and investment pool that is available for use by the Common School Fund. Because the pool operates as a demand deposit account, the Common School Fund portion of the OSTF is classified on the financial statements as cash and cash equivalents. Additional information about the OSTF can be found in the OSTF financial statements at:

https://www.oregon.gov/treasury/public-financial-services/oregon-short-term-funds/Pages/default.aspx

**Common School Fund Investments Held Outside Treasury**

Statutes govern the placement of investments of the Common School Fund held outside Treasury as part of trust agreements or mandatory asset holdings by regulatory agencies. The Common School Fund investment portfolio includes $123.7 million held outside Treasury and is reported as restricted investments on the balance sheet.

***A – DEPOSITS***

**Custodial Credit Risk for Deposits**

The custodial credit risk for deposits is the risk that, in the event of a depository financial institution failure, the Department and the Treasury will not be able to recover deposits or collateral securities that are in the possession of an outside party. The Department and the Treasury do not have a formal policy regarding custodial credit risk for deposits. However, banking regulations and Oregon law establish the insurance and collateral requirements for deposit in the OSTF.

Oregon Revised Statutes (ORS) Chapter 295 governs the collateralization of public funds. Depositories are required to pledge collateral against any public fund deposits in excess of the deposit insurance amounts. This requirement provides additional protection for public funds in the event of a depository loss. ORS Chapter 295 sets the specific value of the collateral, as well as the types of collateral that are acceptable.

ORS Chapter 295 provides the statutory authority for the Public Funds Collateralization Program (PFCP). The Treasury uses an internally developed web application to administer the PFCP and facilitate depository, custodian, and public official compliance with ORS Chapter 295. Under the PFCP, depositories are required to report quarterly to Treasury, providing quarter-end public fund balances in excess of Federal Deposit Insurance Corporation (FDIC) or National Credit Union Administration (NCUA) limits. Depositories are also required to report their net worth and capitalization information. The FDIC or NCUA assigns each bank or credit union a capitalization category quarterly: well capitalized, adequately capitalized, or undercapitalized. Based on this information, the depository's minimum collateral required to be pledged with the custodian and the maximum liability in the pool of all depositories is calculated for the next quarter. The maximum liability is reported to the depository, Treasury, and the custodian.

Barring any exceptions, a depository is required to pledge collateral valued at no less than 10% of its last reported uninsured public fund deposits if the depository is well capitalized and as much as 110% if the depository is adequately capitalized, undercapitalized, or assigned to pledge 110% by Treasury.

There are three exceptions to this calculation, and any exceptions are required to be collateralized at 100%:

1. A depository may not accept public fund deposits from one depositor in excess of the depository's net worth. If the depository has a drop in net worth that takes it out of compliance, the depository is required to post 100% collateral on any amount the depositor has in excess of the depository's net worth while working to eliminate that excess.
2. A depository may not hold aggregate public funds in excess of a percentage of the depository's net worth based on its capitalization category (100% for undercapitalization, 150% for adequately capitalized, 200% for well capitalized) unless approved for a period of 90 days or less by Treasury.
3. A depository may hold in excess of 30% of all aggregate public funds reported by all depositories holding Oregon public funds, only if the excess is collateralized at 100%.

Where interest bearing balances within the OSTF exceed the FDIC or NCUA amount of $250,000 the balances were covered by collateral held in the PFCP.

As of June 30, 2024, $2.3 million in other depository balances of the Common School Fund was held by AVENU not covered by the FDIC rules. However, the firms are members of the Securities Investor Protection Corporation (SIPC) which provides protection up to $500 thousand, of which $250 thousand applies to cash credit balances. Consequently, $250 thousand was insured by SIPC and $2 million was uninsured and held by the counterparty in the Treasury's name.

### *B – INVESTMENTS*

#### Custodial Credit Risk

Custodial credit risk for investments of the Common School Fund is the risk that, in the event of the failure of the counterparty to a transaction, the State will not be able to recover the value of an investment or collateral securities in the possession of an outside party. The Council has no formal policy regarding the holding of the securities by a custodian or counter party. For the year ended June 30, 2024, no investment holdings of the Common School Fund held at Treasury were exposed to custodial credit risk.

As of June 30, 2024, the Common School Fund held $126.6 million in investments outside Treasury. AVENU and other investment firms held investments totaling $123.7 million. The firms are members of the Securities Investor Protection Corporation (SIPC) which provides protection up to $500 thousand of which a maximum of $250 thousand applies to cash credit balances. Investments outside Treasury also included $2.9 million of real estate property. All the investment holdings of the Common School Fund held outside Treasury other than the real estate property were registered in the Treasury's name and therefore not exposed to custodial credit risk. The real estate property is registered in the Department's name and therefore not exposed to custodial credit risk.

#### Interest Rate Risk

Interest rate risk is the risk (variable in value) borne by an interest-bearing asset such as a loan or a bond, due to variability of interest rates. Approximately 24.39% of the Common School Fund's investment portfolio is invested in fixed income securities. Investment policy for fixed income investments of the Common School Fund is to maintain a well-diversified bond portfolio, managed to maximize total return, that reflects the overall characteristics of the Barclays Capital Universal Index Benchmark and to invest opportunistically, using innovative investment approaches within a controlled and defined portfolio allocation.

#### Credit Risk and Concentration of Credit Risk

Credit risk refers to the risk that a borrower will default on any type of debt by failing to make payments which it is obligated to make. Treasury investment policies for fixed income investments of the Common School Fund maintain an overall portfolio quality of at least "A" or higher, maintain an average bond duration level of plus or minus 20% of the Barclays Capital Universal Index. No more than 30% of the total fixed income portfolio at market value, may be maintained in securities rated less than Baa3. No more than 10% of the total fixed income portfolio, at market value, may be maintained in Rule 144A securities. No more than 25% of the fixed income allocation shall be invested in a single industry, or Government Agency. Use of leverage in any fixed income securities is not allowed (excluding use of securities in a securities lending program).

#### Interest Rate Sensitive Investments

The Common School Fund held approximately $101.6 million in debt instruments backed by pooled mortgages, TBAs (to-be-announced federal agency-issued mortgage pools), collateralized mortgage obligations (CMOs), or fixed rate mortgages. These securities represent a stream of principal and interest payments from underlying mortgages and consequently, the value of these securities can be volatile as interest rates fluctuate. Assets with these characteristics may also be susceptible to prepayment by mortgage holders which may result in a decrease in total interest realized. Additionally, the risk of default exits and collateral held may potentially be insufficient to

cover the principal due. The Common School Fund also held approximately $6.5 million of asset-backed securities backed primarily by student loan and manufactured housing loan receivables.

The credit rating of the Common School Fund's investments held at Treasury and using the segmented time distribution method as of June 30, 2024, follows:

| | | Investment Maturities (in years) | | | | |
|---|---|---|---|---|---|---|
| Investment Type | Credit Rating[1] | Less than 1 | 1 to 5 | 6 to 10 | More than 10 or none | Total Market Value |
| U.S. Treasury | Exempt | $ 6,993,891 | $ - | $ 37,719,325 | $ 17,914,746 | $ 62,627,962 |
| U.S. Treasury TIPS | Exempt | - | - | 701,078 | - | 701,078 |
| Federal agency STRIPS | Exempt | 12,277 | - | - | 101,087 | 113,364 |
| Federal agency TBA | Exempt | - | - | - | 2,488,402 | 2,488,402 |
| Federal agency TBA | Not Rated | - | - | - | 4,266,514 | 4,266,514 |
| U.S. Federal agency mortgages | Exempt | 1,214,859 | 2 | 13,050 | 19,248,598 | 20,476,509 |
| U.S. Federal agency mortgages | Not Rated | 16,406,349 | 627,997 | 71,391 | 37,455,418 | 54,561,155 |
| Total U.S. government debt | | 24,627,375 | 628,000 | 38,504,844 | 81,474,764 | 145,234,984 |
| Corporate bonds | AAA | 1,601,429 | 356,093 | - | 95,029 | 2,052,551 |
| | AA | - | 871,464 | 817,622 | 1,125,839 | 2,814,925 |
| | A | 11,486,322 | 5,533,807 | 7,289,784 | 6,105,638 | 30,415,551 |
| | BBB | 12,316,752 | 14,777,155 | 13,273,900 | 11,506,559 | 51,874,366 |
| | BB | 911,384 | 2,969,642 | 1,376,591 | 1,466,131 | 6,723,748 |
| Total corporate bonds | | 26,315,887 | 24,508,160 | 22,757,897 | 20,299,195 | 93,881,140 |
| Non-U.S. government debt | A | - | - | 168,598 | - | 168,598 |
| | BBB | 1,579,114 | 1,261,716 | - | 8,392,471 | 11,233,301 |
| | BB | - | - | - | 481,757 | 481,757 |
| Total non-U.S. government debt | | 1,579,114 | 1,261,716 | 168,598 | 8,874,228 | 11,883,656 |
| Asset-backed securities | AAA | 1,146,649 | 547,183 | 336,895 | 553,006 | 2,583,733 |
| | AA | 367,964 | - | - | 340,640 | 708,604 |
| | A | 1,068,312 | - | 420,561 | 276,228 | 1,765,101 |
| | BBB | 710,818 | 202,732 | - | 400,402 | 1,313,952 |
| | BB | 25,170 | - | - | - | 25,170 |
| | CC | 82,419 | - | - | - | 82,419 |
| Total asset-backed securities | | 3,401,333 | 749,915 | 757,456 | 1,570,277 | 6,478,981 |

continued on next page

continued from previous page

| Investment Type | Credit Rating[1] | Investment Maturities (in years) Less than 1 | 1 to 5 | 6 to 10 | More than 10 or none | Total Market Value |
|---|---|---|---|---|---|---|
| Collateralized mortgage obligations | AAA | 6,548,142 | - | - | - | 6,548,142 |
| | AA | 1,641,531 | - | - | - | 1,641,531 |
| | A | 366,697 | - | - | - | 366,697 |
| | BBB | 3,579,434 | - | - | - | 3,579,434 |
| | BB | 361,795 | - | - | - | 361,795 |
| | B | 502,130 | - | - | - | 502,130 |
| | CCC | 47,746 | - | - | - | 47,746 |
| | Not Rated | 25,764 | - | - | - | 25,764 |
| Total collateralized mortgage obligations | | 13,073,240 | - | - | - | 13,073,240 |
| Collateralized mortgage-backed securities | AAA | 7,306,233 | - | - | 1,954,229 | 9,260,462 |
| | AA | 2,095,608 | - | - | 943,018 | 3,038,626 |
| | A | 718,010 | - | - | - | 718,010 |
| | BBB | 428,067 | - | - | - | 428,067 |
| Total collateralized mortgage-backed securities | | 10,547,918 | - | - | 2,897,247 | 13,445,164 |
| Domestic fixed income funds | Not Rated | - | - | - | 290,843,873 | 290,843,873 |
| Total debt investments | | $ 79,544,867 | $ 27,147,791 | $ 62,188,796 | $405,959,584 | 574,841,037 |
| Domestic equity securities | | | | | | 120,670,477 |
| International equity securities | | | | | | 168,168,927 |
| Domestic equity funds | | | | | | 532,687,891 |
| International equity funds | | | | | | 439,331,322 |
| Private equity holdings | | | | | | 171,009,028 |
| International real estate investment trusts | | | | | | 1,303,376 |
| Real estate LP | | | | | | 10,677,196 |
| Real estate open ended funds | | | | | | 181,922,398 |
| Alternative diversifying strategies | | | | | | 96,033,908 |
| Alternative real assets | | | | | | 59,903,382 |
| Total investments held at Treasury | | | | | | $2,356,548,942 |

[1] Investments of $62,627,962 in U.S. Treasury securities, $701,078 in U.S. Treasury Inflation Protected Securities (TIPS), $113,364 in Federal Agency STRIPS, $6,754,916 in Federal Agency TBA, and $19,663,208 in Government National Mortgage Association (GNMA), which are reported within U.S. Federal agency mortgages, are explicitly guaranteed by the U.S. government, and therefore, are exempt from credit risk disclosure requirements.

## Investments Held at Treasury

Fixed income securities are classified using final maturity date or next rate reset date, whichever is sooner. Fixed income mutual funds are classified by effective duration, the measurement used by the fund manager.

## Investments Held Outside Treasury

The following table shows the credit rating and segmented time distribution for Investments held outside Treasury as of June 30, 2024.

| Investment Type | Credit Rating | Investment Maturities (in years) Less than 1 | 1 to 5 | 6 to 10 | More than 10 years | Total Market Value |
|---|---|---|---|---|---|---|
| U.S. Treasury Securities | Exempt | $ - | $ - | $ 29 | $ 36,500 | $ 36,529 |
| GNMA | Exempt | - | - | - | 429 | 429 |
| Municipal Bonds | Not Rated | - | - | 14,744 | 102,754 | 117,498 |
| International Debt Securities | Not Rated | - | 6 | - | - | 6 |
| Corporate Bonds | A | - | 4,934 | 23,852 | - | 28,786 |
| Corporate Bonds | Baa | - | - | 13,161 | - | 13,161 |
| Corporate Bonds | Ba | - | - | 10,774 | - | 10,774 |
| Corporate Bonds | Not Rated | 2 | 1 | 26,577 | 15 | 26,595 |
| Debt Investments | | $ 2 | $ 4,941 | $ 89,136 | $ 139,699 | 233,778 |
| Mutual Funds | | | | | | 44,554,383 |
| Domestic Equity Securities | | | | | | 78,748,658 |
| International Equity Securities | | | | | | 174,274 |
| Real Estate Investment Trust | | | | | | 30,481 |
| Real Estate | | | | | | 2,905,000 |
| Total Investments Held Outside Treasury | | | | | | $126,646,574 |

**Foreign Currency Risk**

Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or a deposit. State agencies are required to deposit moneys in state-qualified depositories under Oregon law. Exceptions due to foreign field offices and related circumstances are approved by the Treasurer. International debt securities denominated in U.S. dollars are not subject to currency risk if the investment's obligations will be paid in U.S. dollars. Investment policies for fixed income investments under the management of the Treasurer provides for investments of the Common School Fund in non-dollar denominated securities within a target allocation range of 20% to 30% of their portfolio. For investments not under the management of the Treasurer there are no formal policies on foreign currency risk. Deposits and investments exposed to foreign currency risk for the Common School Fund as of June 30, 2024, follow:

| | Deposits and Investments (U.S. Dollars) | | | | | |
|---|---|---|---|---|---|---|
| Foreign Currency Denominations | Deposits | Corporate Bonds | International Equity Securities | Non-US Government Debt | International Real Estate | Total |
| Argentine Peso | $ 770 | $ - | $ - | $ - | $ - | $ 770 |
| Australian Dollar | - | - | 5,704,072 | - | - | 5,704,072 |
| Brazilian Real | - | - | 842,901 | - | - | 842,901 |
| Canadian Dollar | 705,061 | - | 5,825,612 | - | - | 6,530,673 |
| Swiss Franc | - | - | 14,821,537 | - | - | 14,821,537 |
| Chilean Peso | - | - | 62,855 | - | - | 62,855 |
| Chinese Yuan | - | - | 2,473,064 | - | - | 2,473,064 |
| Danish Krone | 66,833 | - | 5,900,441 | - | - | 5,967,274 |
| Euro | 11,498 | - | 54,298,875 | - | - | 54,310,373 |
| British Pound | 4,027 | - | 41,727,689 | - | - | 41,731,716 |
| Hong Kong Dollar | - | - | 9,748,251 | - | - | 9,748,251 |
| Hungarian Forint | - | - | 21,349 | - | - | 21,349 |
| Indonesian Rupiah | - | - | 55,745 | - | - | 55,745 |
| Indian Rupee | - | 1,601,429 | - | - | - | 1,601,429 |
| Israeli New Shekel | 2,504 | - | - | - | - | 2,504 |
| Japanese Yen | - | - | 25,243,971 | - | - | 25,243,971 |
| Korean Won | - | - | 3,096,272 | - | - | 3,096,272 |
| Mexican Peso | 285,085 | - | - | 9,197,528 | - | 9,482,613 |
| Norwegian Krone | - | - | 1,778,828 | - | - | 1,778,828 |
| Polish Zloty | - | - | 868,191 | - | - | 868,191 |
| Swedish Krona | - | - | 3,816,846 | - | - | 3,816,846 |
| Singapore Dollar | - | - | 3,221,928 | - | 1,303,376 | 4,525,304 |
| Thai Baht | - | - | 1,938,763 | - | - | 1,938,763 |
| Turkish Lira | - | - | 228,435 | - | - | 228,435 |
| New Taiwan Dollar | - | - | 7,748,455 | - | - | 7,748,455 |
| South African Rand | - | - | 896,689 | - | - | 896,689 |
| Total | $1,075,778 | $1,601,429 | $190,320,769 | $ 9,197,528 | $1,303,376 | $ 203,498,880 |

***C – FAIR VALUE MEASUREMENTS***

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Observable inputs are developed based on market data obtained from sources independent of the reporting entity. Unobservable inputs are developed based on the best information available about the assumptions market participants would use in pricing the asset. The classification of investments within the fair value hierarchy is based upon the activity level in the market for the security type and the inputs used to determine their fair value, as follows:

Investments held by Treasury:

- Level 1 – Unadjusted quoted prices for identical instruments in active markets.

  - Investments managed by Treasury: investments in equity securities, including exchange-traded derivatives, when their value is based on quoted prices from an active market; and real estate, which consist of investments in real estate investment trusts, when their valued based on an active market price.
  - Investments not managed by Treasury: funds priced using a fair value per share that is published daily and validated with a sufficient level of observable activity; and equity securities, including exchange-traded derivatives, when their value is based on quoted prices from an active market.
- Level 2 – Quoted prices for similar instruments in active markets; quoted prices for identical or similar instruments in markets that are not active; and model-derived valuations in which all significant inputs are observable.
  - Investments managed by Treasury: investments with remaining maturities of fewer than 90 days are carried at amortized cost, which approximates fair value; investments with maturities of greater than 90 days, debt securities, and investments not valued at fair value per share are valued using the latest bid prices or evaluated quotes from independent pricing vendors, which use a variety of methods when pricing these securities that incorporate relevant observable market data to arrive at an estimate of what a buyer in the marketplace would pay for a security under current market conditions; certain non-U.S. government commercial paper is reported at amortized cost as independent vendor pricing was not available; and where observable activity is limited, yet supports that the fair value per share represents an exit value of the security at the measurement date.
  - Investments not managed by Treasury: debt securities are valued using the latest bid prices or evaluated quotes from independent pricing vendors, which use a variety of methods when pricing these securities that incorporate relevant observable market data to arrive at an estimate of what a buyer in the marketplace would pay for a security under current market conditions; and where observable activity is limited, yet supports that the fair value per share represents an exit value of the security at the measurement date.
- Level 3 – Valuations derived from valuation techniques in which significant inputs are unobservable.
  - Investments not managed by Treasury: in the absence of quoted market prices, such as equity securities that trade infrequently or not at all, valuations are based on the last traded price or prices provided by investment managers; and funds that do not meet the criteria to be measured at fair value because the fair value per share (or its equivalent) was not calculated in a manner consistent with the Governmental Accounting Standards Board's measurement principles for investment companies.

Investments that are measured at net asset value (NAV) as a practical expedient, such as most private equity, alternative, opportunity and real estate investments, are excluded from the fair value hierarchy if the NAV per share (or its equivalent) was calculated in a manner consistent with the Governmental Accounting Standards Board's measurement principles for investment companies.

Private equity consists of 18 funds, organized as limited partnerships and limited liability companies, participating in diversified strategies including leveraged-buyouts, venture capital, growth equity, fund of funds, co-investments and special situations. The fair values of the private equity investments have been determined using the NAV per share (or its equivalent) as provided by the general partner or managing member. These funds have a finite term. Distributions will be received as the underlying investments of the funds are liquidated, which is expected to occur over the next 12-14 years.

Investments in real estate, other than real estate investment trusts which are generally valued based on an active market price have been valued based on the NAV per share (or its equivalent), as provided by the general manager. This type includes three commingled real state funds, structured as limited partnerships, where the funds have a finite term. Distributions from the funds will be received as the underlying investments of the funds are liquidated. Liquidation is expected to take place during the five-year period following the termination of the

investment period which extends to 2035. Real estate also includes investment in three open-ended funds that permit quarterly redemption of shares, subject to certain requirements being met.

Alternative equity funds seek to provide diversification and inflation hedging characteristics to the Common School Fund and includes investments with a focus on infrastructure. Alternative equity consists of 19 investments in commingled funds organized as limited partnerships and limited liability companies. The fair values of the investments have been determined using NAV per share (or its equivalent) of the investments as provided by the fund manager. For alternative real assets, which includes 9 of the 19 funds, the funds have a finite term. Distributions will be received as the underlying investments of the funds are liquidated, which is expected to occur over the next 8 to 12 years. Alternative diversifying strategies permit periodic redemption of shares, subject to certain requirements being met, and consist of 10 funds investing in diversifying hedge strategies.

Real estate property investments held outside of the Treasury are valued by appraisals using market sales approach and income approach. Collectibles held outside Treasury are valued using comparative sales.

The following table shows the fair value classification hierarchy for investments as of June 30, 2024:

| Investments by Fair Value Level | Fair Value Classification Heirarchy | | | Total |
|---|---|---|---|---|
| | Level 1 | Level 2 | Level 3 | Investments |
| **Investments Held at Treasury** | | | | |
| U.S. Treasury | $ - | $ 62,627,962 | $ - | $ 62,627,962 |
| U.S. Treasury TIPS | - | 701,078 | - | 701,078 |
| U.S. Federal Agency Strips | - | 113,363 | - | 113,363 |
| U.S. Federal Agency TBA | - | 6,754,916 | - | 6,754,916 |
| U.S. Federal Agency Mortgages | - | 75,037,665 | - | 75,037,665 |
| Corporate Bonds | - | 93,881,140 | - | 93,881,140 |
| Non-US Government Debt | - | 11,883,656 | - | 11,883,656 |
| Asset-backed Securities | - | 6,478,981 | - | 6,478,981 |
| Collateralized Mortgage Obligations | - | 13,073,239 | - | 13,073,239 |
| Collateralized Mortgage-backed Securities | - | 13,445,164 | - | 13,445,164 |
| Total debt securities | - | 283,997,164 | - | 283,997,164 |
| Domestic equity securities | 288,838,784 | - | 620 | 288,839,404 |
| International equity funds | 35,564,633 | - | - | 35,564,633 |
| Real Estate Investment Trust | 1,303,376 | - | - | 1,303,376 |
| Investments measured at fair value | 325,706,793 | 283,997,164 | 620 | 609,704,577 |
| Investments Measured at Net Asset Value (NAV): | | | | |
| Domestic equity funds | | | | 532,687,891 |
| International equity funds | | | | 403,766,689 |
| Domestic Fixed Income funds | | | | 290,843,873 |
| Private equity | | | | 171,009,028 |
| Real estate LP | | | | 10,677,196 |
| Real estate open ended funds | | | | 181,922,398 |
| Alternative diversifying strategies | | | | 96,033,908 |
| Alternative real assets | | | | 59,903,382 |
| Total investments measured at NAV | | | | 1,746,844,365 |
| **Total Investments Held at Treasury** | | | | 2,356,548,942 |
| **Investments Held Outside Treasury** | | | | |
| U.S. agency securities | - | 36,529 | - | 36,529 |
| GNMA | - | 429 | - | 429 |
| Municipal bonds | - | 117,498 | - | 117,498 |
| Corporate bonds | - | 79,316 | - | 79,316 |
| Domestic equity securities | 78,738,098 | 10,560 | - | 78,748,658 |
| International equity securities | 174,274 | - | - | 174,274 |
| Real Estate Investment Trust | 30,481 | - | - | 30,481 |
| Real Estate | - | - | 2,905,000 | 2,905,000 |
| International debt securities | - | 6 | - | 6 |
| Mutual funds | 44,554,383 | - | - | 44,554,383 |
| **Total Investments Held Outside Treasury** | 123,497,236 | 244,338 | 2,905,000 | 126,646,574 |
| **Total Investments by fair value level** | $449,204,029 | $ 284,241,502 | $2,905,620 | $ 2,483,195,516 |

The following table shows the investments measured at net asset value per share (or its equivalent) including unfunded commitments and redemption as of June 30, 2024.

| Investments Measured at Net Asset Value (NAV) | Fair Value | Unfunded Commitments[1] | Redemption Frequency (If Currently Eligible) | Redemption Notice Period |
|---|---|---|---|---|
| Domestic fixed income funds | $ 290,843,873 | $ - | Daily | 5 days |
| Domestic equity funds | 532,687,891 | - | Daily | 2 days |
| International equity funds | 403,766,689 | - | Daily, Quarterly | 2 - 120 days |
| Real estate LP | 10,677,196 | 18,601,083 | NA | NA |
| Real estate open-ended funds | 181,922,398 | 802,548 | Monthly, Quarterly | 15 days |
| Alternative real assets | 59,903,382 | 75,833,054 | NA | NA |
| Alternative diversifying strategies | 96,033,908 | - | Monthly, Quarterly | 2 - 65 days |
| Private equity | 171,009,028 | 71,021,340 | NA | NA |
| Total Investments at fair value | $ 1,746,844,365 | $166,258,025 | | |

[1] Excludes new commitments not yet funded at June 30, 2024.

### *D – SECURITIES LENDING*

Common School Fund participates in securities lending transactions in accordance with State investment policies. The Treasury has, through a Securities Lending Agreement, authorized State Street Bank and Trust Company (State Street) to lend the Common School Fund securities pursuant to a form of loan agreement. Both the State and borrowers maintain the right to terminate all securities lending transactions on demand. There were no significant violations of the provisions of securities lending agreements during the year ended June 30, 2024.

During the year, State Street had the authority to loan short-term, fixed income, and equity securities and to receive as collateral U.S. dollar and foreign currency cash, U.S. government and agency securities, and foreign sovereign debt of Organization of Economic Cooperation and Development countries. Borrowers were required to deliver collateral for each loan equal to not less than 102% of the market value of the loaned U.S. securities, international fixed income securities, or 105% in the case of international equity. The custodian did not have the ability to pledge or sell collateral securities absent a borrower default, and during the fiscal year the State did impose restrictions on the amount of loans the custodian made on its behalf. The State is fully indemnified against losses due to borrower default by its custodian. There were no losses during the year from the failure of borrowers to return loaned securities and no recoveries of amounts from prior losses.

As of June 30, 2024, the fair value of cash and non-cash collateral received was $17.6 million and invested cash collateral was $15.4 million for Common School Fund. There were no significant violations of the provisions of securities lending agreements during the period of these financial statements.

State Street, as a lending agent, has created a fund to reinvest cash collateral received on behalf of the OSTF. Common School Fund receives an allocated portion of this activity based on its deposits in OSTF. As of June 30, 2024, Common School Fund's allocated portion of cash collateral received and invested cash collateral were $152 thousand and $152 thousand respectively. Securities on loan from OSTF in total included U.S. Agency securities (87.39%), and domestic fixed income securities (12.61%).

As permitted under the fund's Declaration of Trust, participant purchases and redemptions are transacted at $1 per unit ("constant value") based on the amortized cost of the fund's investments. Accordingly, the securities lending collateral held and the obligation to the lending agent are both stated at constant value on the balance sheet.

The maturities of investments made with cash collateral did not generally match the maturities of the securities loaned. Since the securities loaned are callable on demand by either the lender or borrower, the life of the loans at June 30, 2024, is effectively one day. On June 30, 2024, the Common School Fund had no credit risk exposure to borrowers because the amounts the State owes to borrowers exceed the amounts borrowers owe the State. The following table shows the combined balances of the securities on loan, cash and securities collateral received, and investments of cash collateral held.

| Securities Lending as of June 30, 2024 | | | |
|---|---|---|---|
| Investment Type | Cash and Securities Collateral Received | Securities on Loan at Fair Value | Investments of Cash Collateral at Fair Value |
| U.S. Agency securities | $ 230,350 | $ 223,570 | $ - |
| Domestic equity securities | 7,527,947 | 7,357,939 | 6,431,558 |
| Domestic debt securities | 7,464,878 | 7,279,343 | 6,554,973 |
| International equity securities | 2,396,114 | 2,289,250 | 2,396,416 |
| | 17,619,289 | 17,150,102 | 15,382,947 |
| Allocation from Oregon Short-Term Fund | 1,197,465 | 1,173,510 | 151,564 |
| Total | $ 18,816,754 | $ 18,323,612 | $ 15,534,511 |

## NOTE 3 – DERIVATIVES

Derivatives are financial instruments whose value is derived from underlying assets, reference rates, or indexes. They generally take the form of contracts in which two parties agree to make payments at a later date based on the value of the underlying assets, reference rates, or indexes. The main types of derivatives are futures, forwards, options and swaps. In the Common School Fund portfolio, forward currency exchange contracts may be used to gain exposure or hedge against the effects of fluctuations of foreign currency exchange rates. A foreign currency exchange contract is a forward contract that is a commitment to purchase or sell a foreign currency at the future date at a negotiated forward rate. Foreign currency forward contracts are privately negotiated contracts with customized terms and are transacted in over-the-counter markets. Risk associated with such contracts includes movement in the value of foreign currencies and the failure of the counter party to perform.

The following table shows the foreign currency exchange contracts subject to foreign currency risk within the Common School Fund as of June 30, 2024:

| | | Currency Forward Contracts | | |
|---|---|---|---|---|
| Currency | Options | Net Receivables | Net Payables | Total Exposure |
| Canadian Dollar | $ - | $ 6,967 | $ 2,507 | $ 9,474 |
| Mexican Peso | - | (42,224) | 433,969 | 391,745 |
| Total | $ - | $ (35,257) | $ 436,476 | $ 401,219 |

In the Common School Fund portfolio, rights and warrants are often obtained and held due to existing investments. Rights are the right, but not the obligation, to purchase newly issued equity shares, often in proportion to the number of shares currently owned, in a specific company, at a pre-established price on or within a predetermined date. A warrant provides the holder the right, but not the obligation, to purchase securities from the issuing entity at a specific price and within a certain period. Rights and warrants are privately transacted in over-the-counter markets. Both are subject to general market risk and liquidity risk.

The following table shows the related net depreciation in fair value amounts and the notional amounts of derivative instruments outstanding within the Common School Fund as of June 30, 2024:

| Investment Derivatives | Net Appreciation/ (Depreciation) in Fair Value [1,4] | Classification | Fair Value [2] | Notional Value [3] |
|---|---|---|---|---|
| Foreign Exchange Forwards | $ 205,965 | Long Term Instruments | $ 401,219 | $ 13,415,166 |
| Total | $ 205,965 | | $ 401,219 | $ 13,415,166 |

[1] Negative values (in brackets) refer to losses

[2] Negative values refer to liabilities

[3] Notional may be a dollar amount or size of underlying for futures and options

[4] Excludes futures margin payments

The fair value of derivative instruments is reported on the balance sheet as investments, accounts and interest receivables, and accounts payable. Changes in fair value of derivative instruments during the fiscal year are reported on the statement of revenues, expenditures, and changes in fund balance as investment income.

## NOTE 4 – RECEIVABLES AND PAYABLES

### *A – RECEIVABLES*

The following table disaggregates receivable balances reported in the financial statements as accounts and interest receivable (net), and Net Contracts, Notes, and Other Receivables. Receivable reported for governmental activities as of June 30, 2024:

| Accounts and Interest Receivables | Total |
|---|---|
| General accounts | $ 74,748 |
| Due from federal government | 571,646 |
| Interest | 2,800,835 |
| Investment broker receivable | 52,172,801 |
| Accounts and Interest Receivable, net | $ 55,620,030 |

| Net Contracts, Notes, and Other Receivables | Total |
|---|---|
| Contracts, Notes, and Other Receivables | $ 112,440 |
| Allowance for doubtful accounts | (99,003) |
| Net Contracts, Notes, and Other Receivables | $ 13,437 |

### *B – PAYABLES*

The following table disaggregates accounts payable reported in the financial statements as general accounts payable and broker payable. Payables reported for governmental activities as of June 30, 2024:

| Accounts Payable | Total |
|---|---|
| General accounts payable | $ 2,774,597 |
| Investment broker payable | 133,761,687 |
| Total payables | $ 136,536,284 |

### *C – DEPOSIT LIABILITIES*

Deposit liabilities consist of unclaimed property held in custody by the Treasury and the Department in perpetuity for the rightful owner as required by ORS 98.302-98.436 and 98.991-98.992. The unclaimed property liability is reported at approximately 51% of the total unclaimed property being held. Starting the fiscal year 2022, the Treasury took responsibilities for all new deposit liabilities. All deposit liabilities prior to the fiscal year 2022 remain the responsibility of the Department. The total legal liability for the unclaimed property program as of June 30, 2024, was $1.1 billion. The accumulated annual adjustment as of June 30, 2024, was $837.8 million.

## NOTE 5 – LEASES AND SUBSCRIPTION-BASED INFORMATION TECHNOLOGY ARRANGEMENTS (SBITAs)

### *A – LEASES - LESSEE*

The Department and the Treasury have various non-cancelable rental agreements for buildings and equipment with non-state entities that are accounted under the lease guidance GASB Standard No. 87, *Leases*. For the year ended June 30, 2024, the principal and interest payments are reported as debt service payments in the amount of $179 thousand and $102 thousand, respectively. Lease liabilities and assets are recorded in the State of Oregon's Annual Comprehensive Financial Report for the year ended June 30, 2024, Statement of Net Position but not at the fund level. There is no residual value guarantee in these lease contracts. Land is pledged as a collateral security to one of the leased building contracts. The following table shows future minimum lease payments and the related net present value as of June 30, 2024:

| Year ending June 30, | Principal | Interest |
|---|---|---|
| 2025 | $ 198,592 | $ 94,027 |
| 2026 | 223,064 | 90,666 |
| 2027 | 244,523 | 86,220 |
| 2028 | 260,984 | 81,402 |
| 2029 | 176,714 | 76,627 |
| 2030-2034 | 1,016,411 | 312,028 |
| 2035-2039 | 1,256,181 | 166,901 |
| 2040-2044 | 804,221 | 25,232 |
| **Total** | $ 4,180,689 | $ 933,104 |

### *B – SUBSCRIPTION-BASED INFORMATION TECHNOLOGY ARRANGEMENTS (SBITAs)*

The Treasury has one non-cancelable Subscription-Based Information Technology Arrangement (SBITA) with non-state entities that are accounted for under the new guidance GASB Standard No. 96, *Subscription-Based Information Technology Arrangements* related to the unclaimed property software system (KAPS). The

Department has entered into an additional subscription contract that has not yet been commenced, of which a total of $3.6 million has been committed for the year ending June 30, 2024, related to implementation cost. The subscription for software related to the Department's Land Administration System Replacement Project is estimated to commence in October of 2025 and will be recognized by the Department at that time. For the year ended June 30, 2024, the principal and interest payments are reported as debt service payments in the amount of $233 thousand and $48 thousand, respectively. SBITA liabilities and assets are recorded in the State of Oregon's Annual Comprehensive Financial Report for the year ended June 30, 2024, Statement of Net Position. The following table shows future minimum SBITA payments and the related net present value as of June 30, 2024:

| Year ending June 30, | Principal | Interest |
|---|---|---|
| 2025 | $ 248,255 | $ 41,564 |
| 2026 | 264,273 | 34,240 |
| 2027 | 281,024 | 26,444 |
| 2028 | 298,539 | 18,154 |
| 2029 | 316,846 | 9,347 |
| **Total** | $ 1,408,937 | $ 129,749 |

### *C – LEASE RECEIVABLES*

The Department receives rental income from land and property leased to non-state entities. For the year ended June 30, 2024, the Department received rental income of $63 thousand on leased assets with a fair market value of $2.9 million. The leased assets are considered investments of the Department and is excluded from the lease guidance GASB Standard No. 87, *Leases*. Future minimum lease revenues for non-cancelable leases as of June 30, 2024:

| Year ending June 30, | Amount |
|---|---|
| 2025 | $ 65,095 |
| 2026 | 67,048 |
| 2027 | 69,060 |
| 2028 | 71,132 |
| 2029 | 54,540 |
| Total future minimum rental revenues | $ 326,875 |

## NOTE 6 – POLLUTION REMEDIATION OBLIGATION

Pollution remediation obligations address the current or potential detrimental effects of existing pollution by participating in pollution remediation activities. This includes pre-cleanup activities, cleanup activities, government oversight and enforcement-related activities and post remediation monitoring. Excluded from pollution remediation obligations are obligations for pollution prevention and control activities, fines and penalties, landfill closure and post closure care, and other future remediation activities required upon retirement of an asset. The Common School Fund recognizes a pollution remediation obligation when it can reasonably estimate the range of expected cash outlays.

The Department is involved in negotiations related to a confidential, non-judicial mediation process that will result in an allocation of costs associated with investigation and cleanup of contamination of the in-river portions of the Portland Harbor Superfund site. There are over 100 parties, private and public, that may eventually bear a share

of the costs. The Environmental Protection Agency (EPA) issued a Record of Decision estimating the cleanup to cost $1.1 billion and take approximately 13 years to complete. It is too early to estimate the total cleanup costs that may be shared by the liable parties and what portion of that will be assessed against the Common School Fund. The Portland Harbor Superfund site is discussed in greater detail in Note 12.

On May 31, 2019, the Department entered into a settlement agreement for funding remedial design with the EPA, Oregon Department of Transportation, and the City of Portland for the Portland Harbor Superfund site cleanup. The EPA settlement agreement for funding remedial design requires the State to pay $6 million to EPA in July 2019 and up to $6 million by June 2021, not to exceed $12 million in total. The EPA informed the Department that the second payment of $6 million for remedial design was not necessary.

As of June 30, 2024, the Department has remaining contracts for Portland Harbor cleanup activities estimated at $314 thousand. The pollution remediation obligation of $314 thousand for the Portland Harbor Superfund site is recorded in the State of Oregon's Annual Comprehensive Financial Report for the year ended June 30, 2024, Statement of Net Position.

## NOTE 7 – INTERFUND TRANSACTIONS

Interfund balances reported in the financial statements as of June 30, 2024:

| | Due from Other Funds | | | |
|---|---|---|---|---|
| Due to Other Funds | General | Environmental Management | Internal Service | Common School |
| Environmental Management | $ - | $ - | $ - | $ 307,004 |
| Common School | 35 | 140,147 | 1,500 | - |
| Internal Service | - | - | - | 141,935 |
| Total | $ 35 | $ 140,147 | $ 1,500 | $ 448,939 |

| | Advances from Other Funds | | | |
|---|---|---|---|---|
| Advances to Other Funds | | | | Common School |
| Environmental Management | $ - | $ - | $ - | $ 300,000 |

Interfund balances result from the time lag between the date a transaction for interfund goods and services or reimbursable expenditures is recorded and the date the payment between funds is made. Advances to other funds are not expected to be repaid within one year.

## NOTE 8 – RELATED PARTY TRANSACTIONS

The Oregon State Treasurer (Treasurer) is a constitutional officer within the executive branch of the state of Oregon, elected by statewide vote. As chief financial officer for the state, the Treasurer heads the Oregon State Treasury (Treasury). Treasury acts as the central bank for all state agencies and is the largest financial institution in the state. Treasury manages the portfolio of investments for the state's funds, including the Common School Fund.

The State Land Board, which consists of the Governor, Secretary of State and Treasurer, is the trustee of the Common School Fund as outlined in the Oregon Constitution. The Common School Fund's investment policies are governed by statute and the Oregon Investment Council. The Treasurer is the investment officer for the Investment Council. During the year ended June 30, 2024, the Common School Fund paid Treasury $659 thousand in fees for the management of the Common School Fund investment portfolio.

## NOTE 9 – RISK FINANCING

The State of Oregon administers property and casualty programs covering State government through its Insurance Fund. The Insurance Fund services claims for: direct physical loss or damage to state property; tort liability claims brought against the State, its officers, employees or agents, workers' compensation; employee dishonesty; and faithful performance coverage for certain positions by law to be covered and other key positions.

As state agencies, the Department and the Treasury participate in the Insurance Fund. The cost of servicing insurance claims and payments is covered by charging an assessment to each entity based on its share of services provided in a prior period. The total statewide coverage assessment is based on independent biennial actuarial forecasts and administrative expenses, less carry-forward or equity in the insurance fund. For the Common School Fund, the amount of claim settlements did not exceed insurance coverage for each of the past three years.

## NOTE 10 – FUND BALANCES

Restricted fund balances result from constraints imposed by law through constitutional provisions or enabling legislation or by parties outside the State, such as creditors, grantors, contributors, or laws or regulations of other governments. Enabling legislation authorizes the Department to levy, access, charge, or otherwise mandated payment from external resource providers and includes a legally enforceable requirement that those resources be used only for specific purposes stipulated by the legislation. As of June 30, 2024, the Common School fund balance of $2.3 billion is restricted for K-12 Education.

## NOTE 11 – COMMITMENTS

Commitments are defined as existing arrangements to enter into future transactions or events, such as contractual obligations with vendors for future purchases or services at specified prices and sometimes at specified quantities. Commitments may also include agreements to make grants and loans.

As of June 30, 2024, the Department had the following personal services contract commitments in effect:

| Funding Source | Total |
|---|---|
| Other Funds | $ 11,612,364 |

The Oregon Investment Council has entered into agreements that commit the investment managers for the Common School Fund, upon request, to additional investment purchases up to a predetermined amount. As of June 30, 2024, the Common School Fund had approximately $259.8 million in commitments to purchase private

equity, alternatives and real estate open-ended fund investments. These amounts are unfunded and are not recorded in the financial statements.

## NOTE 12 – CONTINGENCIES

***PORTLAND HARBOR SUPERFUND SITE***

The Department is currently involved in a confidential, non-judicial allocation and mediation process related to environmental contamination in the Portland Harbor. In 2000, the U.S. Environmental Protection Agency (EPA) listed an approximately 10-mile stretch of the lower Willamette River area (Site) as a Superfund site under the federal Superfund law (CERCLA). EPA has identified over 100 parties as potentially responsible under CERCLA for costs related to investigation and cleanup of hazardous substances at the Site, including the State of Oregon, acting by through the Department as well as the Department of Transportation (ODOT).

EPA alleges the release of hazardous substances from third-party activities on submerged and submersible leased lands owned by the State in trust for the public and managed by the Department within the Site. Under CERCLA, responsible parties can be held jointly and severally liable for all costs, subject to certain defenses.

In 2017, EPA issued its final cleanup plan for the Site called the “Record of Decision” (ROD). The ROD requires active remediation (through dredging, capping, enhanced natural recovery, and monitored natural recovery) of nearly 400 acres of contaminated sediments and over 20,000 lineal feet of riverbank. EPA’s initial estimate for full performance of the remedy was $1.05 billion and 13 years; other parties estimate that it is a $3 billion remedy that will take 20 years to complete. Liable parties under CERCLA are responsible for funding this remedial action, as well as preliminary actions such as additional investigations, remedial design, and agency oversight. EPA has asked potentially responsible parties (PRPs) to step forward to perform components of the ROD or risk an enforcement action. Numerous parties, including the Department and ODOT, have entered into Administrative Settlements and Orders on Consent with EPA to perform pre-remedial design and related work.

A group of Portland Harbor PRPs are engaged in a confidential, non-binding private mediation process to achieve an allocation of responsibility for the costs of implementing the ROD among the responsible parties. If successful, the process will culminate in the parties developing a comprehensive settlement proposal to EPA based on the allocation. If accepted by EPA, the settlement will be memorialized in a judicial Consent Decree filed in the Oregon federal district court. The State is participating in this non-judicial allocation by and through the Department and ODOT. It is not possible to predict the relative share of cleanup costs that will be assigned to each agency through this confidential mediation or, should it fail, through litigation.

It is also too early to predict when the mediation will conclude or whether it will result in a durable comprehensive settlement with EPA.

Separately, the Portland Harbor natural resource trustees, a group composed of five tribes, two federal agencies and the State, acting through its trustee, the Oregon Department of Fish and Wildlife, are asserting a CERCLA claim for natural resource damages (NRD) against all Portland Harbor PRPs, including the Department and ODOT. The trustees have initiated a cooperative injury assessment process funded by thirty parties, the goal of which is to reach settlements of the NRD claim based on readily available information. The State is seeking a settlement of its NRD liabilities through this process.

The State has pursued claims for insurance coverage of its Portland Harbor defense costs and expects to make additional insurance claims in the future for its eventual liabilities for cleanup costs and NRD. These claims are based on commercial general liability insurance policies that the State held between 1968 and 1972 and on insurance policies that listed the Department and ODOT as additional insureds. The State has executed a

settlement agreement with several of its insurers regarding their obligation to pay for most of the State's defense costs through 2024, but the insurers have reserved their rights to deny indemnity coverage.

# OTHER REPORTS

This page intentionally left blank.

EideBailly

CPAs & BUSINESS ADVISORS

**Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards***

State Land Board
Oregon Department of State Lands
Salem, Oregon

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of the Common School Fund, a major governmental fund of the State of Oregon, which comprise the balance sheet as June 30, 2024, and the related statement of revenues, expenditures, and changes in fund balances for the year ended, and the related notes to the financial statements, which collectively comprise the Common School Fund's basic financial statements and have issued our report thereon dated November 13, 2024.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Common School Fund 's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Common School Fund's internal control. Accordingly, we do not express an opinion on the effectiveness of the Common School Fund's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Common School Fund's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

**Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Common School Fund 's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards.*

**Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

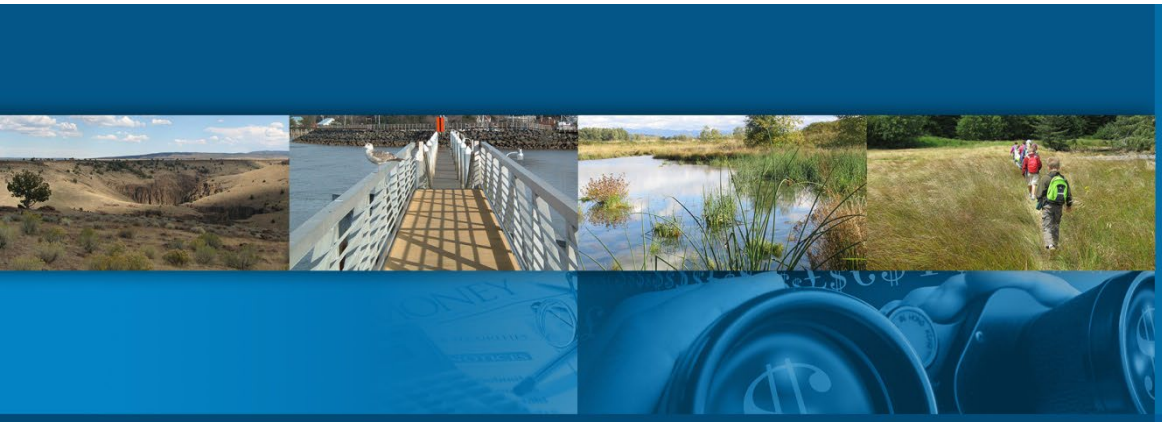
Eide Bailly LLP

Boise, Idaho
November 13, 2024

# Oregon Department of State Lands

# Affirmative Action Plan

July 1, 2025 - June 30, 2027



*Prepared by*

*Oregon Department of State Lands*

Oregon
Tina Kotek, Governor

**Department of State Lands**
775 Summer Street NE, Suite 100
Salem, OR 97301-1279
(503) 986-5200
FAX (503) 378-4844
www.oregon.gov/dsl

**State Land Board**

Tina Kotek
Governor

LaVonne Griffin-Valade
Secretary of State

Tobias Read
State Treasurer

September 1, 2024

Ms. Juliet O. Valdez
Affirmative Action Manager
The Office of Cultural Change/Affirmative Action
155 Cottage St. NE
Salem, OR 97301

Dear Ms. Valdez:

The Department of State Lands continues to believe its employees are our most important resource. We are dedicated to attracting and maintaining a well-qualified and diverse workforce that is reflective of the public we serve.

The Oregon Department of State Lands (DSL) is committed to seeking and sustaining a culturally, racially, ethnically, and linguistically diverse working environment. We are dedicated to hiring and retaining a diverse staff that blends expertise and interest in supporting environmental justice to include minority and low-income communities, tribal communities, and other communities traditionally underrepresented in public processes. The Oregon Department of State Lands understands that an authentic focus on equity, diversity, and inclusion in the workplace will in turn create an engaged and talented workforce devoted to creating a better Oregon through sound stewardship of lands, wetlands, waterways, and the Common School Fund.

We value the link our employees provide between our agency and the people of Oregon. We recognize the benefits to be derived from diversity and inclusion; this is reflected in our commitment to cultivating diversity and inclusion within the agency.

Please accept our 2025-2027 Affirmative Action Plan. This final version reflects your approval after review of our draft submission. If you have any questions about the plan, please contact Jimmie Phillips at (971) 900-7694.

Sincerely,

Vicki L. Walker
Director

cc: Jimmie Phillips, DSL Affirmative Action Representative

# Table of Contents


**1. Department of State Lands Description ..... 3**

*Mission and Objectives ..... 3*

*Agency Director ..... 5*

*Governor's Policy Advisor ..... 5*

*Affirmative Action Officer ..... 5*

*Procurement Specialist ..... 5*

*Diversity and Inclusion Officer ..... 5*

*Organization Charts ..... 6*

**2. Affirmative Action Plan ..... 9**

*Affirmative Action Policy Statement/Diversity & Inclusion Statement ..... 9*

*Policy ..... 9*

*Employment ..... 10*

*Training, Education, and Development Plan (TDEP) ..... 10*

*Leadership Development/Training Programs ..... 12*

*Programs ..... 12*

*Community Engagement ..... 13*

*Executive Order 22-11 ..... 15*

**3. Roles for Implementation of Affirmative Action Plan ..... 16**

*Specific Active Engagement ..... 16*

**4. July 1, 2022 - June 30, 2024 ..... 18**

*Accomplishments ..... 18*

*Progress Made or Lost ..... 20*

**5. July 1, 2023 – June 30, 2025 ..... 22**

*Goals ..... 22*

**6. Measuring Impacts ..... 25**

**7. Appendix A – State Policy Documentation Link ..... 27**

**8. Appendix B – Federal Documentation Links ..... 28**

**9. Appendix C – Agency Documentation Included ..... 29**

# 1. Department of State Lands Description

## Mission and Objectives

The mission of the Department of State Lands (DSL) is to ensure a legacy for Oregonians and their public schools through sound stewardship of lands, waterways, unclaimed property, estates, and the Common School Fund.

First established in 1878 as the Office of the Clerk of the Land Board, DSL is one of Oregon's oldest state agencies.

DSL is the administrative agency of the State Land Board, handling the day-to-day work of the board in managing land and other resources dedicated to the Common School Fund. The Land Board, Oregon's oldest board, is composed of the Governor, Secretary of State and State Treasurer. The State Land Board appoints the DSL Director.

The agency is comprised of four program areas: Director's Office, Common School Fund Property, Aquatic Resource Management, and Business Operations and Support Services. DSL serves as the state partner for the South Slough National Estuarine Research Reserve in Charleston, one of 28 reserves throughout the United States.

Our agencywide Strategic Plan 2022 - 2027 was developed collaboratively by our staff and enhanced by feedback from partners and the public. The strategic plan provides a framework for continually improving service through goals that all programs contribute to and for which measurable progress can be made.

Complementary to the agencywide strategic plan, the actions outlined in this DEI Action Plan are also in alignment with our Affirmative Action Plan for 2023 – 2025 as well as related environmental justice priorities (House Bill 4077) for natural resource agencies.

Below are the four goals of our agencywide strategic plan. Actions focused on advancing DEI outcomes will serve one or more of these goals.

- **Exceptional Service**
  We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.
- **Thriving Oregon**
  As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.
- **Supporting Schools**
  We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.
- **Great Workplace**
  We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.

**Natural and Fiscal Resources**

Protecting Oregon's Resources - DSL manages about 627,916 acres of grazing and agricultural land; 122,079 acres of forestland, including the Elliott State Forest in Coos and Douglas counties; 6,809 acres of industrial/commercial lands; 13,166 acres of special stewardship lands; and 1.3 million acres of offshore land, estuarine tidelands, and submerged and submersible lands of the state's extensive navigable waterway system.

Proceeds from management of lands, waterways and other activities of the Department and the Land Board become part of the Common School Fund principal.

The Fund's market value as of June 30, 2024, was $2.37 billion. Interest earnings from fund investments are distributed semi-annually to Oregon's 197 K-12 public school districts. The funds are distributed based on the school-age population of each county. Distributions in the 2023-2025 biennium will total about $150.9 million, $74 million in fiscal year 2024 and $77 million in fiscal year 2025.

In addition to its land and fiscal management functions, the Department provides other public services. It is responsible for administering the state's removal-fill law, which protects Oregon's waterways and wetlands from uncontrolled alteration.

Other agency responsibilities include leasing state-owned mineral rights for exploration and production of oil, gas, hard minerals, and geothermal energy; providing opportunities to lease or buy state land; maintenance of historical records related to early land transactions, including deeds, leases, and plats; management oversight and performance of administrative services for the South Slough National Estuarine Reserve; protecting and maintaining Oregon's unique wetland resources; and management of coastal resources three miles seaward of the mean low tide line.

## Agency Director

DSL Director:

Vicki Walker
775 Summer Street NE, Suite 100
Salem, OR 97301-1279
(503) 986-5237

## Governor's Policy Advisor

Natural Resources Policy Manager:

Geoff Huntington
(503) 689-5350

## Affirmative Action Officer

DSL Affirmative Action Representative:

Jimmie Phillips
775 Summer Street NE, Suite 100
Salem, OR 97301-1279
(971) 900-7694

## Procurement Specialist

Procurement & Contract Specialist 3:

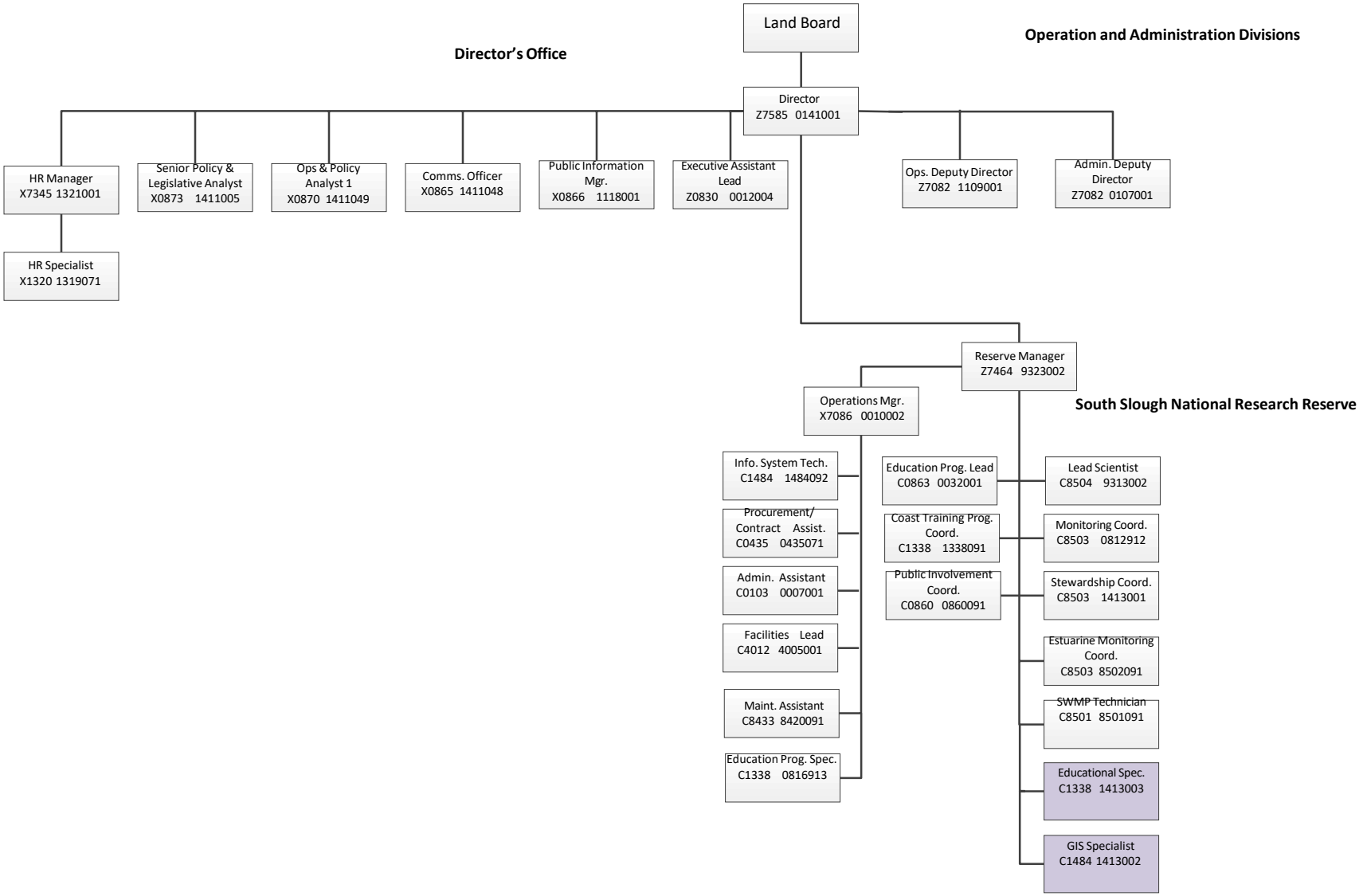
Michelle Johnson
775 Summer Street NE, Suite 100
Salem, OR 97301-1279
(503) 708-7975

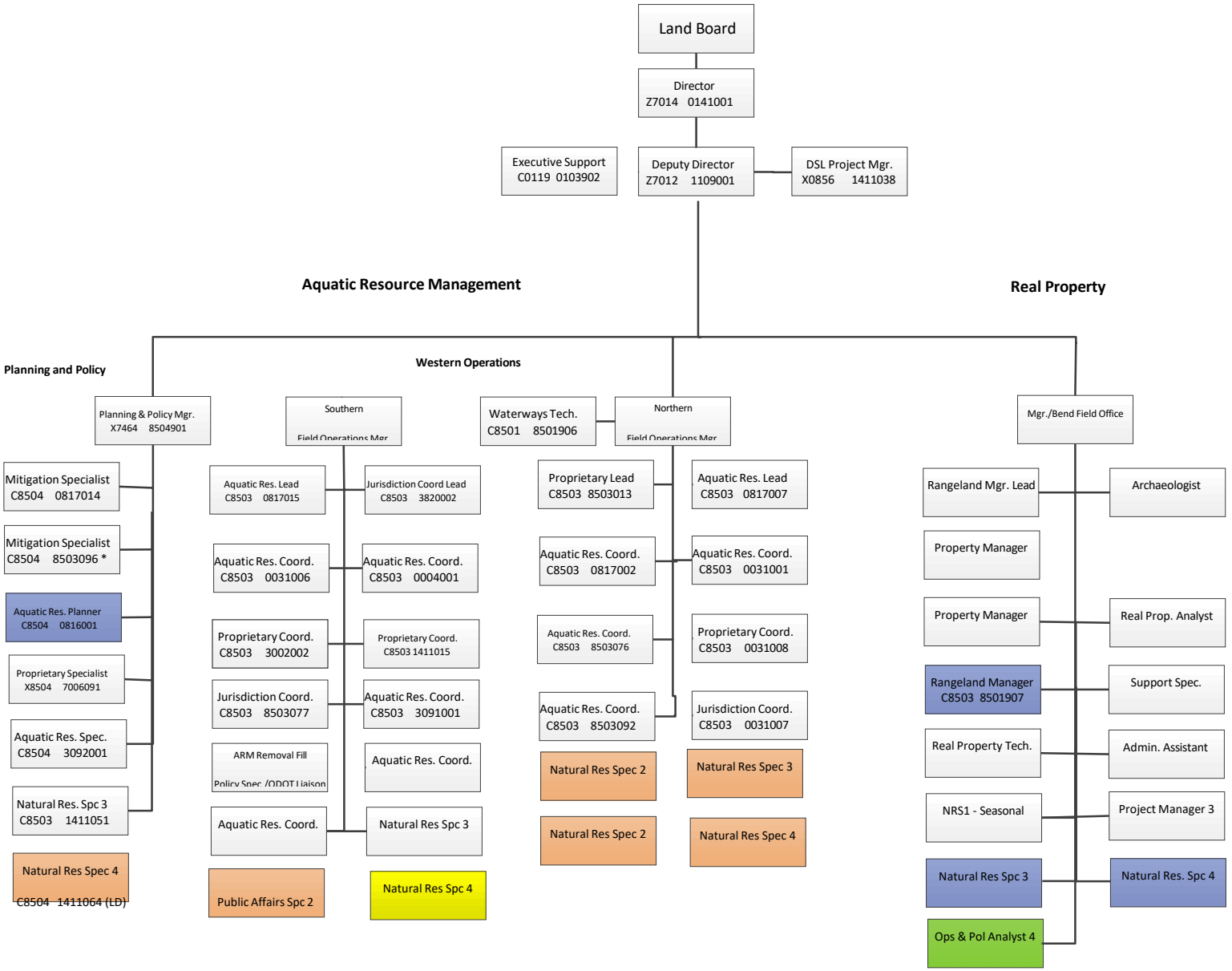
## Diversity and Inclusion Officer

DSL Diversity and Inclusion Officer:

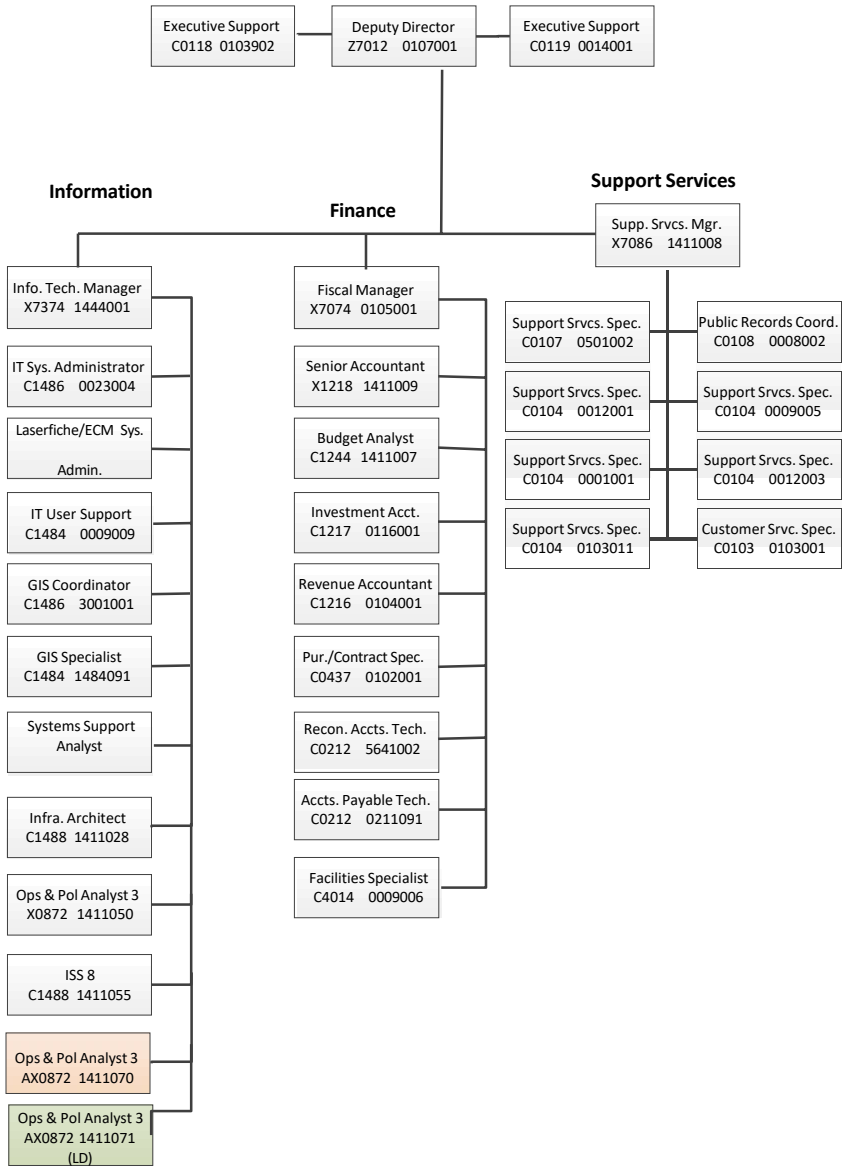
DSL does not have a full-time position dedicated to Diversity and Inclusion.

# DEPARTMENT OF STATE LANDS
# AGENCY WIDE 2025-2027




Land Board
Director
Z7014 0141001
Executive Support
C0119 0103902
Deputy Director
Z7012 1109001
DSL Project Mgr.
X0856 1411038
Aquatic Resource Management
Real Property
Planning and Policy
Western Operations
Planning & Policy Mgr.
X7464 8504901
Southern
Field Operations Mgr
Waterways Tech.
C8501 8501906
Northern
Field Operations Mgr
Mgr./Bend Field Office
Mitigation Specialist
C8504 0817014
Mitigation Specialist
C8504 8503096 *
Aquatic Res. Planner
C8504 0816001
Proprietary Specialist
X8504 7006091
Aquatic Res. Spec.
C8504 3092001
Natural Res. Spc 3
C8503 1411051
Natural Res Spec 4
C8504 1411064 (LD)
Aquatic Res. Lead
C8503 0817015
Jurisdiction Coord Lead
C8503 3820002
Aquatic Res. Coord.
C8503 0031006
Aquatic Res. Coord.
C8503 0004001
Proprietary Coord.
C8503 3002002
Proprietary Coord.
C8503 1411015
Jurisdiction Coord.
C8503 8503077
Aquatic Res. Coord.
C8503 3091001
ARM Removal Fill
Policy Spec /ODOT Liaison
Aquatic Res. Coord.
Aquatic Res. Coord.
Natural Res Spc 3
Public Affairs Spc 2
Natural Res Spc 4
Proprietary Lead
C8503 8503013
Aquatic Res. Lead
C8503 0817007
Aquatic Res. Coord.
C8503 0817002
Aquatic Res. Coord.
C8503 0031001
Aquatic Res. Coord.
C8503 8503076
Proprietary Coord.
C8503 0031008
Aquatic Res. Coord.
C8503 8503092
Jurisdiction Coord.
C8503 0031007
Natural Res Spec 2
Natural Res Spec 3
Natural Res Spec 2
Natural Res Spec 4
Rangeland Mgr. Lead
Archaeologist
Property Manager
Property Manager
Real Prop. Analyst
Rangeland Manager
C8503 8501907
Support Spec.
Real Property Tech.
Admin. Assistant
NRS1 - Seasonal
Project Manager 3
Natural Res Spc 3
Natural Res. Spc 4
Ops & Pol Analyst 4

# DEPARTMENT OF STATE LANDS
# AGENCY WIDE 2025-2027




## Administration Division
**Business Operations and Support Services**

# 2. Affirmative Action Plan

## Affirmative Action Policy Statement/Diversity & Inclusion Statement

**Policy Statement** – The Department's **Affirmative Action Policy No. 141-P-009** establishes an environment in which each job applicant and employee is free from discrimination, sexual harassment, as well as harassment and intimidation related to an individual's race, color, religion, gender, sexual orientation, national origin, marital status, age, disability, or military status.

The Department of State Lands (DSL) understands our most important resource is our staff. They provide the link between this public agency and the people we serve. DSL recognizes the need for and benefits to be derived from diversity and inclusion within the Department. For that reason, DSL is committed to establishing and maintaining a diverse workforce, reflective of the diverse population within the state of Oregon.

Each employee at DSL is expected to promote a work climate that reflects respect, care, and concern for every individual. Each employee is responsible for creating and maintaining an environment free from harassment.

Vicki Walker, Director of the DSL, is committed to successfully implementing the Affirmative Action Plan. She understands that affirmative action provides active, assertive, and positive steps for eliminating the effects of past and present discrimination, intended or unintended, in the workplace. Therefore, she strongly supports an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, gender, sexual orientation, national origin, marital status, age, disability, or military status.

**Diversity and Inclusion Policy Statement** – DSL is committed to having a diverse and inclusive workforce. In order to achieve this goal, DSL maintains a work environment that encourages each employee to reach their full potential. DSL employees strive to treat all people with respect and appreciate the differences that result from a diverse range of perspectives.

## Policy

Jimmie Phillips, DSL Human Resource Manager, is the appointed Affirmative Action Representative for DSL. The Affirmative Action Plan is available to all members of the workforce through the agency's internal website and is located in the human resource office and the employee break room, which is located at 775 Summer Street NE, Suite 100, Salem, OR 97301. Mr. Phillips can be reached via telephone at (971) 900-7694 and e-mail – jimmie.jr.phillips@dsl.oregon.gov.

Any individual, who feels he/she may have been discriminated against in any way, may file a complaint with the deputy director of their section, human resource manager, director, or with any other agencies referred to in the Affirmative Action Policy. The agency Affirmative Action Policy, posted on the agency's internal website and maintained by hard copy in the employee break room, describes to employees' options for filing complaints. Affirmative Action flyers are also posted on bulletin boards throughout the agency directing staff to where copies of the plan are maintained.

Employees who wish to file a complaint may do so (in accordance with American Federation of State County and Municipal Employees Collective Bargaining Contract Article 12 – Equal Employment Opportunity and Affirmative Action or DAS Policies 050-010-01 - Discrimination and Harassment Free Workplace, 050-010-020 - Violence-Free Workplace, or 050-010-030 - Maintaining a Professional Workplace) with:

1. Appropriate party listed; or
2. Civil Rights Department of the Bureau of Labor and Industries (BOLI); or
3. Equal Employment Opportunity Commission (EEOC).

## Employment

DSL works to implement equity in hiring, retention, promotion, and succession planning through a variety of recruiting, outreach, and training efforts. All in-person and virtual interviews include questions and conversation regarding diversity. This allows us to ensure that our applicant pool clearly understands the agency is committed to maintaining a diverse workforce. Our recruitment efforts also include networking with a variety of community partners to ensure that we have a wide reach. We utilize partner organizations such as Partnerships in Community Living, Chemeketa Community College, Oregon State University, Portland State University, and other state and federal agencies to promote our openings whenever possible. DSL has recently enhanced the new employee onboarding program to include a mentoring component. The agency utilizes job shadowing and informational interviews to increase employee engagement and to assist with our succession planning efforts. The agency is also utilizing job openings to allow rotations, in some cases developmental, as an additional succession planning tool.

## Training, Education, and Development Plan (TDEP)

DSL provides resources for our employees to perform the duties of their position and encourages career development in state service.

In order to promote a diverse applicant pool, job vacancy recruitments are generally conducted on an open-competitive basis. The agency invites applicants from inside and outside the state system to apply.

New employees to DSL receive a New Employee Orientation packet that contains copies of the Affirmative Action, Discrimination and Harassment Free Workplace, Training and Development, and Reasonable Accommodation policies. The information is discussed with them, and they are provided the opportunity to review the policies and ask questions.

On an ongoing basis, employees' position descriptions are reviewed to verify they indicate standards for reflecting sensitivity and respect for diverse backgrounds.

The Affirmative Action policy is posted on the agency's internal website, which is accessible to all staff.

DSL Employee Training and Development policy (No. 141-P-001) provides a guideline for consistency in maintaining employee development plans, applying for, and approving training and reimbursing training expenses. The Training and Development policy is posted on the agency's internal website which is accessible to all staff.

The goal of the policy is to:

a) Provide training and development that will maintain employees' knowledge and skill level necessary to do their jobs effectively.
b) Develop and maintain a training and development plan for each permanent employee that provides for continuous improvement of the employee's job-related knowledge and skills; and
c) Provide learning opportunities for employees interested in increasing their ability to contribute to the Department's effectiveness.

Training plans are measured through employees' annual performance reviews and designed to enhance their ability to perform the job and/or increase their ability to contribute to the Department's effectiveness. Under The Oregon Management Project (TOMP), and by policy, quarterly check-ins will be required for all employees. Managers can choose to continue to provide formal performance evaluations, however they are not part of the requirement and would be up to that manager and agency discretion.

**Training as of July 1, 2023 (2021-2023 biennium)**

- Career Enrichment Trainings attended by DSL staff – **399**
- Health and Safety Trainings attended by DSL staff – **2**
- Stand-alone Diversity Trainings attended or scheduled to be attended by DSL staff – **9 trainings/42 employees**

All DSL staff are generally required to attend the agency's mandatory diversity training organized by the agency's Diversity, Equity, & Inclusion Committee (DEI). The trainings are held in Salem during September of alternating years.

**All-Staff Meetings** - The Department of State Lands holds mandatory all staff meetings usually on the first Tuesday of every other month. All staff meeting minutes are posted on the agency's internal website. The DEI Committee has taken the opportunity to regularly use these meetings to share information related to diversity and inclusion. During 2021-2023 biennium, presentations have been shared on a variety of racial justice/equity topics at our virtual all-staff meetings. Staff have engaged in these presentations, and we intend to continue making racial justice and equity a focus of our all-staff meetings.

**Volunteers –** The South Slough National Estuarine Research Reserve has an extensive volunteer program. The volunteer opportunities are within three different program areas and facilities maintenance. The program areas are education, research, and stewardship. All volunteers must attend an orientation and are encouraged to participate in continuing education opportunities. All volunteers are required to complete DAS Policy 050-010-01 - Discrimination and Harassment Free Workplace The volunteer orientation provides information about the reserve's mission, history, background, and goals. Volunteers are provided with the Volunteer Orientation Handbook that covers volunteer commitments, performance standards, and policies. The department counts only the volunteers who recorded hours worked during the month to accurately reflect the volunteer program. Many of the volunteer work centers on local students. Due to COVID-19 protocols, many of the programs were cancelled.

| Date | Hours | Number of Volunteers |
|---|---|---|
| July – December 2022 | 2990 | 70 |
| January – June 2023 | 1268 | 56 |
| July 2023 – December 2023 | 3527 | 63 |
| January – June 2024 | 2083 | 51 |

## Leadership Development/Training Programs

**Leadership Development/Training Programs –** The Department is committed to provide career enhancement and learning opportunities for employees interested in increasing their ability to contribute to the Department's effectiveness. As of July 1, 2023, staff attended 399 Career Enrichment Trainings. Six trainings were in the areas of leadership development and emerging manager training. The individuals who participated in these trainings included four women.

**Job Rotations during the 2021-2023 biennium -** DSL supports opportunities that allow job rotations for career enrichment, either by developmental or work out-of-class job rotations. During this biennium, the agency has encouraged and supported eight job rotations. Of the eight job rotations provided, seven were to women.

## Programs

**Internship Programs – During the 2021-2023 biennium,** DSL has sponsored several interns from Portland State University. Hatfield Resident Fellows (HRFs) become limited-duration employees of PSU in a wage appointment employment status serving eight-month scopes of work. Fellows are overtime-exempt employees and receive $25,000 over the course of the Fellowship, paid on a salaried basis each month following all applicable federal and state wage and hour laws and guidelines for a professional work week. Fellows sign a wage agreement with PSU that details the term of service, including start and end dates. PSU like DSL is committed to promoting the rights of all individuals to equal opportunity in employment and access by fostering a diverse and equitable educational workplace.

**Mentorship Programs** – DSL continues to seek opportunities to partner with organizations such as Partnership in Community Living, The Oregon Commission for the Blind and others to ensure we are providing resources and cooperative work experiences for those in our community who could benefit from such arrangements.

**Diversity Awareness Program –** The Diversity, Equity, & Inclusion Committee (DEI) takes an active role to educate DSL staff. The committee's goal is to provide information and opportunities for employees to learn about diversity and inclusion, racial justice, increase awareness, and support a welcoming environment.

The DEI members meet on a monthly basis to gather information about upcoming local events and to share ideas and information. Each month, a member sends informative facts about the State and/or Federal Monthly Proclamations to all staff. DEI members attend multiple events to gain insight and gather information to share with staff. Over the biennium the DEI Committee has sponsored diversity presentations for the Department All-Staff meetings related to the monthly proclamations. These have included various speakers on a variety of important diversity topics. This has encouraged positive interaction with staff and allows continuous opportunities to share information about diversity and inclusion for increased awareness. The DEI also sponsors events throughout the year designed to highlight or celebrate our diversity within the agency and community. The DEI Committee has recently launched the "DEI Reads" initiative at the agency. DEI Reads is a voluntary opportunity for staff members to read a book, article, or other resource related to racial justice and equity and to meet as a group for discussion about the current reading during the lunch period. The most recent selection for reading was *Braiding Sweetgrass* by Robin Wall-Kimmerer. The event led to 23 employees participating.

**Office of Vocational Rehab –** DSL continues to seek opportunities to work collaboratively in partnership with Vocational Rehab to provide temporary work experience for participants within this program to increase their work skills.

**Environmental Justice Task Force -** DSL actively participates with the Governor's Environmental Justice Task Force (EJTF). The EJTF was enacted by SB 420 in 2007 to help protect Oregonians of minority and low-income populations from potential disproportionate environmental impacts resulting from state agency decisions. DSL's citizen advocate representative has been attending quarterly meetings of the EJTF since they initially convened in 2008. The participation with the EJTF has promoted better internal discussions regarding the environmental justice (EJ) implications of projects present within DSL's permitting processes; and has helped shape DSL's policies for engaging in meaningful public participation for rulemaking efforts. Other activities undertaken include staff EJ competency training during all managers' meetings and diversity trainings. DSL added cultural competency language to our position descriptions and will be working on including an EJ element to our performance appraisal process. DSL's citizen advocate reports annually on the agency's EJ activities to the EJTF. That report is included in the EJTF's annual report to the Governor. DSL maintains a webpage with information on the EJTF, DSL's EJ efforts, and links to other EJ resources.

As a natural resource agency for the State of Oregon, we must address environmental justice issues and carefully consider the impacts of decisions on environmental justice communities. Our Environmental Justice Liaison works across programs and through interagency coordination, as well as reporting annually to the Governor's Environmental Justice Council.

**Partners in Diversity –** For the future, the Office of Cultural Change provided a membership to DSL to help promote and retain diverse people within our agency. Partners in Diversity (PiD) works with employers to address critical needs for achieving and empowering a workforce that reflects the rapidly changing demographics of the Pacific Northwest. They accomplish these goals through educational programs, a career center and resources for CEOs, human resources professionals and diversity influencers. PiD also helps recently relocated professionals of color connect with the multicultural community through major networking events such as our signature Say Hey! event, civic engagement opportunities, social media, and personal relationships. DSL will have the opportunity to post positions on their job site and provide diversity and cultural responsible training to DSL's employees.

## Community Engagement

**Community Outreach Programs** – Historically, since July 2017, agency staff in our Operations and Administrations Divisions made informational presentations to the public, students, stakeholders, government officials, and tribes to develop relationships and enhance public knowledge of the agency's programs. Examples include a variety of trainings and workshops, informational meetings, and educational presentations.

South Slough Reserve staff, interns, and volunteers participated in a variety of community outreach activities during the biennium. Tabling at the Sea Otter Lecture Series at Southwestern Oregon Community College (SWOCC), Earth Day event at Coos Head COOP, South Coast Culture Tour Eco-Dye workshop and hike, Mayfly Festival Pop-Up booth at the North Bend Library, Tabling at the SWOCC Geology lecture, Tabled at the Coos Bay Wednesday Farmer's Markets multiple times, Participated in the Mill Luck Salmon Celebration canoe races and provided an education booth over both days of the festival, SWOCC fall student resource fair, Stand Up for the Bay community outreach and paddle, Fish printing at the Octoberfish festival, Hosted the holiday lights at Shore Acres State Park, Children's table at the Coos Health and Wellness Day event at the Egyptian Theater, Green crab information booth demo at the Charleston Crab Feed, Community Scavenger Hunt in collaboration with Charleston Fishing Families, SWOCC spring student resource fair, Earth Day booth at the Coos Head Coop, Joint education booth with the Marine Life Center at the Mayfly Festival, Booth and bird walk at the Bandon Marsh Walk for the Wild Inaugural event, Tabled in the lobby for the free panel discussion on the "Coos Estuary and its People: Past, Present, and Future" at the Egyptian Theatre in Coos Bay, Tabled at the Crab Fisheries Day in Newport at the Oregon Coast Aquarium, Tabled in the lobby for the free video "An Oregon Story: The Documentary Celebrating Oregon's Land Conservation Heritage", Tour of the Coquille Tribe Cultural Center.

## Executive Order 22-11

**Respectful Leadership Training (Diversity, Equity, & Inclusion) –** Due to budgetary restrictions DSL did not participate or have immediate plans to participate in an agency-wide assessment. All staff completed statewide Preventing Harassment training during summer and fall, 2023. DSL also was granted the ability to participate in Uplift Oregon Equity Peer Network Project. Due to Uplift's sponsorship, DSL was able to send four employees to the Facing Race conference in Arizona.

**Statewide Exit Interview Survey** – DSL actively encourages employees leaving the agency to participate in the Statewide Employee Exit Interview. Employees are invited to participate by an inbox item within their Workday account profile. The survey covers issues such as: benefits; working conditions; opportunities for career advancement; the quality and quantity of the workload; and relationships with co-workers and supervisors. The Human Resource Manager regularly reviews the data received from the survey with the Director to identify patterns and possible solutions.

**Performance Evaluations of all Management** - DSL management is evaluated on their effectiveness in achieving affirmative action objectives as a key consideration in their performance. (Performance Management Process, ORS 659A.012).

The agency has begun the process of developing an agency succession plan. Rotations of staff into management is one of the first concrete actions taken related to succession planning as several key managers are eligible for retirement during the next two biennia. In addition, work has begun to identify other key roles and institutional knowledge that must be transferred to staff or desk manuals.

The Director communicates to managers continuously that diversity and inclusiveness are a priority for the agency. All DSL management position descriptions include the responsibility to be accountable for effective implementation of the agency's affirmative action plans.

# 3. Roles for Implementation of Affirmative Action Plan

## Specific Active Engagement

**Responsibilities and Accountability**

The **Director** of DSL strongly commits the Department to a policy of equal employment opportunity and affirmative action. The Director demonstrates an active interest in the attainment of affirmative action goals and objectives. The Director provides leadership to agency management and staff for all diversity and inclusion efforts. Over this biennium the Director:

- Communicated and implemented the Affirmative Action Plan and Policy Statement.
- Discussed the vision of affirmative action efforts to manage a diverse workforce with the Deputy Directors.
- Continues to monitor the progress toward meeting the Affirmative Action Plan's and DEI's plan's goals and objectives.

The **Deputy Directors** are accountable to the Director. They are responsible for communicating and implementing the Department's Affirmative Action Plan within their respective division. Over this biennium the Deputy Directors:

- Continue to promote a positive climate concerning affirmative action and workforce diversity.
- Maintain a work environment free from harassment of any kind and discuss the work climate with management staff and employees to be certain DSL's policies are understood and implemented.
- Will periodically review training programs, hiring and promotion patterns within their division to remove any roadblocks in the attainment of the Affirmative Action Plan goals and objectives.
- Ensures managers receive training in affirmative action and workforce diversity concepts and apply such philosophy in his/her day-to-day work.
- Discussed with their managers, their affirmative action efforts and results, and their ability to manage a diverse workforce in conjunction with other managerial responsibilities.
- Include affirmative action and diversity concepts on staff meeting agendas; and assure the Affirmative Action Plan is understood and being implemented as assertively as possible.

The **Managers** are accountable to their Deputy Director. These individuals are responsible for communicating and implementing the Affirmative Action Plan to employees within their respective programs or sections. Over this biennium the managers:

- Reviewed DSL's Affirmative Action Policy Statement with all new employees and discussed the employee's responsibility for its support and promotion, as part of the New Employee Orientation.
- Regularly discuss the Affirmative Action Plan and DEI Plan with employees to be certain components are understood and implemented.
- Aid in the identification of problem areas and establish program objectives to meet affirmative action goals.
- Attend equal employment opportunity, affirmative action, and workforce diversity training and apply such training in day-to-day management to achieve EEO/AA related objectives.
- Ensure Department training opportunities are offered to employees without discrimination because of race, religion, national origin, age, gender, sexual orientation, marital status, or disability.
- Ensure all meetings sponsored by DSL occur in barrier-free facilities.
- Maintain a work environment free from harassment of any kind, and report incidents of harassment to the Human Resource Manager.

- Work with the Human Resource Office to locate and recruit qualified women, minority, and disabled candidates for vacant positions.
- Encourage upward mobility for employees by becoming familiar with the career development opportunities at DSL by evaluating positions for restructuring, and by reviewing employee training and career plans to determine appropriate developmental assignments.
- Discuss their affirmative action efforts and results and their demonstrated ability to manage a diverse workforce in conjunction with other managerial responsibilities.

The **Human Resource Manager** has responsibility for administration of the Affirmative Action Plan. The Human Resource Manager is accountable to the Director. Over this biennium the Human Resources Manager:

- Assures appropriate action is taken by all levels of agency management to achieve the Department's equal employment opportunity and affirmative action objectives.
- Ensures compliance with all applicable federal and state laws, rules, and regulations.
- Assures all investigations are completed promptly and attempt to resolve all discrimination and harassment complaints.
- Aids managers in the implementation of the Affirmative Action Plan.
- Compiled, reviewed, and revised the Department's Affirmative Action Plan and submitted the plan to the Governor's Office.
- Developed policies and procedures related to affirmative action and equal employment opportunities.
- Keeps management informed of the latest law and rule changes in the EEO/AA area.
- Provided employee counseling related to informal discrimination complaints.
- Maintains an affirmative action outreach for recruitment announcements.
- Ensures Department training opportunities are offered without discrimination because of race, religion, national origin, age, gender, sexual orientation, marital status, or disability.
- Researches, coordinates and/or recommends training for all employees that fosters workplace diversity (to include affirmative action and equal employment opportunity).
- Establishes and maintains a process to track training received by employees that will include EEO data.
- Supports career counseling for all employees.

The **DEI Committee** acting through and with the Director, Deputy Directors, and Managers, is responsible for the dissemination of affirmative action information; coordinating affirmative action-related activities; and reporting periodically to agency management and the Director on the status of the program. This committee also provides training support for the Affirmative Action Plan's goals and objectives. Responsibilities include, but are not limited to:

- Attending monthly DEI meetings.
- Volunteering to assist with various DEI sponsored events and or activities.
- Recommending processes and practices that will improve diversity in the workplace and interactions with customers.
- Providing staff with information on state and or federal monthly proclamations.
- Participating in outside seminars and events related to diversity and multicultural awareness and sharing information with staff.

The DEI Committee is sponsored by DSL's Human Resources program and supports the agency in meeting the agency's Affirmative Action Plan biennial goals as recommended by the Governor's Executive Order 16-09. Additionally, the Committee provides consultation to DSL staff to advise on opportunities and strategies to advance diversity, equity, inclusion, and justice (DEIJ) in programmatic activities and agency-wide Strategic Plan initiatives.

## 4. July 1, 2022 - June 30, 2024

### Accomplishments

The Department of State Lands (DSL) understands our most important resource is our staff. They provide the link between this public agency and the people we serve. DSL recognizes the need for and benefits to be derived from diversity within the Department. For that reason, DSL is committed to establishing and maintaining a diverse workforce, reflective of the diverse population within the state of Oregon.

People with Disabilities

| Job Category | Number Reported | Percentage of Workforce |
|---|---|---|
| Administrative Support | 1 | .7% |
| Professional | 1 | .7% |

Veterans

| Job Category | Number Reported | Percentage of Workforce |
|---|---|---|
| Administrative Support | 2 | 2.0% |
| Professionals | 5 | 4.0% |
| Skilled Craft | 1 | 2.0% |
| Officials and Administrators | 0 | 0 |
| **Total** | **8** | **6.1%** |

Workforce Composition

| Job Categories | Asian | | |
|---|---|---|---|
| | **Total Employees** | **Actual** | **Percentage** |
| Administrative Support | 20 | 0 | |
| Office and Administrators | 16 | 0 | |
| Professionals/Paraprofessionals | 90 | 2 | 2.2% |
| Service | 5 | 0 | |
| Skilled Craft Workers | 1 | 0 | |
| **Totals** | **132** | **2** | **2.2%** |

| Job Categories | Black or African American | | |
|---|---|---|---|
| | **Total Employees** | **Actual** | **Percentage** |
| Administrative Support | 20 | | |
| Office and Administrators | 16 | 1 | 5.0% |
| Professionals/Paraprofessionals | 90 | 1 | 1.0% |
| Service | 5 | | |
| Skilled Craft Workers | 1 | | |
| **Totals** | **132** | **2** | **1.4%** |

| Job Categories | Hispanic or Latino(a) | | |
|---|---|---|---|
| | **Total Employees** | **Actual** | **Percentage** |
| Administrative Support | 20 | 3 | 15.0 % |
| Office and Administrators | 16 | | |
| Professionals/Paraprofessionals | 90 | 3 | 3.3% |
| Service | 5 | | |
| Skilled Craft Workers | 1 | | |
| **Totals** | **132** | **6** | **4.5%** |

| Job Categories | Native Hawaiian or Pacific Islander | | |
|---|---|---|---|
| | **Total Employees** | **Actual** | **Percentage** |
| Administrative Support | 20 | | |
| Office and Administrators | 16 | | |
| Professionals/Paraprofessionals | 90 | 1 | 1.1% |
| Service | 5 | | |
| Skilled Craft Workers | 1 | | |
| **Totals** | **132** | **1** | **.8%** |

| Job Categories | Two or More Races | | |
|---|---|---|---|
| | **Total Employees** | **Actual** | **Percentage** |
| Administrative Support | 20 | 2 | 10.0% |
| Office and Administrators | 16 | | |
| Professionals/Paraprofessionals | 90 | 3 | 3.3% |
| Service | 5 | | |
| Skilled Craft Workers | 1 | | |
| **Totals** | **132** | **5** | **3.8%** |

| Job Categories | Native American | | |
|---|---|---|---|
| | **Total Employees** | **Actual** | **Percentage** |
| Administrative Support | 20 | | |
| Office and Administrators | 16 | | |
| Professionals/Paraprofessionals | 90 | 5 | 5.5% |
| Service | 5 | | |
| Skilled Craft Workers | 1 | | |
| **Totals** | **132** | **5** | **3.8%** |

| Job Categories | White | | |
|---|---|---|---|
| | **Total Employees** | **Actual** | **Percentage** |
| Administrative Support | 20 | 15 | 75.0% |
| Office and Administrators | 16 | 14 | 88.0% |
| Professionals/Paraprofessionals | 90 | 75 | 83.3% |
| Service | 5 | 4 | 80% |
| Skilled Craft Workers | 1 | 1 | 100% |
| **Totals** | **132** | **109** | **82.5%** |

In the workforce composition data, the top communities of color under-represented are Native Hawaiian or Pacific Islander and Black or African American. Using the same tables, the top community of color most-represented at DSL is the Hispanic or Latino(a) community. Date from the 21-23 Affirmative Action plan had similar results. DSL is committed to extend outreach to communities of color in the immediate future. Some of the outreach opportunities in the upcoming intern plan will give students the opportunity to learn about what DSL does for our State.

## Progress Made or Lost

Over the last biennium, the agency has made positive movement towards attaining the agency's affirmative action goals.

**Goal**

**Identify barriers in the recruitment process to increase hiring qualified women, people of color and persons with disabilities and veterans for positions in the professional, administrator, and administrative support categories**.

The agency has identified, by review of our recruitment data over several biennia, that historically low turnover of staff and a shortage of qualified women, people of color and persons with disabilities and veterans has been a barrier to recruitment within the natural resource applicant pool. This appears to have an impact on the applicant pool for other positions within the agency as well. In order to respond to this barrier, the agency has worked to identify additional recruitment channels in order to reach a more diverse applicant pool for all positions under recruitment.

To overcome outreach barriers and attract diverse applicants, DSL participated in programs to help develop a broader applicant pool in natural resource careers. Some of these activities include:

- Partner with Environmental Justice
- Internship Opportunities
- Volunteer Programs in Salem, South Slough National Estuarine Research Reserve and Bend
- Partners in Diversity

The agency opened **102 recruitments** since July 1, 2022, and hired **76 employees**. The hires included thirty-eight (38) women. Both were increases compared to he last biennium.

**Goal**

**Utilize the agency's Diversity, Equity, & Inclusion Committee (DEI) to increase the knowledge and skills of DSL employees and managers to create a welcoming environment for, and work effectively with, coworkers and volunteers with diverse backgrounds or disabilities through training and employee development activities.**

DEI Committee continues to take an active role to enhance an appreciation for cultural diversity and inclusion in our agency. Over the last biennium, the committee has:

- Recommended process improvements to incorporate more emphasis on diversity and inclusion in the recruitment and selection process.
- Provided information to staff regarding the state or federal monthly proclamations.
- Sought out and encouraged educational opportunities with diverse groups.
- Planned and overseen the DSL's agency-wide biennial training related to diversity and inclusion.
- Participated in outside events related to diversity, sharing information with DSL staff and possible applicants.
- Arranged several presentations and speakers for agency All-Staff meetings. Many during 2022 have focused on the topic of racial justice and equity.
- Relaunched the MAC Reads reading group to discuss books articles and periodicals on the topic of racial justice and equity. The agency has established a small selection of books dedicated to the blend of natural resources and DEI concepts.
- Build community around DEIJ and support an inclusive workplace.
- Create opportunities for staff to connect with each other on advancing organizational equity goals in a respectful, engaging environment while encouraging participation and input from all. Support

initiatives that cultivate a work environment where all differences are respected and valued without bias.

- Coordinate DEIJ training and education.
- Support all DSL staff in acquiring training and knowledge in diversity, equity, inclusion, and justice, including environmental justice, to cultivate a supportive and knowledgeable environment for marginalized communities in the workplace and the people we serve.
- Provide consultation on DEIJ to DSL staff.
- Meet DSL employees where they are at on their equity journey and help address their needs to succeed as a public servant of all Oregonians.
- Adapt to the current DEIJ landscape.
- By adapting to change in state or federal policy, agency resources and strategic plans, and cultural needs of community members, the DEI Committee can align the work of its members to meet mutual goals agency-wide.
- Be accountable to all Agency staff and leadership.
- Regularly reporting on Committee achievements and ensuring DEIJ resources are available to all DSL staff will create accountability and access to knowledge.

The barriers in achieving parity are the historically low turnover of staff and the shortage of people with disabilities and people of color in the natural resource applicant pools.

The DEI Committee has worked with Human Resources to create better onboarding/mentoring practices for not just the Salem offices but the Charleston and Bend offices.

The DEI Committee has sent out a survey focused on DEI principles to gauge how the unit may better serve DSL employees.

## 5. July 1, 2023 – June 30, 2025

### Goals

**Steps toward future improvement:**

DSL views attainment of a truly diverse workforce as an ongoing process. Our strategy is to continue to expend the time and effort to reduce barriers and increase the diversity of our candidate pool and to foster a respectful work environment of all employees' differences.

During the 2023-2025 biennium the agency will continue to strive towards achieving our three affirmative action goals. The strategies listed below each goal provide a framework within which we will work over the biennium to make progress toward each goal.

**Goal #1**

Provide training, job rotation opportunities, and education to managers and employees to increase diversity and inclusion awareness**.**

- DSL Employee Training and Development: The goal of the program is to:
  a. Provide training and development that will maintain employee's knowledge and skill level necessary to do their jobs effectively.
  b. Develop and maintain a training and development plan for each permanent employee that provides for continuous improvement of the employee's job-related knowledge and skills.
  c. Provide learning opportunities for employees interested in increasing their ability to contribute to the DSL's effectiveness.
  d. Incorporate succession planning efforts into the DSL Employee Training and Development program to ensure that workforce development needs are met.

- Career Enrichment Training:
  a. Career enrichment into executive service positions.
  b. Career enrichment into management service positions; and
  c. Career enrichment into professional level positions.
    - DSL will commit to have one manager for the 23-25 biennium complete the Leadership Oregon Training.
    - DSL will commit to have one employee per division complete the DAS Emerging Leaders course or the DAS Foundational Training Program.

- Health and Safety Training: DSL will continue to promote safe and healthful working conditions through our Safety Committee, and training employees in job safety and health protection.
    - DSL has committed to have 20% of the workforce certified in Adult and Pediatric First Aid/ CPR/AED and Bloodborne Pathogens.
    - DSL has also committed to provide de-escalation training for interested employees during the 23-25 biennium in order to better serve the general public.

- Diversity Training: All DSL staff normally attend the agency's mandatory diversity and inclusion training organized by the DEI Committee. The two-day training is typically held in Salem in alternating

years during September. Although the COVID pandemic required the cancellation of the 2019-2021 training, DSL staff were afforded the opportunity to attend the Statewide Diversity Equity and Inclusion training held via Zoom in October 2021. The agency will be able to utilize Partners in Diversity to offer DEI training to all employees and managers.

- DSL has already sent 4 employees to the Facing Race Conference in Arizona thanks to the help of Uplift Oregon. DSL will attempt to send four (4) more employees sometime during the 23-25 biennium. That will depend on if DSL receives financial assistance from Uplift.

- Job Rotations: DSL will continue to support opportunities that allow job rotations for career enrichment, either by developmental or work out-of-class job rotations.

**Goal #2**

Reinforce management's involvement to support DSL's goal to encourage and increase a diverse and inclusive workforce.

- Director: Commits to agency's policy of equal employment opportunity and affirmation action and demonstrates an active interest in the attainment of affirmative action goals and objectives. The Director provides leadership to agency management and staff and has the overall responsibility to:
  a. Communicate and implement the Affirmative Action and Policy Statement.
  b. Discuss the Deputy Director's affirmative action efforts to manage a diverse workforce; and
  c. Monitor progress towards meeting the affirmative action goals and objectives.

- Deputy Directors: Responsible for communicating and implementing the agency's affirmative action plan within their respective division.
  a. The deputy directors will actively promote a positive climate concerning affirmative action and workforce diversity.
  b. Maintain a work environment free from harassment of any kind and discuss the work climate with management staff and employees to be certain DSL's policies are understood and implemented.
  c. Periodically review training programs and hiring and promotion patterns within their division to remove any roadblocks in the attainment of the affirmative action plan goals and objectives.
  d. Ensure managers receive training in affirmative action and workforce diversity concepts and apply such philosophy in their day-to-day work.
  e. Discuss the manager's affirmative action efforts and results, and their ability to manage a diverse workforce in conjunction with other managerial responsibilities.
  f. Include affirmative action and diversity concepts on staff meeting agendas; and assure the affirmative action plan is understood and being implemented as assertively as possible.
  g. Deputy Directors will implement metrics to evaluate the effectiveness of manager's efforts to implement the Governor's Executive Order 22-11.
  h. Deputy Directors and Human Resources will incorporate affirmative action, diversity, equity, and inclusion language is placed in manager's job descriptions.

- Managers: Responsible for communicating and implementing the affirmative action plan to employees within their respective programs or sections.
  a. As part of the New Employee Orientation, review DSL's affirmative action policy statement with new employees and discuss the employee's responsibility.
  b. Regularly discuss the Affirmative Action Plan with employees to be certain components are understood and implemented.
  c. Provide assistance in the identification of problem areas and establish program objectives to meet affirmative action goals.

d. Attend equal employment opportunity, affirmative action, and workforce diversity training and apply such training in day-to-day management to achieve EEO/AA related objectives. Ensure Department training opportunities are offered to employees without discrimination because of race, religion, national origin, age, gender, sexual orientation, marital status, or disability.
e. Ensure all meetings sponsored by DSL occur in barrier-free facilities.
f. Maintain a work environment free from harassment of any kind, and report incidents of harassment to the Human Resource Manager.
g. Work with the Human Resource Office to locate and recruit qualified women, minority, and disabled candidates for vacant positions.
h. Work with the Human Resources department to add interns from diversity centric programs such as Minorities in Agriculture, Natural Resources, and Related Sciences (MANNRS)
i. Work with Human Resources to add interns from the Salem Keizer CTP school. These are disabled students that are transitioning from high school.

**Goal #3**

Continue efforts to market DSL as an agency that represents a work environment that is welcoming to a diverse applicant pool and promotes a respectful environment of all employee differences.

- Community Outreach Programs:
  a. DSL will reach out to students to develop an interest in natural resources through various career presentations.
    - Human Resources will implement an internship program that focuses on recruiting minority and disabled students by the end of 2024.
  b. DSL will provide informational presentations to the public, students, stakeholders, governmental officials, and tribes to develop relationships and enhance public knowledge of DSL's program.
  c. South Slough staff will participate and support community outreach events.
  d. DSL will participate in Natural Resource and Cultural Resource Cluster meetings in the State's Government-to-Government program for relations with each of the nine federally recognized tribes in Oregon; and,
  e. DSL will actively participate by committing one employee to represent DSL with the Governor's Environmental Justice Task Force (EJTF).
- Office of Vocational Rehab: DSL will work collaboratively in partnership with Vocational Rehab to provide temporary work for participants within this program to increase their work experience.

- Volunteers: DSL will provide multiple volunteer opportunities in the program areas of education, research, and stewardship.

- Diversity and Inclusion Initiative Program: The Multicultural Awareness Committee will take an active role to learn about diversity, increase awareness, and support a welcoming environment. MAC members will attend events to gain insights and gather information to share with staff.

    - DSL will offer up to eight hours of paid on the clock time per year for employees to attend MAC sponsored events such as MAC Reads or MAC watches for the 2023 calendar year.

- Director of Equity and Community Engagement:
  a. DSL will share information and diversity resources received from this office with staff.
  b. DSL will attend monthly DI/AA/EEO Representatives Meetings.

## 6. Measuring Impacts

In addition to completing the actions outlined in this action plan by June 30, 2026, we will be tracking the following metrics to measure the impact of these strategies.

**Professional Development Metrics**

As an agency we want to create time and space for staff and managers to participate in these professional development opportunities to ensure staff have the foundational training necessary to be successful and build capacity for advancing DEI initiatives.

a. All new employees will complete the agency's onboarding and mentoring program.
b. All new managers will attend Foundational Management trainings.
c. Track staff attendance at DEI related trainings, whether hosted by DSL, our DEI Committee, or external partners. Meet or exceed average hourly attendance from year to year.
d. Track staff attendance at Tribal relations trainings, whether hosted by DSL, our DEI Committee, or external partners. Meet or exceed average hourly attendance from year to year.

Tracking these items for DEI is crucial for ensuring a culture of inclusivity and growth within our organization. Firstly, mandating that all new employees complete the agency's onboarding and mentoring program ensures that everyone receives the necessary support and resources to thrive in their roles, fostering a sense of belonging from the outset. Secondly, requiring new managers to attend Foundational Management trainings ensures they develop essential leadership skills, including the promotion of diversity and inclusion within their teams. Additionally, monitoring staff attendance at DEI-related and Tribal relations trainings, whether hosted internally or by external partners, reflects our commitment to promoting understanding and respect for diverse perspectives. By aiming to meet or exceed average attendance from year to year, we demonstrate our dedication to continuous learning and improvement in our DEI initiatives.

**Evaluation Metrics**

We need to understand what strategies are successful and how to be adaptive to support iterative improvement from year to year. Below are key touchpoints where feedback can be gathered from both staff and community members.

a. Include questions related to diversity, equity, and inclusion in the annual employee satisfaction survey, and improve or maintain ratings from year to year.
b. Require evaluation from employees, both mentees and mentors, on their experience in the mentoring program, and improve or maintain ratings from year to year.
c. Request voluntary evaluation from partners and community members who serve on Rulemaking Advisory Committees, and improve or maintain ratings from year to year.
d. Request voluntary evaluation from staff who attend events hosted by our DEI Committee, and improve or maintain ratings from year to year.

Actively seeking feedback invites open dialogue and creates space for progress. Addressing DEI topics in our annual employee satisfaction survey demonstrates our commitment to fostering a diverse and inclusive workplace culture, ensuring that all employees feel valued, respected, and supported, regardless of their background or identity. Asking these questions, as well as in evaluations of onboarding and trainings, allow us to gauge perceptions and experiences within the organization, identifying areas for improvement and taking proactive steps to address them. Creating a more inclusive workplace contributes to higher levels of employee morale, productivity, and retention, as employees who feel included and supported are more likely to be engaged and satisfied with their work. Similarly, inviting feedback from community members and partners on

their experiences working with DSL staff on rulemaking ensures our organization remains committed to fostering a positive environment for everyone.

### Related Reporting

There are several recurrent reporting requirements that intersect with our DEI Action Plan which coincides with the Affirmative Action Plan:

- **Strategic Plan:** Annual report to the State Land Board on metrics and achievements for the agencywide Strategic Plan.
- **Staff Survey:** Annual staff satisfaction survey and evaluation, with a report shared with staff on what we heard.
- **Affirmative Action:** Biannual report to the Department of Administrative Services on metrics and achievements for our Affirmative Action Plan.
- **Environmental Justice:** Annual report to the Environmental Justice Council on advancements in environmental justice initiatives and processes, found on our website at www.oregon.gov/dsl/Pages/DEI.aspx
- **Tribal Relations**: Annual report to the Legislative Commission on Indian Services on government-to-government policies, practices, activities, and trainings, found on our website at www.oregon.gov/dsl/Pages/tribal-relations.aspx

In Spring 2024 we established a new quarterly staff update focused on what's happening across the state and within the Department on projects and news that advance diversity, equity, inclusion, and environmental justice. This quarterly update also provides knowledge sharing and awareness of DEI principles.

# 7. Appendix A – State Policy Documentation Link

- **ADA and Reasonable Accommodation Policy *(Statewide Policy 50.020.10)***
- **Discrimination and Harassment Free Workplace - *(Statewide Policy No. 50.010.01)***
- **Performance Management Process - *(Statewide Policy No. 50.035.01)***
- **Statewide Workforce Learning and Development (Statewide policy 10-040-01)**
- **Veterans Preference in Employment (*40-055-03*)**
- **Equal Opportunity and Affirmative Action Rule *(105-040-0001)***
- **Executive Order 22-11: Relating to Affirmative Action, Equal Employment Opportunity, Diversity Equity, and Inclusion**

# 8. Appendix B – Federal Documentation Links

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

**https://www.dol.gov/agencies/ofccp/executive-order-11246/ca-11246**

# 9. Appendix C – Agency Documentation Included

- DSL Employee Handbook (updated 8/2024)
- DSL Affirmative Action policy (No. 141-P-009)
- DSL Employee Training and Development policy (No. 141-P-001)
- DSL Staff Participation in Events policy (No. 141-P-017)

# OREGON DEPARTMENT OF STATE LANDS

775 Summer St. NE

Suite 100

Salem, OR 97301-1279

502-986-5200

# *Enterprise IT Project Prioritization | 2025-27*

| CRITERIA | WEIGHT | SCORING GUIDE | LAS Replacement (OWLS) | P3 SIPM Score |
|---|---|---|---|---|
| **TOTAL PROJECT SCORE (0-100)** | | | **92** | **92** |
| **Technology and Strategic Alignment** | **35%** | **WEIGHTED SUBTOTAL** | **35** | **35** |
| **Alignment to Strategic Plans**<br>• Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)?<br>• Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook?<br>• Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of data—investing in data justice and representation, visibility, and ethics to serve all Oregonians?<br>• Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems?<br>• Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems?<br>• Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings? | | **3 - Fully Aligned** (all applicable criteria addressed)<br>**2 - Mostly Aligned** (most applicable criteria addressed)<br>**1 - Partially Aligned** (some applicable criteria addressed)<br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 3 | 3 |
| **Technology Best Practices and Priorities**<br>• Does this investment align with and support the following enterprise information technology priorities?<br>- ***Information Security*** **.** Improving the security and resilience of the state's systems<br>- ***Modernization*** . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation<br>- ***A Better Oregon Through Better Data*** **.** Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use.<br>- ***Cloud Forward*** . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure<br>• Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)?<br>• For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant?<br>• Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself? | | **3 - Fully Aligned** (all applicable criteria addressed)<br>**2 - Mostly Aligned** (most applicable criteria addressed)<br>**1 - Partially Aligned** (some applicable criteria addressed)<br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 3 | 3 |
| **Business and People-Centered Approach** | **25%** | **WEIGHTED SUBTOTAL** | **17** | **17** |
| **People-Centered Approach**<br>• Does this investment put people first—the people who rely on essential services and those working to provide those services?<br>• Does this investment help to eradicate racial and other forms of disparities in state government?<br>• Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations?<br>• Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities?<br>• Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities?<br>• Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project?<br>• If the investment is for agency use, does it improve the agency users' experience? | | **3 - Fully Aligned** (all applicable criteria addressed)<br>**2 - Mostly Aligned** (most applicable criteria addressed)<br>**1 - Partially Aligned** (some applicable criteria addressed)<br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 2 | 2 |
| **Business Process Transformation**<br>• Does this investment contribute to business process improvement/transformation?<br>• Does this investment improve service delivery to customers, partners, or other stakeholders?<br>• Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)?<br>• Have measurable business outcomes and benefits been established, including the return on investment if applicable? | | **3 - Fully Aligned** (all applicable criteria addressed)<br>**2 - Mostly Aligned** (most applicable criteria addressed)<br>**1 - Partially Aligned** (some applicable criteria addressed)<br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 2 | 2 |
| **Investment Risk**<br>• Would inaction impact systems or solutions that support critical business functions?<br>• Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations?<br>• Are there community impacts of not undertaking this project?<br>• Has the agency identified an inequity or imbalance in service provision that this initiative would resolve?<br>• Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)?<br>• Does the investment address non-compliance of federal or state requirement, audit finding, or mandate?<br>• Does this investment address an identified and documented highly probable agency risk? | | **3 - Fully Aligned** (all applicable criteria addressed)<br>**2 - Mostly Aligned** (most applicable criteria addressed)<br>**1 - Partially Aligned** (some applicable criteria addressed)<br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 2 | 2 |
| **Agency Readiness and Solution Appropriateness** | **40%** | **WEIGHTED SUBTOTAL** | **40** | **40** |

| | | | |
|---|---|---|---|
| **Organizational Change Management (OCM)**<br>• Does the investment significantly impact operations throughout the organization?<br>• Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project?<br>• Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology?<br>• Has the agency identified community engagement or community involvement as a component of the change management process?<br>• Is external outreach or training planned to implement this change with constituents? | **3 - Fully Aligned** (all applicable criteria addressed)<br><br>**2 - Mostly Aligned** (most applicable criteria addressed)<br><br>**1 - Partially Aligned** (some applicable criteria addressed)<br><br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 3 | 3 |
| **Solution Scale and Approach**<br>• Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes?<br>• Does the investment fully address the agency's business problem, benefits and outcomes?<br>• Is the solution of the appropriate size and scale?<br>• Does this investment adhere to principles in *EIS Cloud Forward* (p.4) or *Modernization Playbook* (p.6), etc.?<br>• Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution? | **3 - Fully Aligned** (all applicable criteria addressed)<br><br>**2 - Mostly Aligned** (most applicable criteria addressed)<br><br>**1 - Partially Aligned** (some applicable criteria addressed)<br><br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 3 | 3 |
| **Capacity**<br>• Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative?<br>• Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources?<br>• Will this investment impact the agency's ability to deliver on its core business functions?<br>• Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities?<br>• Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices? | **3 - Fully Aligned** (all applicable criteria addressed)<br><br>**2 - Mostly Aligned** (most applicable criteria addressed)<br><br>**1 - Partially Aligned** (some applicable criteria addressed)<br><br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 3 | 3 |
| **Governance and Project Management Processes**<br>• Does the agency have formal IT governance in place that will oversee this investment?<br>• Does the investment have executive sponsorship and steering committee in place?<br>• Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage?<br>• For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project?<br>• Are agency DEI staff involved in the IT Governance and prioritization process?<br>• Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)?<br>• Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan?<br>• Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project?<br>• Does the agency use mature project management practices (PMBOK)? | **3 - Fully Aligned** (all applicable criteria addressed)<br><br>**2 - Mostly Aligned** (most applicable criteria addressed)<br><br>**1 - Partially Aligned** (some applicable criteria addressed)<br><br>**0 - Not Aligned** (no or very few applicable criteria addressed) | 3 | 3 |

**References:**

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How Administrative Burdens Can Harm Health* . www.Healthaffairs.Org. Retrieved February 9, 2022, from https://www.healthaffairs.org/do/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacti

| Scores |
|---|
| 3 |
| 2 |
| 1 |
| 0 |

# DSL | Land Administration System Replacement (OWLS)

| | | | | | |
|---|---|---|---|---|---|
| Stage Gate | Stage Gate 2 | Fund Type Mix | 100% OF | Agency Score | 92 |
| Magnitude | Large ($10-20M) | Agency Governance | Agency executives | EIS Score | 92 |
| Modernization | Yes | Project Focus | Service Delivery and Integration | Alignment | Yes |

## Project Purpose

The current Land Administration System (LAS) system went into service in late 1999 and is now in its twenty fifth year of use at the Department of State Lands (DSL). It is based on 1990's-era client server technology, which is designed to run in an office setting hosted on premises. LAS was built using PowerBuilder, a development tool and platform technology that has been at the end of its life cycle and unsupported for more than a decade. Unfortunately, the system cannot be upgraded to leverage modern technologies and must be replaced to fulfill the current needs of the agency.

Goal one of DSL's 2017 -2021 Strategic Plan is to "improve customer service by enabling staff to work more efficiently, work in the field more, and allow the public to do business with the agency online." This goal cannot be met using the current system. LAS can only be accessed within the DSL network, has limited capabilities to allow the customer to interact with DSL, and limits DSL's ability to perform core business functions and assist customers. Problems are further compounded when staff engages in commonplace out-of-office tasks such as working with applicants in the field, doing site visits, performing inspections, investigating violations, and engaging in follow-up monitoring. As the agency continues to absorb more State Land oversight responsibilities, the current system puts the management of those programs as risk.

## *Technology and Strategic Alignment (35%)*

**Alignment to Strategic Plans**

**Score of 3 is supported.**

- Investment aligns to the Governor's Strategic Plan and most of the Enterprise strategies.
- Investment optimizes service delivery to the public and supports Agency's strategic plan.

**Technology Best Practices and Priorities**

**Score of 3 is supported.**

- Based on functional requirements and the solicitation of a viable vendor, this investment is alignment with all technology best practices.

## *Business and People-Centered Approach (25%)*

**People-Centered Approach**

**Score of 2 is supported.**

- This investment puts people first who rely on essential services and those working to provide them.
- The LAS Replacement project will reduce and eliminate administrative burdens.

**Business Process Transformation**

**Score of 2 is supported.**

- This investment will significantly transform DSL's business processes and improves service delivery to customers, partners, and other stakeholders

**Investment Risk**

**Score of 2 is supported.**

- The project is a medium risk if not implemented. The risk will continually increase as the system's technology ages and becomes more difficult to support.

## *Agency Readiness and Solution Appropriateness (40%)*

| | |
|---|---|
| Organizational Change Management (OCM) | **Score of 3 is supported.**<br>• The agency has procured an OCM vendor for this project since this project will significantly impact operations, and is currently in the evaluation phase. |
| Solution Scale and Approach | **Score of 3 is supported.**<br>• The scale and approach of this project is in full alignment and the agency has done a great amount of outreach to understand the business problem(s) identified to move forward with this project. |
| Capacity | **Score of 3 is supported.**<br>• The agency has hired 3 additional staff to support this project and is in full alignment with the criteria expected within this section. |
| Governance and Project Management Processes | **Score of 3 is supported.**<br>• The governance practices of this agency have matured over the last two years. However, according to the Natural Resources ASCIO are still a work in progress.<br>• DEI staff is engaged in the IT Governance and prioritization process.<br>• The agency has acquired PM resources who follow PMBOK and Agile PM practices. |



OREGON DEPARTMENT OF STATE LANDS

# STRATEGIC PLAN

## 2022 - 2027



# OUR WORK FOR OREGON



*Oregon's State Land Board oversees the Common School Fund, which sends millions of dollars every year to our K-12 public schools. As the State Land Board's administrative agency, the Department of State Lands manages school lands, protects waters and wetlands, and is the state partner for South Slough National Estuarine Research Reserve.*

## PROTECTING WATERS & WETLANDS

DSL oversees removal-fill and wetland conservation laws and use of publicly owned waterways.

This work helps protect waters and wetlands for their many contributions to Oregon, like streams for swimming and fishing, wetlands to clean water and reduce flooding, and rivers where commerce thrives.

## MANAGING SCHOOL LANDS

DSL manages 1.5 million acres of school lands and minerals in all 36 counties across the state. This work sends revenue to the Common School Fund *and* provides big community benefits – like leasing land to cattle ranchers in Eastern Oregon or helping attract family-wage businesses to Redmond through rezoning and sale of school lands.

## UNDERSTANDING & EXPLORING ESTUARIES

South Slough Reserve provides research and education to support stewardship of estuaries and coastal watersheds in Oregon and beyond.

Located on the South Slough inlet of the Coos Estuary in Charleston, the Reserve manages nearly 7,000 acres, including open water, wetlands, rivers, and forests.



# OUR STRATEGIC PLAN

*Developed collaboratively by DSL staff and enhanced by feedback from partners and the public, the 2022-2027 Strategic Plan provides the foundation for the Department's work, starting with our mission, vision, and values. The plan also provides a practical framework for continually improving service by setting goals that all programs contribute to and for which measurable progress can be made.*

## EXCEPTIONAL SERVICE

Enhancing service to the public and the people we do business with.

## THRIVING OREGON

Supporting communities and building a natural resource legacy for our state.

## SUPPORTING SCHOOLS

Increasing revenue to the Common School Fund.

## GREAT WORKPLACE

Ensuring the Department is a great place to work.

# MISSION | VISION | VALUES

## OUR MISSION

*To ensure Oregon's school land legacy and protect waterways and wetlands of the State through superior stewardship and service*

## OUR VISION

- Oregon sets the national standard for superior public agency stewardship of lands, waterways, wetlands, and Common School Funds
- Oregon's lands, waterways, and wetlands are healthy and resilient
- Oregon's public schools forever benefit from Common School Fund distributions
- Oregonians are served with utmost professionalism, integrity, and fairness
- The Department of State Lands is a great place to work

## OUR VALUES

**CONNECTION & COLLABORATION**
We develop and maintain positive relationships with people of different, and sometimes competing, perspectives and encourage the open exchange of ideas and information.

**EQUITY & INCLUSION**
We embrace diverse backgrounds and experiences, actively identifying and addressing inequities toward people and lands and engaging widely to provide inclusive public service and working environments.

**FAIR, RESPONSIVE SERVICE**
We provide fair, professional, and responsive service by listening to people and communities and making data-driven decisions.

**ENHANCING & ENCOURAGING STEWARDSHIP**
We continuously work to enhance our natural resource stewardship by assessing and adapting our efforts to improve outcomes. We also promote widespread stewardship through collaboration, outreach, and education.

**A WORKPLACE BUILT ON TRUST & TEAMWORK**
We encourage and motivate each other to accomplish Department goals through collaboration, cooperation, and professional development. We foster a high-trust culture that supports a happy, healthy, inclusive, and meaningful working environment for all employees.

# EXCEPTIONAL SERVICE

**THE GOAL:** *We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.*

## HOW WE'LL MEET THIS GOAL

### IMPROVED SERVICE

**Strategy:** Provide equitable, fair, and inclusive service.

- Example project: develop and implement an equity and inclusion plan.

**Strategy:** Understand and meet customer needs.

- Example project: develop and implement a customer service plan.

### INCREASED ACCESS TO INFORMATION & SERVICES

**Strategy:** Make more services and information available online.

- Example projects: implement a new publicly accessible data system, and add to the state wetlands inventory online map.

**Strategy:** Make materials and processes more customer friendly.

- Example project: develop best practices for public participation.

**Strategy:** Identify and address gaps in information and service.

### INCREASED AWARENESS & UNDERSTANDING OF DSL SERVICES & CONTRIBUTIONS

**Strategy:** Purposeful, planned communication and outreach.

- Example projects: develop Department-wide and program communication and outreach plans.

**Strategy:** Increase collaborations and partnerships.

**Strategy:** Increase effectiveness of communication channels and materials.

- Example projects: update the DSL website, and create templates for communication materials.

### STAFF IS SUPPORTED IN PROVIDING EXCEPTIONAL SERVICE

**Strategy:** Offer trainings to help Team DSL provide exceptional service.

- Example project: integrate existing customer service guidelines into trainings.

**Strategy:** Create materials to help Team DSL provide exceptional service.

## MEASURING PROGRESS

**INCREASE PEOPLE REACHED** from year to year through our website , emails, and social.

**IMPROVE RATINGS** with every DSL customer satisfaction survey, with the ultimate goal of meeting the statewide Key Performance Measure target of 93 percent satisfaction in all categories

**100 PERCENT** of Department programs have a communications and outreach plan in place by end of FY 24

**IMPROVE RATINGS** or maintain ratings for "employee support" questions in every employee satisfaction survey

# THRIVING OREGON

**THE GOAL:** *As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.*

## HOW WE'LL MEET THIS GOAL

### ENHANCED LANDS & WATERS

**Strategy:** Continually improve programs and practices.

- Example project: identify and evaluate programs and practices to be revisited regularly for adaptive management using best available science.

**Strategy:** Facilitate habitat restoration projects.

**Strategy:** Implement projects that promote resiliency in the face of climate change.

- Example project: incorporate considerations related to climate change impacts into removal-fill permitting decisions.

**Strategy:** Protect DSL-managed lands and waters from the impacts of increasing or unauthorized uses.

- Example project: continued development of a program to respond to and prevent abandoned and derelict vessels statewide.

### WIDESPREAD STEWARDSHIP OF LANDS & WATERS

**Strategy:** Inform best practices for natural resource management through research and training.

- Example project: seek research opportunities for South Slough Reserve to help inform DSL policies and practices in estuarine habitats.

**Strategy:** Increase awareness of the importance and value of wetlands and waterways and encourage stewardship actions.

- Example projects: create a communications campaign. Provide community education and outreach programs.

### INCREASED OPPORTUNITIES FOR STUDENTS & TEACHERS

**Strategy:** Contribute to K-12 learning outcomes.

- Example projects: provide development opportunities for teachers, and create in-class learning activities and hands-on field trips, at South Slough Reserve.

## MEASURING PROGRESS

**NO NET LOSS**
of Oregon wetlands from year to year

**INCREASE RESEARCH, PROJECTS, & PRACTICES**
that promote climate change and wildfire resilience for DSL-managed lands, waterways, and wetlands

**INCREASE PEOPLE**
served annually at South Slough Reserve from year to year

**INCREASE TOOLS**
and best practices for managing and restoring wetlands, waterways, and lands

# SUPPORTING SCHOOLS

**THE GOAL:** *We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.*

## HOW WE'LL MEET THIS GOAL

### INCREASED NET REVENUE FOR THE COMMON SCHOOL FUND

**Strategy:** Implement fee structures that reduce dependence on the Common School Fund.

- Example project: examine fee structures for all programs.

**Strategy:** Identify opportunities for additional assets and new revenue sources.

- Example project: perform a renewable energy market analysis and market school lands with high potential.

**Strategy:** Improve the financial performance of forest properties.

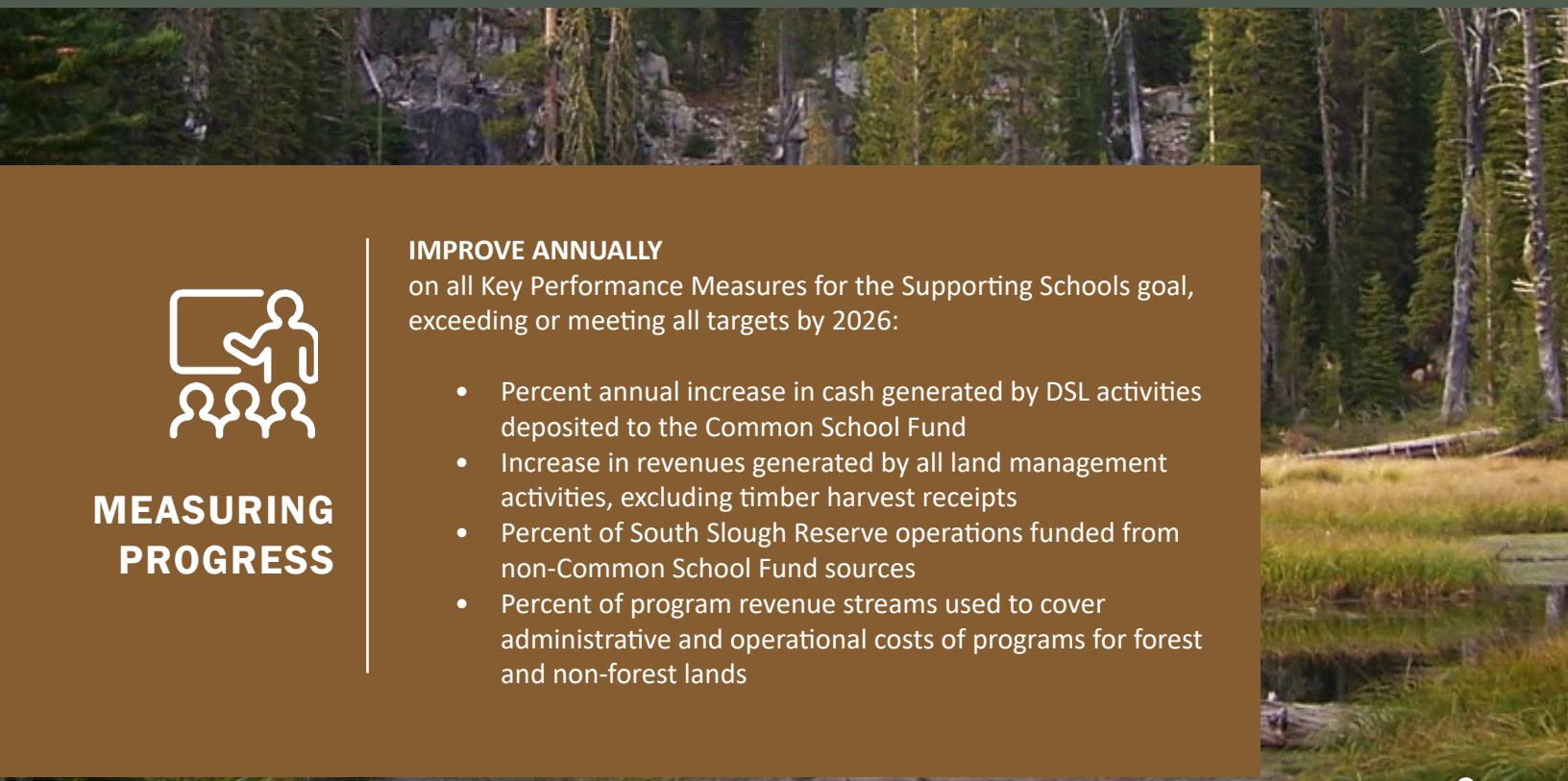
- Example project: permanently address the Elliott State Forest's ongoing impacts to the Common School Fund.

**Strategy:** Review the impacts of guiding program strategies on the Common School Fund.

- Example project: review and update the Real Estate Asset Management Plan.

**Strategy:** Mitigate financial risks.

- Example projects: pursue funding for commercial abandoned and derelict vessels. Examine insurance requirements and other assurances to reduce financial risks of waterway and land authorizations.



## MEASURING PROGRESS

**IMPROVE ANNUALLY**
on all Key Performance Measures for the Supporting Schools goal, exceeding or meeting all targets by 2026:

- Percent annual increase in cash generated by DSL activities deposited to the Common School Fund
- Increase in revenues generated by all land management activities, excluding timber harvest receipts
- Percent of South Slough Reserve operations funded from non-Common School Fund sources
- Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands

# GREAT WORKPLACE

**THE GOAL:** *We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.*

## HOW WE'LL MEET THIS GOAL

### ENCOURAGE ENGAGEMENT & GROWTH

**Strategy:** Encourage and support staff development.

- Example projects: implement individual development plans as a tool for employee growth. Provide comprehensive and regular information about training requirements and opportunities.

**Strategy:** Expand employee engagement and external connections.

- Example project: develop and implement an Employee Engagement Program.

**Strategy:** Ensure equitable, fair, and inclusive practices.

- Example project: develop and implement an equity and inclusion plan (shared project with Exceptional Service)

### SUPPORT WORK-LIFE BALANCE

**Strategy:** Enhance teleworking.

- Example project: increase access to resources like ergonomic services and printers.

**Strategy:** Expand opportunities for wellbeing.

- Example project: examine existing opportunities and identify new ones in an DSL wellness plan.

### RETAIN & SHARE ACQUIRED KNOWLEDGE

**Strategy:** Develop standards and processes.

- Example project: develop a sustainable process for capturing and documenting institutional knowledge.

**Strategy:** Succession planning and training.

- Example projects: increase job shadowing and cross training opportunities. Create training plans for all employees.



## MEASURING PROGRESS

**IMPROVE OR MAINTAIN** ratings for all questions with every employee satisfaction survey

**INCLUDE QUESTIONS RELATED TO WORK-LIFE BALANCE** in the employee satisfaction survey, and improve or maintain ratings from year to year

**BY 2026, INCREASE THE PERCENTAGE** of DSL team members who feel acquired knowledge is retained and accessible

# SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, The Department of State Lands presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2025-2027 biennium.

**Supervisory Ratio for the last quarter of 2023-2025 biennium**

The agency actual supervisory ratio as of June 30, 2024 is 1:7.63

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

| ← Narrow Span | | Wide Span → |
|---|---|---|
| High | **RISK TO PUBLIC/EMPLOYEE SAFETY** | Low |
| Dispersed | **GEOGRAPHIC LOCATION(s) OF SUBORDINATES** | Assembled |
| Complex | **COMPLEXITY OF DUTIES/MISSION** | Not complex |
| Low | **BEST PRACTICES/INDUSTRY STANDARDS** | High |
| Small | **AGENCY SIZE/HOURS OF OPERATION** | Large |
| Many | **NON AGENCY STAFF/TEMPORARY EMPLOYEES** | Few |
| High | **FINANCIAL RESPONSIBILITY** | Low |
| ← More Supervisors | | Fewer Supervisors → |

## Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Although our agency is not considered to have a traditional public safety mission, our work does impact the safety of Oregonians in relation to their use and enjoyment of our state's natural resources. We are responsible for the sound management of the states navigable waterways. This includes partnering with other agencies for environmental considerations. We manage state forestlands. This also requires partnership with other agencies to ensure the safety of Oregonians when they visit public forests. The agency has been tasked with the disposal of Abandoned and Derelict Vessels (ADV)s. Abandoned and derelict vessels (ADVs) seriously threaten the health and safety of Oregon's public waterways, contaminating water and degrading habitat, damaging property, and creating navigational hazards.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Approximately 35 DSL staff members are located in field offices in Bend and Coos Bay. In addition, many of our staff members conduct site and field visits to geographic locations spanning the entire state of Oregon. While some functions are managed by onsite supervisors at field offices, the diversity of our programs requires that there are more managers and supervisors available to oversee these remote locations and workers.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The agency is responsible for very complex programs and often competing priorities. State Lands manages Common School Fund real property to meet trust obligations, consistent with the conservation of the resource under sound techniques of management. To accomplish this goal, along with many others, we employ highly qualified industry experts in fields such as marine and wildlife biology, forestry, finance, trust property, and others. This level of complexity requires additional management and supervisory engagement to ensure we meet our goals.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Industry best practices and standards are not factors impacting the agency maximum supervisory ratio.

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Size and hours of operation are not factors impacting the agency maximum supervisory ratio.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The agency uses volunteer and seasonal employees in a variety of capacities primarily in the South Slough National Estuarine Research Reserve. These volunteers require additional supervision and oversight, thus impacting the number of supervisors required for effective operations. The volunteers and all DSL employees will supervise and work with minors which increases the need for additional supervision and oversight.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The agency is responsible for ensuring a Common School Fund legacy through sound management of our trust responsibilities and protection of waters of the state. This is clearly a significant responsibility. The financial scope and responsibility of the agency requires additional oversight by highly skilled management and supervisors to achieve these results.

**Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1: 8.**

**Unions Requiring Notification: AFSCME**

**Date unions notified: August 13, 2024**

**Submitted by: Jimmie Phillips** **Date: August 13, 2024**

**Signature Line _____** **Date _____**

**Signature Line _____** **Date _____**

**Signature Line _____** **Date _____**

**Signature Line _____** **Date _____**

## What is status and health of the project (include budget and schedule baselines and any current challenges)?

This is a medium risk project that uses an agile development methodology. A re-baselined budget of $17.2M and schedule to extend the project by 20 months to 12/30/2025 without reducing or adding scope was approved and a change request (CR) was issued in November 2023. The go-live date for the re-baselined schedule is October 2025. The extension will increase costs.

The project is healthy with Scope, Budget, and Schedule in “Green” status (within 5% of planned).

Challenges include that DSL is a small agency and does not have bench depth in many areas. Vendors have a finite number of key resources assigned to the project. DSL project team members are responsible for their daily tasks and project-related work. In some cases, they also backfill when others are unavailable.

## What has occurred since the project was initiated (include any change in approach or re-baselines)?

Since the project was initiated, the following have been accomplished:

- The project was initiated, business case developed, business requirements collected, and initial project plan was developed.
- Stage Gate 2 endorsement was achieved through the development and refinement of the project documentation.
- Stage Gate 3 endorsement was achieved through the additional refinement of project documentation, and the procurement of a solution vendor.
- The solution vendor was onboarded, and configuration of the new system has begun. The configuration is anticipated to take 70, 2-week sprints.

The initial project estimate for configuration was greatly underestimated. This was due to the unanticipated complexity of the workflows needed to replace the existing antiquated system. The Executive Steering Committee and Project Team reviewed the various options and agreed to keep the scope and extend the timelines. The budget was increased to accommodate the additional configuration work. The re-baselining of the schedule and budget occurred in November of 2023.

## How is the project funded (include, any federal or other funds relied upon and approvals to access funding)?

The project is funded with Other Funds – Common School Funds appropriated by the department.

## What was accomplished with funds from last biennium (2023-25)?

The project will have completed configuration sprints 15-68 of the 70 sprints planned to complete the configuration of the new system. Additional funding required for the project timeline extension

was presented to the Legislature and approved during the 2024 Regular session and signed by the Governor in April of 2024.

## Why do funds need to be extended or expanded into 2025-27?

Funds are needed to complete the remainder of the project. Funds will be used to pay the vendors for Project Management, Organizational Change Management, Quality Assurance, and System Configuration, and the additional DSL staffing to backfill staff assigned to the project.

## What is expected to be accomplished in 2025-27 with the requested funds?

The project is expected to complete the remaining configuration (2 sprints), conduct final User Acceptance Testing (UAT), train users, go live with the system, and close the project.

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 010-00-00-00000 | Common School Fund | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 010-00-00-00000 | Common School Fund | 021 | 0 | Phase-in | Essential Packages |
| 010-00-00-00000 | Common School Fund | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 010-00-00-00000 | Common School Fund | 031 | 0 | Standard Inflation | Essential Packages |
| 010-00-00-00000 | Common School Fund | 032 | 0 | Above Standard Inflation | Essential Packages |
| 010-00-00-00000 | Common School Fund | 033 | 0 | Exceptional Inflation | Essential Packages |
| 010-00-00-00000 | Common School Fund | 040 | 0 | Mandated Caseload | Essential Packages |
| 010-00-00-00000 | Common School Fund | 050 | 0 | Fundshifts | Essential Packages |
| 010-00-00-00000 | Common School Fund | 060 | 0 | Technical Adjustments | Essential Packages |
| 010-00-00-00000 | Common School Fund | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 010-00-00-00000 | Common School Fund | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 010-00-00-00000 | Common School Fund | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 010-00-00-00000 | Common School Fund | 090 | 0 | Analyst Adjustments | Policy Packages |
| 010-00-00-00000 | Common School Fund | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 010-00-00-00000 | Common School Fund | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 010-00-00-00000 | Common School Fund | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 010-00-00-00000 | Common School Fund | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 010-00-00-00000 | Common School Fund | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 010-00-00-00000 | Common School Fund | 804 | 0 | Position Rebalance | Policy Packages |
| 010-00-00-00000 | Common School Fund | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 010-00-00-00000 | Common School Fund | 810 | 0 | Statewide Adjustments | Policy Packages |
| 010-00-00-00000 | Common School Fund | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 010-00-00-00000 | Common School Fund | 812 | 0 | Policy Bills | Policy Packages |
| 010-00-00-00000 | Common School Fund | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 010-00-00-00000 | Common School Fund | 816 | 0 | Capital Construction | Policy Packages |
| 010-00-00-00000 | Common School Fund | 840 | 0 | Mandated Caseloads | Policy Packages |
| 010-00-00-00000 | Common School Fund | 845 | 0 | Statutory Caseloads | Policy Packages |
| 010-00-00-00000 | Common School Fund | 201 | 1 | Protecting Wetlands & Waterways | Policy Packages |
| 010-00-00-00000 | Common School Fund | 204 | 4 | Modern Permitting System Project | Policy Packages |
| 010-00-00-00000 | Common School Fund | 205 | 5 | Adequate Resources for GIS | Policy Packages |
| 010-00-00-00000 | Common School Fund | 212 | 12 | Superfund Site-Protecting State Interests | Policy Packages |
| 010-00-00-00000 | Common School Fund | 213 | 13 | Lower Willamette River Management Plan | Policy Packages |
| 010-00-00-00000 | Common School Fund | 215 | 15 | EPA Grant Carry Forward | Policy Packages |
| 010-00-00-00000 | Common School Fund | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 010-00-00-00000 | Common School Fund | 501 | 8 | HH-Wetland Planning Support | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 021 | 0 | Phase-in | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 031 | 0 | Standard Inflation | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 032 | 0 | Above Standard Inflation | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 033 | 0 | Exceptional Inflation | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 040 | 0 | Mandated Caseload | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 050 | 0 | Fundshifts | Essential Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 060 | 0 | Technical Adjustments | Essential Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 011-00-00-00000 | Portland Harbor Cleanup | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 090 | 0 | Analyst Adjustments | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 804 | 0 | Position Rebalance | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 810 | 0 | Statewide Adjustments | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 812 | 0 | Policy Bills | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 816 | 0 | Capital Construction | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 840 | 0 | Mandated Caseloads | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 845 | 0 | Statutory Caseloads | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 211 | 11 | Portland Harbor Cleanup | Policy Packages |
| 011-00-00-00000 | Portland Harbor Cleanup | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 021 | 0 | Phase-in | Essential Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 012-00-00-00000 | Submerged Lands | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 031 | 0 | Standard Inflation | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 032 | 0 | Above Standard Inflation | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 033 | 0 | Exceptional Inflation | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 040 | 0 | Mandated Caseload | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 050 | 0 | Fundshifts | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 060 | 0 | Technical Adjustments | Essential Packages |
| 012-00-00-00000 | Submerged Lands | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 090 | 0 | Analyst Adjustments | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 804 | 0 | Position Rebalance | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 810 | 0 | Statewide Adjustments | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 812 | 0 | Policy Bills | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 012-00-00-00000 | Submerged Lands | 816 | 0 | Capital Construction | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 840 | 0 | Mandated Caseloads | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 845 | 0 | Statutory Caseloads | Policy Packages |
| 012-00-00-00000 | Submerged Lands | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 021 | 0 | Phase-in | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 031 | 0 | Standard Inflation | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 032 | 0 | Above Standard Inflation | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 033 | 0 | Exceptional Inflation | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 040 | 0 | Mandated Caseload | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 050 | 0 | Fundshifts | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 060 | 0 | Technical Adjustments | Essential Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 090 | 0 | Analyst Adjustments | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 803 | 0 | Federal Revenue Shortfall | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 804 | 0 | Position Rebalance | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 810 | 0 | Statewide Adjustments | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 812 | 0 | Policy Bills | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 816 | 0 | Capital Construction | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 840 | 0 | Mandated Caseloads | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 845 | 0 | Statutory Caseloads | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 500 | 7 | HH-Wetland Mitigation Support | Policy Packages |
| 013-00-00-00000 | Removal-Fill Mitigation Fund | 502 | 9 | HH-Single Point of Contact | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 021 | 0 | Phase-in | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 031 | 0 | Standard Inflation | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 032 | 0 | Above Standard Inflation | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 033 | 0 | Exceptional Inflation | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 040 | 0 | Mandated Caseload | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 050 | 0 | Fundshifts | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 060 | 0 | Technical Adjustments | Essential Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 070 | 0 | Revenue Shortfalls | Policy Packages |

| *Cross Reference Number* | *Cross Reference Description* | *Package Number* | Priority | *Package Description* | *Package Group* |
|---|---|---|---|---|---|
| 014-00-00-00000 | Oregon Ocean Science Trust | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 090 | 0 | Analyst Adjustments | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 804 | 0 | Position Rebalance | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 810 | 0 | Statewide Adjustments | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 812 | 0 | Policy Bills | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 816 | 0 | Capital Construction | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 840 | 0 | Mandated Caseloads | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 845 | 0 | Statutory Caseloads | Policy Packages |
| 014-00-00-00000 | Oregon Ocean Science Trust | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 021 | 0 | Phase-in | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 031 | 0 | Standard Inflation | Essential Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 015-00-00-00000 | Abandoned and Derelict Vessels | 032 | 0 | Above Standard Inflation | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 033 | 0 | Exceptional Inflation | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 040 | 0 | Mandated Caseload | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 050 | 0 | Fundshifts | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 060 | 0 | Technical Adjustments | Essential Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 090 | 0 | Analyst Adjustments | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 804 | 0 | Position Rebalance | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 810 | 0 | Statewide Adjustments | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 812 | 0 | Policy Bills | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 816 | 0 | Capital Construction | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 840 | 0 | Mandated Caseloads | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 015-00-00-00000 | Abandoned and Derelict Vessels | 845 | 0 | Statutory Caseloads | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 202 | 2 | Abandoned and Derelict Vessels Program | Policy Packages |
| 015-00-00-00000 | Abandoned and Derelict Vessels | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 021 | 0 | Phase-in | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 031 | 0 | Standard Inflation | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 032 | 0 | Above Standard Inflation | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 033 | 0 | Exceptional Inflation | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 040 | 0 | Mandated Caseload | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 050 | 0 | Fundshifts | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 060 | 0 | Technical Adjustments | Essential Packages |
| 016-00-00-00000 | Elliot State Research Forest | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 090 | 0 | Analyst Adjustments | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 804 | 0 | Position Rebalance | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 016-00-00-00000 | Elliot State Research Forest | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 810 | 0 | Statewide Adjustments | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 812 | 0 | Policy Bills | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 816 | 0 | Capital Construction | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 840 | 0 | Mandated Caseloads | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 845 | 0 | Statutory Caseloads | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 214 | 14 | Shutter Creek | Policy Packages |
| 016-00-00-00000 | Elliot State Research Forest | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 021 | 0 | Phase-in | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 031 | 0 | Standard Inflation | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 032 | 0 | Above Standard Inflation | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 033 | 0 | Exceptional Inflation | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 040 | 0 | Mandated Caseload | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 050 | 0 | Fundshifts | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 060 | 0 | Technical Adjustments | Essential Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 082 | 0 | September 2024 Emergency Board | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 017-00-00-00000 | Planner & Housing Permitting | 090 | 0 | Analyst Adjustments | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 804 | 0 | Position Rebalance | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 810 | 0 | Statewide Adjustments | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 812 | 0 | Policy Bills | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 816 | 0 | Capital Construction | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 840 | 0 | Mandated Caseloads | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 845 | 0 | Statutory Caseloads | Policy Packages |
| 017-00-00-00000 | Planner & Housing Permitting | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 020-00-00-00000 | Natural Heritage Program | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 021 | 0 | Phase-in | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 031 | 0 | Standard Inflation | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 032 | 0 | Above Standard Inflation | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 033 | 0 | Exceptional Inflation | Essential Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 020-00-00-00000 | Natural Heritage Program | 040 | 0 | Mandated Caseload | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 050 | 0 | Fundshifts | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 060 | 0 | Technical Adjustments | Essential Packages |
| 020-00-00-00000 | Natural Heritage Program | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 020-00-00-00000 | Natural Heritage Program | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 020-00-00-00000 | Natural Heritage Program | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 020-00-00-00000 | Natural Heritage Program | 090 | 0 | Analyst Adjustments | Policy Packages |
| 020-00-00-00000 | Natural Heritage Program | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 020-00-00-00000 | Natural Heritage Program | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 020-00-00-00000 | Natural Heritage Program | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 021 | 0 | Phase-in | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 031 | 0 | Standard Inflation | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 032 | 0 | Above Standard Inflation | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 033 | 0 | Exceptional Inflation | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 040 | 0 | Mandated Caseload | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 050 | 0 | Fundshifts | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 060 | 0 | Technical Adjustments | Essential Packages |
| 030-00-00-00000 | South Slough National Estuarine | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 082 | 0 | September 2024 Emergency Board | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 030-00-00-00000 | South Slough National Estuarine | 090 | 0 | Analyst Adjustments | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 804 | 0 | Position Rebalance | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 810 | 0 | Statewide Adjustments | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 812 | 0 | Policy Bills | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 816 | 0 | Capital Construction | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 840 | 0 | Mandated Caseloads | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 845 | 0 | Statutory Caseloads | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 203 | 3 | Resources for South Slough Reserve | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 206 | 6 | South Slough - Operational Funding Gaps | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 210 | 10 | Wasson Creek Project | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 216 | 16 | NOAA Grant Carry Forward | Policy Packages |
| 030-00-00-00000 | South Slough National Estuarine | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 021 | 0 | Phase-in | Essential Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 088-00-00-00000 | Capital Improvements | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 031 | 0 | Standard Inflation | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 032 | 0 | Above Standard Inflation | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 033 | 0 | Exceptional Inflation | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 040 | 0 | Mandated Caseload | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 050 | 0 | Fundshifts | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 060 | 0 | Technical Adjustments | Essential Packages |
| 088-00-00-00000 | Capital Improvements | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 090 | 0 | Analyst Adjustments | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 803 | 0 | Federal Revenue Shortfall | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 804 | 0 | Position Rebalance | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 810 | 0 | Statewide Adjustments | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 812 | 0 | Policy Bills | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 088-00-00-00000 | Capital Improvements | 816 | 0 | Capital Construction | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 840 | 0 | Mandated Caseloads | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 845 | 0 | Statutory Caseloads | Policy Packages |
| 088-00-00-00000 | Capital Improvements | 217 | 0 | Geological Carbon Sequestration | Policy Packages |
| 089-00-00-00000 | Capital Construction | 010 | 0 | Vacancy Factor and Non-ORPICS Personal Services | Essential Packages |
| 089-00-00-00000 | Capital Construction | 021 | 0 | Phase-in | Essential Packages |
| 089-00-00-00000 | Capital Construction | 022 | 0 | Phase-out Pgm & One-time Costs | Essential Packages |
| 089-00-00-00000 | Capital Construction | 031 | 0 | Standard Inflation | Essential Packages |
| 089-00-00-00000 | Capital Construction | 032 | 0 | Above Standard Inflation | Essential Packages |
| 089-00-00-00000 | Capital Construction | 033 | 0 | Exceptional Inflation | Essential Packages |
| 089-00-00-00000 | Capital Construction | 040 | 0 | Mandated Caseload | Essential Packages |
| 089-00-00-00000 | Capital Construction | 050 | 0 | Fundshifts | Essential Packages |
| 089-00-00-00000 | Capital Construction | 060 | 0 | Technical Adjustments | Essential Packages |
| 089-00-00-00000 | Capital Construction | 070 | 0 | Revenue Shortfalls | Policy Packages |
| 089-00-00-00000 | Capital Construction | 081 | 0 | May 2024 Emergency Board | Policy Packages |
| 089-00-00-00000 | Capital Construction | 082 | 0 | September 2024 Emergency Board | Policy Packages |
| 089-00-00-00000 | Capital Construction | 090 | 0 | Analyst Adjustments | Policy Packages |
| 089-00-00-00000 | Capital Construction | 092 | 0 | Statewide AG Adjustment | Policy Packages |
| 089-00-00-00000 | Capital Construction | 093 | 0 | Statewide Adjustment DAS Chgs | Policy Packages |
| 089-00-00-00000 | Capital Construction | 801 | 0 | LFO Analyst Adjustments | Policy Packages |
| 089-00-00-00000 | Capital Construction | 802 | 0 | Vacant Position Reductions | Policy Packages |
| 089-00-00-00000 | Capital Construction | 803 | 0 | Federal Revenue Shortfall | Policy Packages |

| Cross Reference Number | Cross Reference Description | Package Number | Priority | Package Description | Package Group |
|---|---|---|---|---|---|
| 089-00-00-00000 | Capital Construction | 804 | 0 | Position Rebalance | Policy Packages |
| 089-00-00-00000 | Capital Construction | 805 | 0 | Constitutionally Elected Officials Adjustments | Policy Packages |
| 089-00-00-00000 | Capital Construction | 810 | 0 | Statewide Adjustments | Policy Packages |
| 089-00-00-00000 | Capital Construction | 811 | 0 | Budget Reconciliation Adjustments | Policy Packages |
| 089-00-00-00000 | Capital Construction | 812 | 0 | Policy Bills | Policy Packages |
| 089-00-00-00000 | Capital Construction | 813 | 0 | Updated Base Debt Service Adjustments | Policy Packages |
| 089-00-00-00000 | Capital Construction | 816 | 0 | Capital Construction | Policy Packages |
| 089-00-00-00000 | Capital Construction | 840 | 0 | Mandated Caseloads | Policy Packages |
| 089-00-00-00000 | Capital Construction | 845 | 0 | Statutory Caseloads | Policy Packages |
| 089-00-00-00000 | Capital Construction | 217 | 0 | Geological Carbon Sequestration | Policy Packages |

**Policy Package List by Priority**
**2025-27 Biennium**

**Agency Number: 14100**
**BAM Analyst: Filimoehala, Sione**
**Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 070 | Revenue Shortfalls | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 020-00-00-00000 | Natural Heritage Program |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 081 | May 2024 Emergency Board | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 020-00-00-00000 | Natural Heritage Program |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 081 | May 2024 Emergency Board | 089-00-00-00000 | Capital Construction |
| | 082 | September 2024 Emergency Board | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 020-00-00-00000 | Natural Heritage Program |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 090 | Analyst Adjustments | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 020-00-00-00000 | Natural Heritage Program |
| | | | 030-00-00-00000 | South Slough National Estuarine |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 090 | Analyst Adjustments | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 092 | Statewide AG Adjustment | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 020-00-00-00000 | Natural Heritage Program |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 093 | Statewide Adjustment DAS Chgs | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 020-00-00-00000 | Natural Heritage Program |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 093 | Statewide Adjustment DAS Chgs | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 217 | Geological Carbon Sequestration | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 020-00-00-00000 | Natural Heritage Program |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 801 | LFO Analyst Adjustments | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 801 | LFO Analyst Adjustments | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 802 | Vacant Position Reductions | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 803 | Federal Revenue Shortfall | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 803 | Federal Revenue Shortfall | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 804 | Position Rebalance | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 805 | Constitutionally Elected Officials Adjustments | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 805 | Constitutionally Elected Officials Adjustments | 089-00-00-00000 | Capital Construction |
| | 810 | Statewide Adjustments | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 811 | Budget Reconciliation Adjustments | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 812 | Policy Bills | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 813 | Updated Base Debt Service Adjustments | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 816 | Capital Construction | 010-00-00-00000 | Common School Fund |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 816 | Capital Construction | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 840 | Mandated Caseloads | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |
| | | | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| | 845 | Statutory Caseloads | 010-00-00-00000 | Common School Fund |
| | | | 011-00-00-00000 | Portland Harbor Cleanup |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 0 | 845 | Statutory Caseloads | 012-00-00-00000 | Submerged Lands |
| | | | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| | | | 014-00-00-00000 | Oregon Ocean Science Trust |
| | | | 015-00-00-00000 | Abandoned and Derelict Vessels |
| | | | 016-00-00-00000 | Elliot State Research Forest |
| | | | 017-00-00-00000 | Planner & Housing Permitting |
| | | | 030-00-00-00000 | South Slough National Estuarine |
| | | | 088-00-00-00000 | Capital Improvements |
| | | | 089-00-00-00000 | Capital Construction |
| 1 | 201 | Protecting Wetlands & Waterways | 010-00-00-00000 | Common School Fund |
| 2 | 202 | Abandoned and Derelict Vessels Program | 015-00-00-00000 | Abandoned and Derelict Vessels |
| 3 | 203 | Resources for South Slough Reserve | 030-00-00-00000 | South Slough National Estuarine |
| 4 | 204 | Modern Permitting System Project | 010-00-00-00000 | Common School Fund |
| 5 | 205 | Adequate Resources for GIS | 010-00-00-00000 | Common School Fund |
| 6 | 206 | South Slough - Operational Funding Gaps | 030-00-00-00000 | South Slough National Estuarine |
| 7 | 500 | HH-Wetland Mitigation Support | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| 8 | 501 | HH-Wetland Planning Support | 010-00-00-00000 | Common School Fund |
| 9 | 502 | HH-Single Point of Contact | 013-00-00-00000 | Removal-Fill Mitigation Fund |
| 10 | 210 | Wasson Creek Project | 030-00-00-00000 | South Slough National Estuarine |
| 11 | 211 | Portland Harbor Cleanup | 011-00-00-00000 | Portland Harbor Cleanup |
| 12 | 212 | Superfund Site-Protecting State Interests | 010-00-00-00000 | Common School Fund |
| 13 | 213 | Lower Willamette River Management Plan | 010-00-00-00000 | Common School Fund |
| 14 | 214 | Shutter Creek | 016-00-00-00000 | Elliot State Research Forest |

| *Priority* | *Policy Pkg Number* | *Policy Pkg Description* | *Summary Cross Reference Number* | *Cross Reference Description* |
|---|---|---|---|---|
| 15 | 215 | EPA Grant Carry Forward | 010-00-00-00000 | Common School Fund |
| 16 | 216 | NOAA Grant Carry Forward | 030-00-00-00000 | South Slough National Estuarine |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | | | | | |
| **0025 Beginning Balance** | | | | | | |
| 3010 Other Funds Cap Improve | - | 772,898 | 772,898 | 781,253 | 781,253 | 781,253 |
| 3200 Other Funds Non-Ltd | 283,516,840 | 54,559,285 | 54,559,285 | 111,753,165 | 111,753,165 | 111,753,165 |
| 3400 Other Funds Ltd | 1,055,234,849 | 1,624,829,138 | 1,624,829,138 | 1,603,553,437 | 1,603,553,437 | 1,603,553,437 |
| 6400 Federal Funds Ltd | 370,928 | 1,804,002 | 1,804,002 | 1,875,747 | 1,875,747 | 1,875,747 |
| All Funds | 1,339,122,617 | 1,681,965,323 | 1,681,965,323 | 1,717,963,602 | 1,717,963,602 | 1,717,963,602 |
| **0030 Beginning Balance Adjustment** | | | | | | |
| 3400 Other Funds Ltd | - | (274,735) | (274,735) | (274,735) | (274,735) | (274,735) |
| **BEGINNING BALANCE** | | | | | | |
| 3010 Other Funds Cap Improve | - | 772,898 | 772,898 | 781,253 | 781,253 | 781,253 |
| 3200 Other Funds Non-Ltd | 283,516,840 | 54,559,285 | 54,559,285 | 111,753,165 | 111,753,165 | 111,753,165 |
| 3400 Other Funds Ltd | 1,055,234,849 | 1,624,554,403 | 1,624,554,403 | 1,603,278,702 | 1,603,278,702 | 1,603,278,702 |
| 6400 Federal Funds Ltd | 370,928 | 1,804,002 | 1,804,002 | 1,875,747 | 1,875,747 | 1,875,747 |
| **TOTAL BEGINNING BALANCE** | **$1,339,122,617** | **$1,681,690,588** | **$1,681,690,588** | **$1,717,688,867** | **$1,717,688,867** | **$1,717,688,867** |
| **REVENUE CATEGORIES** | | | | | | |
| **GENERAL FUND APPROPRIATION** | | | | | | |
| **0050 General Fund Appropriation** | | | | | | |
| 8000 General Fund | 123,060,000 | - | 4,002,152 | 11,873,772 | 442,576 | 442,576 |
| **LICENSES AND FEES** | | | | | | |
| **0205 Business Lic and Fees** | | | | | | |
| 3400 Other Funds Ltd | 7,500 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| **0210 Non-business Lic. and Fees** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 3,207,603 | 6,000,000 | 6,000,000 | 6,326,039 | 6,326,039 | 6,326,039 |
| **LICENSES AND FEES** | | | | | | |
| 3400 Other Funds Ltd | 3,215,103 | 6,025,000 | 6,025,000 | 6,351,039 | 6,351,039 | 6,351,039 |
| **TOTAL LICENSES AND FEES** | **$3,215,103** | **$6,025,000** | **$6,025,000** | **$6,351,039** | **$6,351,039** | **$6,351,039** |
| **FEDERAL FUNDS AS OTHER FUNDS** | | | | | | |
| **0355 Federal Revenues** | | | | | | |
| 3400 Other Funds Ltd | 1,397,947 | 1,000,000 | 1,000,000 | 1,085,000 | 1,085,000 | 3,171,084 |
| **CHARGES FOR SERVICES** | | | | | | |
| **0410 Charges for Services** | | | | | | |
| 3400 Other Funds Ltd | 728,191 | 800,000 | 800,000 | 801,153 | 801,153 | 801,153 |
| **FINES, RENTS AND ROYALTIES** | | | | | | |
| **0505 Fines and Forfeitures** | | | | | | |
| 3400 Other Funds Ltd | 212,389 | 200,000 | 200,000 | 206,519 | 206,519 | 206,519 |
| **0510 Rents and Royalties** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 40,000 | 40,000 | 100,000 | 100,000 | 100,000 |
| 3400 Other Funds Ltd | 10,405,243 | 14,960,000 | 14,960,000 | 13,552,149 | 13,552,149 | 13,552,149 |
| All Funds | 10,405,243 | 15,000,000 | 15,000,000 | 13,652,149 | 13,652,149 | 13,652,149 |
| **FINES, RENTS AND ROYALTIES** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 40,000 | 40,000 | 100,000 | 100,000 | 100,000 |
| 3400 Other Funds Ltd | 10,617,632 | 15,160,000 | 15,160,000 | 13,758,668 | 13,758,668 | 13,758,668 |
| **TOTAL FINES, RENTS AND ROYALTIES** | **$10,617,632** | **$15,200,000** | **$15,200,000** | **$13,858,668** | **$13,858,668** | **$13,858,668** |
| **INTEREST EARNINGS** | | | | | | |
| **0605 Interest Income** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3200 Other Funds Non-Ltd | 71,405,214 | 78,000,000 | 78,000,000 | 94,778,912 | 94,778,912 | 94,778,912 |
| 3400 Other Funds Ltd | 1,193,372 | 2,000,001 | 2,000,001 | 2,368,083 | 2,368,083 | 2,368,083 |
| All Funds | 72,598,586 | 80,000,001 | 80,000,001 | 97,146,995 | 97,146,995 | 97,146,995 |
| **SALES INCOME** | | | | | | |
| **0705 Sales Income** | | | | | | |
| 3400 Other Funds Ltd | 138,617 | 25,000 | 25,000 | 770,000 | 770,000 | 770,000 |
| **0735 Common School Lands Sales** | | | | | | |
| 3400 Other Funds Ltd | 4,095 | 3,000,000 | 3,000,000 | 10,000,000 | 10,000,000 | 10,000,000 |
| **SALES INCOME** | | | | | | |
| 3400 Other Funds Ltd | 142,712 | 3,025,000 | 3,025,000 | 10,770,000 | 10,770,000 | 10,770,000 |
| **TOTAL SALES INCOME** | **$142,712** | **$3,025,000** | **$3,025,000** | **$10,770,000** | **$10,770,000** | **$10,770,000** |
| **DONATIONS AND CONTRIBUTIONS** | | | | | | |
| **0905 Donations** | | | | | | |
| 3400 Other Funds Ltd | 30,000 | - | - | 282,000 | 282,000 | 282,000 |
| **OTHER** | | | | | | |
| **0975 Other Revenues** | | | | | | |
| 3010 Other Funds Cap Improve | 399,818 | 580,471 | 580,471 | 580,471 | 580,471 | 580,471 |
| 3200 Other Funds Non-Ltd | 165,767,957 | 137,032,340 | 148,032,340 | 140,000,000 | 140,000,000 | 140,000,000 |
| 3400 Other Funds Ltd | 2,135,989 | 2,387,189 | 2,572,077 | 1,295,800 | 1,295,800 | 1,295,800 |
| All Funds | 168,303,764 | 140,000,000 | 151,184,888 | 141,876,271 | 141,876,271 | 141,876,271 |
| **FEDERAL FUNDS REVENUE** | | | | | | |
| **0995 Federal Funds** | | | | | | |
| 6400 Federal Funds Ltd | 2,481,981 | 5,500,000 | 5,655,619 | 6,331,802 | 6,331,802 | 4,245,718 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 |
| 3400 Other Funds Ltd | 24,090,307 | 16,496,629 | 16,668,648 | 39,595,721 | 49,595,721 | 49,595,721 |
| All Funds | 24,090,307 | 18,599,952 | 18,771,971 | 41,699,044 | 51,699,044 | 51,699,044 |
| **1060 Transfer from General Fund** | | | | | | |
| 3200 Other Funds Non-Ltd | 121,000,000 | - | - | - | - | - |
| 3400 Other Funds Ltd | 2,060,000 | - | - | - | - | - |
| All Funds | 123,060,000 | - | - | - | - | - |
| **1107 Tsfr From Administrative Svcs** | | | | | | |
| 3400 Other Funds Ltd | - | 18,763,236 | 19,263,236 | - | - | - |
| **1137 Tsfr From Justice, Dept of** | | | | | | |
| 3400 Other Funds Ltd | - | 563,172 | 563,172 | - | - | - |
| **1150 Tsfr From Revenue, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 2,540 | 33,478 | 33,478 | 4,312 | 4,312 | 4,180 |
| **1330 Tsfr From Energy, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 4,737 | - | - | - | - | - |
| **1629 Tsfr From Forestry, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 5,786,105 | 7,500,000 | 7,500,000 | 2,702,004 | 2,702,004 | 2,702,004 |
| **1635 Tsfr From Fish/Wildlife, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 293,637 | - | - | - | - | - |
| **1839 Tsfr From Labor and Ind, Bureau** | | | | | | |
| 3400 Other Funds Ltd | 794,834 | - | - | - | - | - |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **TRANSFERS IN** | | | | | | |
| 3200 Other Funds Non-Ltd | 121,000,000 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 |
| 3400 Other Funds Ltd | 33,032,160 | 43,356,515 | 44,028,534 | 42,302,037 | 52,302,037 | 52,301,905 |
| **TOTAL TRANSFERS IN** | **$154,032,160** | **$45,459,838** | **$46,131,857** | **$44,405,360** | **$54,405,360** | **$54,405,228** |
| **REVENUE CATEGORIES** | | | | | | |
| 8000 General Fund | 123,060,000 | - | 4,002,152 | 11,873,772 | 442,576 | 442,576 |
| 3010 Other Funds Cap Improve | 399,818 | 580,471 | 580,471 | 580,471 | 580,471 | 580,471 |
| 3200 Other Funds Non-Ltd | 358,173,171 | 217,175,663 | 228,175,663 | 236,982,235 | 236,982,235 | 236,982,235 |
| 3400 Other Funds Ltd | 52,493,106 | 73,753,705 | 74,610,612 | 79,013,780 | 89,013,780 | 91,099,732 |
| 6400 Federal Funds Ltd | 2,481,981 | 5,500,000 | 5,655,619 | 6,331,802 | 6,331,802 | 4,245,718 |
| **TOTAL REVENUE CATEGORIES** | **$536,608,076** | **$297,009,839** | **$313,024,517** | **$334,782,060** | **$333,350,864** | **$333,350,732** |
| **TRANSFERS OUT** | | | | | | |
| **2010 Transfer Out - Intrafund** | | | | | | |
| 3200 Other Funds Non-Ltd | - | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) |
| 3400 Other Funds Ltd | (24,090,307) | (16,496,629) | (16,668,648) | (39,595,721) | (49,595,721) | (49,595,721) |
| All Funds | (24,090,307) | (18,599,952) | (18,771,971) | (41,699,044) | (51,699,044) | (51,699,044) |
| **2459 Tsfr To Public Emp Ret Sys** | | | | | | |
| 3200 Other Funds Non-Ltd | (45,492,147) | - | - | - | - | - |
| **2581 Tsfr To Education, Dept of** | | | | | | |
| 3200 Other Funds Non-Ltd | (136,400,682) | (149,825,999) | (149,825,999) | (160,050,924) | (160,050,924) | (160,050,924) |
| **2629 Tsfr To Forestry, Dept of** | | | | | | |
| 3400 Other Funds Ltd | (4,166,066) | (4,819,961) | (4,819,961) | (5,424,732) | (5,424,732) | (5,424,732) |
| **2690 Tsfr To Water Resources Dept** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | - | (118,918) | (118,918) | (136,161) | (136,161) | (136,161) |
| **TRANSFERS OUT** | | | | | | |
| 3200 Other Funds Non-Ltd | (181,892,829) | (151,929,322) | (151,929,322) | (162,154,247) | (162,154,247) | (162,154,247) |
| 3400 Other Funds Ltd | (28,256,373) | (21,435,508) | (21,607,527) | (45,156,614) | (55,156,614) | (55,156,614) |
| **TOTAL TRANSFERS OUT** | **($210,149,202)** | **($173,364,830)** | **($173,536,849)** | **($207,310,861)** | **($217,310,861)** | **($217,310,861)** |
| **AVAILABLE REVENUES** | | | | | | |
| 8000 General Fund | 123,060,000 | - | 4,002,152 | 11,873,772 | 442,576 | 442,576 |
| 3010 Other Funds Cap Improve | 399,818 | 1,353,369 | 1,353,369 | 1,361,724 | 1,361,724 | 1,361,724 |
| 3200 Other Funds Non-Ltd | 459,797,182 | 119,805,626 | 130,805,626 | 186,581,153 | 186,581,153 | 186,581,153 |
| 3400 Other Funds Ltd | 1,079,471,582 | 1,676,872,600 | 1,677,557,488 | 1,637,135,868 | 1,637,135,868 | 1,639,221,820 |
| 6400 Federal Funds Ltd | 2,852,909 | 7,304,002 | 7,459,621 | 8,207,549 | 8,207,549 | 6,121,465 |
| **TOTAL AVAILABLE REVENUES** | **$1,665,581,491** | **$1,805,335,597** | **$1,821,178,256** | **$1,845,160,066** | **$1,833,728,870** | **$1,833,728,738** |
| **EXPENDITURES** | | | | | | |
| **PERSONAL SERVICES** | | | | | | |
| **SALARIES & WAGES** | | | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | | | |
| 8000 General Fund | - | - | - | 1,091,333 | 262,800 | 262,800 |
| 3400 Other Funds Ltd | 16,373,692 | 17,915,800 | 20,179,312 | 23,955,011 | 23,955,011 | 25,147,685 |
| 6400 Federal Funds Ltd | 1,019,150 | 1,252,049 | 1,407,668 | 1,662,444 | 1,662,444 | 1,464,876 |
| All Funds | 17,392,842 | 19,167,849 | 21,586,980 | 26,708,788 | 25,880,255 | 26,875,361 |
| **3160 Temporary Appointments** | | | | | | |
| 3400 Other Funds Ltd | 192,635 | 34,253 | 34,253 | 35,692 | 35,692 | 35,692 |
| 6400 Federal Funds Ltd | 3,799 | 129,419 | 129,419 | 134,854 | 134,854 | 134,854 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | 196,434 | 163,672 | 163,672 | 170,546 | 170,546 | 170,546 |
| **3170 Overtime Payments** | | | | | | |
| 3400 Other Funds Ltd | 2,666 | 75,153 | 75,153 | 78,310 | 78,310 | 78,310 |
| 6400 Federal Funds Ltd | 62 | 3,657 | 3,657 | 3,811 | 3,811 | 3,811 |
| All Funds | 2,728 | 78,810 | 78,810 | 82,121 | 82,121 | 82,121 |
| **3180 Shift Differential** | | | | | | |
| 3400 Other Funds Ltd | 571 | 9,327 | 9,327 | 9,719 | 9,719 | 9,719 |
| 6400 Federal Funds Ltd | 209 | 8 | 8 | 8 | 8 | 8 |
| All Funds | 780 | 9,335 | 9,335 | 9,727 | 9,727 | 9,727 |
| **3190 All Other Differential** | | | | | | |
| 3400 Other Funds Ltd | 289,970 | 19,852 | 19,852 | 20,686 | 20,686 | 20,686 |
| 6400 Federal Funds Ltd | 6,560 | - | - | - | - | - |
| All Funds | 296,530 | 19,852 | 19,852 | 20,686 | 20,686 | 20,686 |
| **SALARIES & WAGES** | | | | | | |
| 8000 General Fund | - | - | - | 1,091,333 | 262,800 | 262,800 |
| 3400 Other Funds Ltd | 16,859,534 | 18,054,385 | 20,317,897 | 24,099,418 | 24,099,418 | 25,292,092 |
| 6400 Federal Funds Ltd | 1,029,780 | 1,385,133 | 1,540,752 | 1,801,117 | 1,801,117 | 1,603,549 |
| **TOTAL SALARIES & WAGES** | **$17,889,314** | **$19,439,518** | **$21,858,649** | **$26,991,868** | **$26,163,335** | **$27,158,441** |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | | | |
| 8000 General Fund | - | - | - | 513 | 114 | 114 |
| 3400 Other Funds Ltd | 5,368 | 5,403 | 5,403 | 8,692 | 8,692 | 9,253 |
| 6400 Federal Funds Ltd | 436 | 470 | 470 | 782 | 782 | 638 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | 5,804 | 5,873 | 5,873 | 9,987 | 9,588 | 10,005 |
| **3220 Public Employees' Retire Cont** | | | | | | |
| 8000 General Fund | - | - | - | 229,618 | 55,294 | 55,294 |
| 3400 Other Funds Ltd | 3,042,399 | 3,229,204 | 3,229,204 | 5,063,011 | 5,063,011 | 5,313,953 |
| 6400 Federal Funds Ltd | 171,070 | 225,024 | 225,024 | 350,583 | 350,583 | 309,015 |
| All Funds | 3,213,469 | 3,454,228 | 3,454,228 | 5,643,212 | 5,468,888 | 5,678,262 |
| **3221 Pension Obligation Bond** | | | | | | |
| 3400 Other Funds Ltd | 918,127 | 876,813 | 892,615 | 797,906 | 797,906 | 797,906 |
| 6400 Federal Funds Ltd | 54,770 | 61,089 | 61,089 | 53,151 | 53,151 | 53,151 |
| All Funds | 972,897 | 937,902 | 953,704 | 851,057 | 851,057 | 851,057 |
| **3230 Social Security Taxes** | | | | | | |
| 8000 General Fund | - | - | - | 83,487 | 20,104 | 20,104 |
| 3400 Other Funds Ltd | 1,265,718 | 1,369,927 | 1,369,927 | 1,831,733 | 1,831,733 | 1,922,971 |
| 6400 Federal Funds Ltd | 78,235 | 105,965 | 105,965 | 137,788 | 137,788 | 122,674 |
| All Funds | 1,343,953 | 1,475,892 | 1,475,892 | 2,053,008 | 1,989,625 | 2,065,749 |
| **3240 Unemployment Assessments** | | | | | | |
| 3400 Other Funds Ltd | 223 | 13,868 | 13,868 | 14,451 | 14,451 | 14,451 |
| **3241 Paid Family Medical Leave Insurance** | | | | | | |
| 8000 General Fund | - | - | - | 4,367 | 1,052 | 1,052 |
| 3400 Other Funds Ltd | 20,208 | 70,951 | 70,951 | 95,489 | 95,489 | 100,260 |
| 6400 Federal Funds Ltd | 1,322 | 5,023 | 5,023 | 6,664 | 6,664 | 5,874 |
| All Funds | 21,530 | 75,974 | 75,974 | 106,520 | 103,205 | 107,186 |
| **3250 Worker's Comp. Assess. (WCD)** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 8000 General Fund | - | - | - | 297 | 66 | 66 |
| 3400 Other Funds Ltd | 3,795 | 4,692 | 4,692 | 5,066 | 5,066 | 5,393 |
| 6400 Federal Funds Ltd | 285 | 407 | 407 | 457 | 457 | 373 |
| All Funds | 4,080 | 5,099 | 5,099 | 5,820 | 5,589 | 5,832 |
| **3260 Mass Transit Tax** | | | | | | |
| 3400 Other Funds Ltd | 77,876 | 99,770 | 99,770 | 122,323 | 122,323 | 122,323 |
| 6400 Federal Funds Ltd | 91 | - | - | - | - | - |
| All Funds | 77,967 | 99,770 | 99,770 | 122,323 | 122,323 | 122,323 |
| **3270 Flexible Benefits** | | | | | | |
| 8000 General Fund | - | - | - | 302,157 | 67,146 | 67,146 |
| 3400 Other Funds Ltd | 3,801,321 | 4,039,794 | 4,039,794 | 5,119,636 | 5,119,636 | 5,450,065 |
| 6400 Federal Funds Ltd | 286,982 | 350,856 | 350,856 | 460,550 | 460,550 | 375,734 |
| All Funds | 4,088,303 | 4,390,650 | 4,390,650 | 5,882,343 | 5,647,332 | 5,892,945 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| 8000 General Fund | - | - | - | 620,439 | 143,776 | 143,776 |
| 3400 Other Funds Ltd | 9,135,035 | 9,710,422 | 9,726,224 | 13,058,307 | 13,058,307 | 13,736,575 |
| 6400 Federal Funds Ltd | 593,191 | 748,834 | 748,834 | 1,009,975 | 1,009,975 | 867,459 |
| **TOTAL OTHER PAYROLL EXPENSES** | **$9,728,226** | **$10,459,256** | **$10,475,058** | **$14,688,721** | **$14,212,058** | **$14,747,810** |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |
| **3455 Vacancy Savings** | | | | | | |
| 3400 Other Funds Ltd | - | (350,918) | (350,918) | (1,019,057) | (1,019,057) | (1,019,057) |
| 6400 Federal Funds Ltd | - | (26,413) | (26,413) | (74,240) | (74,240) | (74,240) |
| All Funds | - | (377,331) | (377,331) | (1,093,297) | (1,093,297) | (1,093,297) |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **3465 Reconciliation Adjustment** | | | | | | |
| 3400 Other Funds Ltd | - | 11,390 | 11,390 | - | - | 76,598 |
| 6400 Federal Funds Ltd | - | 64,974 | 64,974 | - | - | - |
| All Funds | - | 76,364 | 76,364 | - | - | 76,598 |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |
| 3400 Other Funds Ltd | - | (339,528) | (339,528) | (1,019,057) | (1,019,057) | (942,459) |
| 6400 Federal Funds Ltd | - | 38,561 | 38,561 | (74,240) | (74,240) | (74,240) |
| **TOTAL P.S. BUDGET ADJUSTMENTS** | **-** | **($300,967)** | **($300,967)** | **($1,093,297)** | **($1,093,297)** | **($1,016,699)** |
| **PERSONAL SERVICES** | | | | | | |
| 8000 General Fund | - | - | - | 1,711,772 | 406,576 | 406,576 |
| 3400 Other Funds Ltd | 25,994,569 | 27,425,279 | 29,704,593 | 36,138,668 | 36,138,668 | 38,086,208 |
| 6400 Federal Funds Ltd | 1,622,971 | 2,172,528 | 2,328,147 | 2,736,852 | 2,736,852 | 2,396,768 |
| **TOTAL PERSONAL SERVICES** | **$27,617,540** | **$29,597,807** | **$32,032,740** | **$40,587,292** | **$39,282,096** | **$40,889,552** |
| **SERVICES & SUPPLIES** | | | | | | |
| **4100 Instate Travel** | | | | | | |
| 8000 General Fund | - | - | - | 72,000 | 16,000 | 16,000 |
| 3400 Other Funds Ltd | 308,294 | 413,214 | 413,214 | 576,776 | 676,526 | 684,526 |
| 6400 Federal Funds Ltd | 9,034 | 22,043 | 22,043 | 41,759 | 41,759 | 25,759 |
| All Funds | 317,328 | 435,257 | 435,257 | 690,535 | 734,285 | 726,285 |
| **4125 Out of State Travel** | | | | | | |
| 3400 Other Funds Ltd | 18,319 | 15,472 | 15,472 | 16,123 | 16,123 | 16,123 |
| 6400 Federal Funds Ltd | 15,977 | 15,272 | 15,272 | 15,913 | 15,913 | 15,913 |
| All Funds | 34,296 | 30,744 | 30,744 | 32,036 | 32,036 | 32,036 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **4150 Employee Training** | | | | | | |
| 8000 General Fund | - | - | - | 27,000 | 6,000 | 6,000 |
| 3400 Other Funds Ltd | 132,484 | 102,664 | 102,664 | 181,975 | 202,975 | 205,975 |
| 6400 Federal Funds Ltd | 13,840 | 24,953 | 24,953 | 35,001 | 35,001 | 29,001 |
| All Funds | 146,324 | 127,617 | 127,617 | 243,976 | 243,976 | 240,976 |
| **4175 Office Expenses** | | | | | | |
| 8000 General Fund | - | - | - | 9,000 | 2,000 | 2,000 |
| 3400 Other Funds Ltd | 89,282 | 239,314 | 239,314 | 263,380 | 265,880 | 266,880 |
| 6400 Federal Funds Ltd | 8,916 | 23,208 | 23,208 | 26,141 | 26,141 | 24,141 |
| All Funds | 98,198 | 262,522 | 262,522 | 298,521 | 294,021 | 293,021 |
| **4200 Telecommunications** | | | | | | |
| 8000 General Fund | - | - | - | 9,000 | 2,000 | 2,000 |
| 3010 Other Funds Cap Improve | 1,595 | - | - | - | - | - |
| 3400 Other Funds Ltd | 215,328 | 233,872 | 233,872 | 255,228 | 331,188 | 332,188 |
| 6400 Federal Funds Ltd | 11,542 | 10,553 | 10,553 | 12,954 | 12,954 | 10,954 |
| All Funds | 228,465 | 244,425 | 244,425 | 277,182 | 346,142 | 345,142 |
| **4225 State Gov. Service Charges** | | | | | | |
| 3400 Other Funds Ltd | 2,309,832 | 1,411,022 | 1,411,022 | 2,128,052 | 2,059,895 | 2,130,934 |
| **4250 Data Processing** | | | | | | |
| 3400 Other Funds Ltd | 136,049 | 75,211 | 75,211 | 78,370 | 78,370 | 78,370 |
| 6400 Federal Funds Ltd | - | 11,940 | 11,940 | 12,441 | 12,441 | 12,441 |
| All Funds | 136,049 | 87,151 | 87,151 | 90,811 | 90,811 | 90,811 |
| **4275 Publicity and Publications** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 13,664 | 68,076 | 68,076 | 70,935 | 70,935 | 70,935 |
| 6400 Federal Funds Ltd | 2,332 | 1,745 | 1,745 | 1,818 | 1,818 | 1,818 |
| All Funds | 15,996 | 69,821 | 69,821 | 72,753 | 72,753 | 72,753 |
| **4300 Professional Services** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | 5,000,000 | - | - |
| 3400 Other Funds Ltd | 14,133,842 | 26,618,736 | 27,636,723 | 17,451,855 | 27,110,005 | 25,315,038 |
| 6400 Federal Funds Ltd | 157,102 | 3,507,391 | 3,007,391 | 2,535,001 | 2,535,001 | 1,785,001 |
| All Funds | 14,290,944 | 30,126,127 | 34,646,266 | 24,986,856 | 29,645,006 | 27,100,039 |
| **4315 IT Professional Services** | | | | | | |
| 3010 Other Funds Cap Improve | 319 | - | - | - | - | - |
| 3400 Other Funds Ltd | 1,857,985 | 3,291,956 | 7,738,126 | 2,739,001 | 2,739,001 | 2,739,001 |
| All Funds | 1,858,304 | 3,291,956 | 7,738,126 | 2,739,001 | 2,739,001 | 2,739,001 |
| **4325 Attorney General** | | | | | | |
| 3010 Other Funds Cap Improve | 9,244 | - | - | - | - | - |
| 3400 Other Funds Ltd | 4,896,257 | 1,815,471 | 1,815,471 | 3,272,348 | 3,270,124 | 4,237,009 |
| 6400 Federal Funds Ltd | 5,808 | - | - | - | - | - |
| All Funds | 4,911,309 | 1,815,471 | 1,815,471 | 3,272,348 | 3,270,124 | 4,237,009 |
| **4375 Employee Recruitment and Develop** | | | | | | |
| 3400 Other Funds Ltd | 7,419 | 24,440 | 24,440 | 25,467 | 25,467 | 25,467 |
| 6400 Federal Funds Ltd | - | 6,914 | 6,914 | 7,204 | 7,204 | 7,204 |
| All Funds | 7,419 | 31,354 | 31,354 | 32,671 | 32,671 | 32,671 |
| **4400 Dues and Subscriptions** | | | | | | |
| 3400 Other Funds Ltd | 22,439 | 7,762 | 7,762 | 8,089 | 8,089 | 8,089 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 6400 Federal Funds Ltd | 14,718 | 976 | 976 | 1,017 | 1,017 | 1,017 |
| All Funds | 37,157 | 8,738 | 8,738 | 9,106 | 9,106 | 9,106 |
| **4425 Facilities Rental and Taxes** | | | | | | |
| 3400 Other Funds Ltd | 218,652 | 511,575 | 511,575 | 531,342 | 531,342 | 531,342 |
| **4450 Fuels and Utilities** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 194,958 | 194,958 | 194,958 | 194,958 | 194,958 |
| 3400 Other Funds Ltd | 266,198 | 279,946 | 279,946 | 307,101 | 307,101 | 547,101 |
| 6400 Federal Funds Ltd | 10,963 | 29,892 | 29,892 | 271,147 | 271,147 | 31,147 |
| All Funds | 277,161 | 504,796 | 504,796 | 773,206 | 773,206 | 773,206 |
| **4475 Facilities Maintenance** | | | | | | |
| 3010 Other Funds Cap Improve | 42,514 | 354,755 | 354,755 | 369,655 | 369,655 | 369,655 |
| 3400 Other Funds Ltd | 629,683 | 472,936 | 472,936 | 492,800 | 492,800 | 1,212,800 |
| 6400 Federal Funds Ltd | 90,742 | 35,642 | 35,642 | 757,139 | 757,139 | 37,139 |
| All Funds | 762,939 | 863,333 | 863,333 | 1,619,594 | 1,619,594 | 1,619,594 |
| **4575 Agency Program Related S and S** | | | | | | |
| 3200 Other Funds Non-Ltd | 14,913,221 | 7,302,927 | 18,302,927 | 20,000,000 | 20,000,000 | 20,000,000 |
| 3400 Other Funds Ltd | 2,003,495 | 698,637 | 698,637 | 727,980 | 727,980 | 727,980 |
| 6400 Federal Funds Ltd | - | 6,390 | 6,390 | 6,658 | 6,658 | 6,658 |
| All Funds | 16,916,716 | 8,007,954 | 19,007,954 | 20,734,638 | 20,734,638 | 20,734,638 |
| **4650 Other Services and Supplies** | | | | | | |
| 3010 Other Funds Cap Improve | 8,414 | - | - | - | - | - |
| 3400 Other Funds Ltd | (4,518,199) | 464,453 | 464,453 | 437,070 | 495,778 | 495,778 |
| 6400 Federal Funds Ltd | 135,114 | 18,075 | 18,075 | 13,624 | 13,624 | 13,624 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | (4,374,671) | 482,528 | 482,528 | 450,694 | 509,402 | 509,402 |
| **4700 Expendable Prop 250 - 5000** | | | | | | |
| 3400 Other Funds Ltd | 28,246 | 27,723 | 27,723 | 28,887 | 28,887 | 28,887 |
| 6400 Federal Funds Ltd | 31,817 | 25,139 | 25,139 | 26,195 | 26,195 | 26,195 |
| All Funds | 60,063 | 52,862 | 52,862 | 55,082 | 55,082 | 55,082 |
| **4715 IT Expendable Property** | | | | | | |
| 8000 General Fund | - | - | - | 45,000 | 10,000 | 10,000 |
| 3400 Other Funds Ltd | 391,381 | 196,354 | 196,354 | 322,699 | 357,699 | 362,699 |
| 6400 Federal Funds Ltd | 2,362 | 1,713 | 1,713 | 16,785 | 16,785 | 6,785 |
| All Funds | 393,743 | 198,067 | 198,067 | 384,484 | 384,484 | 379,484 |
| **SERVICES & SUPPLIES** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | 5,162,000 | 36,000 | 36,000 |
| 3010 Other Funds Cap Improve | 62,086 | 354,755 | 354,755 | 369,655 | 369,655 | 369,655 |
| 3200 Other Funds Non-Ltd | 14,913,221 | 7,497,885 | 18,497,885 | 20,194,958 | 20,194,958 | 20,194,958 |
| 3400 Other Funds Ltd | 23,160,650 | 36,968,834 | 42,432,991 | 29,915,478 | 39,796,165 | 40,017,122 |
| 6400 Federal Funds Ltd | 510,267 | 3,741,846 | 3,241,846 | 3,780,797 | 3,780,797 | 2,034,797 |
| **TOTAL SERVICES & SUPPLIES** | **$38,646,224** | **$48,563,320** | **$68,529,629** | **$59,422,888** | **$64,177,575** | **$62,652,532** |
| **CAPITAL OUTLAY** | | | | | | |
| **5100 Office Furniture and Fixtures** | | | | | | |
| 3400 Other Funds Ltd | 6,403 | 24,322 | 24,322 | 25,344 | 25,344 | 40,344 |
| **5200 Technical Equipment** | | | | | | |
| 3400 Other Funds Ltd | 77,298 | 46,834 | 46,834 | 48,801 | 48,801 | 48,801 |
| 6400 Federal Funds Ltd | - | 10,895 | 10,895 | 11,353 | 11,353 | 11,353 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | 77,298 | 57,729 | 57,729 | 60,154 | 60,154 | 60,154 |
| **5400 Automotive and Aircraft** | | | | | | |
| 3400 Other Funds Ltd | 8,095 | - | - | - | - | - |
| **5550 Data Processing Software** | | | | | | |
| 3400 Other Funds Ltd | 1,517,662 | 785,023 | 785,023 | 788,594 | 788,594 | 788,594 |
| **5600 Data Processing Hardware** | | | | | | |
| 3400 Other Funds Ltd | - | 20,741 | 20,741 | 21,612 | 21,612 | 21,612 |
| **5650 Land Improvements** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 554,576 | 554,576 | 554,576 | 554,576 | 554,576 |
| 3400 Other Funds Ltd | 943,822 | - | - | - | - | - |
| 6400 Federal Funds Ltd | 19,865 | - | - | - | - | - |
| All Funds | 963,687 | 554,576 | 554,576 | 554,576 | 554,576 | 554,576 |
| **5700 Building Structures** | | | | | | |
| 3010 Other Funds Cap Improve | 337,732 | 217,361 | 217,361 | 226,490 | 226,490 | 226,490 |
| 3400 Other Funds Ltd | 239 | - | - | - | - | - |
| 6400 Federal Funds Ltd | 264,575 | - | - | - | - | - |
| All Funds | 602,546 | 217,361 | 217,361 | 226,490 | 226,490 | 226,490 |
| **5900 Other Capital Outlay** | | | | | | |
| 3400 Other Funds Ltd | 65,537 | - | - | - | - | - |
| 6400 Federal Funds Ltd | 60,000 | - | - | - | - | - |
| All Funds | 125,537 | - | - | - | - | - |
| **CAPITAL OUTLAY** | | | | | | |
| 3010 Other Funds Cap Improve | 337,732 | 217,361 | 217,361 | 226,490 | 226,490 | 226,490 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3200 Other Funds Non-Ltd | - | 554,576 | 554,576 | 554,576 | 554,576 | 554,576 |
| 3400 Other Funds Ltd | 2,619,056 | 876,920 | 876,920 | 884,351 | 884,351 | 899,351 |
| 6400 Federal Funds Ltd | 344,440 | 10,895 | 10,895 | 11,353 | 11,353 | 11,353 |
| **TOTAL CAPITAL OUTLAY** | **$3,301,228** | **$1,659,752** | **$1,659,752** | **$1,676,770** | **$1,676,770** | **$1,691,770** |
| **SPECIAL PAYMENTS** | | | | | | |
| **6020 Dist to Counties** | | | | | | |
| 3400 Other Funds Ltd | 76,667 | - | - | - | - | - |
| **6025 Dist to Other Gov Unit** | | | | | | |
| 8000 General Fund | - | - | - | 5,000,000 | - | - |
| 3400 Other Funds Ltd | 717,798 | - | - | - | - | 1,045,834 |
| All Funds | 717,798 | - | - | 5,000,000 | - | 1,045,834 |
| **6030 Dist to Non-Gov Units** | | | | | | |
| 3400 Other Funds Ltd | 240,572 | 1,263,471 | 1,263,471 | 1,316,537 | 1,316,537 | 1,316,537 |
| **6060 Intra-Agency Gen Fund Transfer** | | | | | | |
| 8000 General Fund | 123,060,000 | - | - | - | - | - |
| **6632 Spc Pmt to Geology/Mineral Ind** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 10,000,000 | 10,000,000 | 10,000,000 |
| **SPECIAL PAYMENTS** | | | | | | |
| 8000 General Fund | 123,060,000 | - | - | 5,000,000 | - | - |
| 3400 Other Funds Ltd | 1,035,037 | 1,263,471 | 1,263,471 | 11,316,537 | 11,316,537 | 12,362,371 |
| **TOTAL SPECIAL PAYMENTS** | **$124,095,037** | **$1,263,471** | **$1,263,471** | **$16,316,537** | **$11,316,537** | **$12,362,371** |
| **EXPENDITURES** | | | | | | |
| 8000 General Fund | 123,060,000 | - | 4,002,152 | 11,873,772 | 442,576 | 442,576 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3010 Other Funds Cap Improve | 399,818 | 572,116 | 572,116 | 596,145 | 596,145 | 596,145 |
| 3200 Other Funds Non-Ltd | 14,913,221 | 8,052,461 | 19,052,461 | 20,749,534 | 20,749,534 | 20,749,534 |
| 3400 Other Funds Ltd | 52,809,312 | 66,534,504 | 74,277,975 | 78,255,034 | 88,135,721 | 91,365,052 |
| 6400 Federal Funds Ltd | 2,477,678 | 5,925,269 | 5,580,888 | 6,529,002 | 6,529,002 | 4,442,918 |
| **TOTAL EXPENDITURES** | **$193,660,029** | **$81,084,350** | **$103,485,592** | **$118,003,487** | **$116,452,978** | **$117,596,225** |
| **ENDING BALANCE** | | | | | | |
| 3010 Other Funds Cap Improve | - | 781,253 | 781,253 | 765,579 | 765,579 | 765,579 |
| 3200 Other Funds Non-Ltd | 444,883,961 | 111,753,165 | 111,753,165 | 165,831,619 | 165,831,619 | 165,831,619 |
| 3400 Other Funds Ltd | 1,026,662,270 | 1,610,338,096 | 1,603,279,513 | 1,558,880,834 | 1,549,000,147 | 1,547,856,768 |
| 6400 Federal Funds Ltd | 375,231 | 1,378,733 | 1,878,733 | 1,678,547 | 1,678,547 | 1,678,547 |
| **TOTAL ENDING BALANCE** | **$1,471,921,462** | **$1,724,251,247** | **$1,717,692,664** | **$1,727,156,579** | **$1,717,275,892** | **$1,716,132,513** |
| **AUTHORIZED POSITIONS** | | | | | | |
| 8150 Class/Unclass Positions | 105 | 113 | 113 | 145 | 138 | 144 |
| **TOTAL AUTHORIZED POSITIONS** | **105** | **113** | **113** | **145** | **138** | **144** |
| **AUTHORIZED FTE** | | | | | | |
| 8250 Class/Unclass FTE Positions | 103.38 | 110.78 | 110.78 | 137.98 | 132.66 | 138.42 |
| **TOTAL AUTHORIZED FTE** | **103.38** | **110.78** | **110.78** | **137.98** | **132.66** | **138.42** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | | | | | |
| **0025 Beginning Balance** | | | | | | |
| 3200 Other Funds Non-Ltd | 283,516,840 | 54,559,285 | 54,559,285 | 111,753,165 | 111,753,165 | 111,753,165 |
| 3400 Other Funds Ltd | 1,050,307,010 | 1,622,155,653 | 1,622,155,653 | 1,598,601,288 | 1,598,601,288 | 1,598,601,288 |
| 6400 Federal Funds Ltd | 114,471 | 784,793 | 784,793 | 648,488 | 648,488 | 648,488 |
| All Funds | 1,333,938,321 | 1,677,499,731 | 1,677,499,731 | 1,711,002,941 | 1,711,002,941 | 1,711,002,941 |
| **0030 Beginning Balance Adjustment** | | | | | | |
| 3400 Other Funds Ltd | - | (274,735) | (274,735) | (274,735) | (274,735) | (274,735) |
| **BEGINNING BALANCE** | | | | | | |
| 3200 Other Funds Non-Ltd | 283,516,840 | 54,559,285 | 54,559,285 | 111,753,165 | 111,753,165 | 111,753,165 |
| 3400 Other Funds Ltd | 1,050,307,010 | 1,621,880,918 | 1,621,880,918 | 1,598,326,553 | 1,598,326,553 | 1,598,326,553 |
| 6400 Federal Funds Ltd | 114,471 | 784,793 | 784,793 | 648,488 | 648,488 | 648,488 |
| **TOTAL BEGINNING BALANCE** | **$1,333,938,321** | **$1,677,224,996** | **$1,677,224,996** | **$1,710,728,206** | **$1,710,728,206** | **$1,710,728,206** |
| **REVENUE CATEGORIES** | | | | | | |
| **GENERAL FUND APPROPRIATION** | | | | | | |
| **0050 General Fund Appropriation** | | | | | | |
| 8000 General Fund | 122,060,000 | - | - | 11,431,196 | - | - |
| **LICENSES AND FEES** | | | | | | |
| **0205 Business Lic and Fees** | | | | | | |
| 3400 Other Funds Ltd | 7,500 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| **0210 Non-business Lic. and Fees** | | | | | | |
| 3400 Other Funds Ltd | 2,158,357 | 4,877,816 | 4,877,816 | 5,203,855 | 5,203,855 | 5,203,855 |
| **LICENSES AND FEES** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 2,165,857 | 4,902,816 | 4,902,816 | 5,228,855 | 5,228,855 | 5,228,855 |
| **TOTAL LICENSES AND FEES** | **$2,165,857** | **$4,902,816** | **$4,902,816** | **$5,228,855** | **$5,228,855** | **$5,228,855** |
| **FEDERAL FUNDS AS OTHER FUNDS** | | | | | | |
| **0355 Federal Revenues** | | | | | | |
| 3400 Other Funds Ltd | 1,282,035 | 929,195 | 929,195 | 1,000,000 | 1,000,000 | 1,000,000 |
| **CHARGES FOR SERVICES** | | | | | | |
| **0410 Charges for Services** | | | | | | |
| 3400 Other Funds Ltd | 604,008 | 765,924 | 765,924 | 736,153 | 736,153 | 736,153 |
| **FINES, RENTS AND ROYALTIES** | | | | | | |
| **0505 Fines and Forfeitures** | | | | | | |
| 3400 Other Funds Ltd | 212,389 | 200,000 | 200,000 | 206,519 | 206,519 | 206,519 |
| **0510 Rents and Royalties** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 40,000 | 40,000 | 100,000 | 100,000 | 100,000 |
| 3400 Other Funds Ltd | 10,399,127 | 14,950,540 | 14,950,540 | 13,547,149 | 13,547,149 | 13,547,149 |
| All Funds | 10,399,127 | 14,990,540 | 14,990,540 | 13,647,149 | 13,647,149 | 13,647,149 |
| **FINES, RENTS AND ROYALTIES** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 40,000 | 40,000 | 100,000 | 100,000 | 100,000 |
| 3400 Other Funds Ltd | 10,611,516 | 15,150,540 | 15,150,540 | 13,753,668 | 13,753,668 | 13,753,668 |
| **TOTAL FINES, RENTS AND ROYALTIES** | **$10,611,516** | **$15,190,540** | **$15,190,540** | **$13,853,668** | **$13,853,668** | **$13,853,668** |
| **INTEREST EARNINGS** | | | | | | |
| **0605 Interest Income** | | | | | | |
| 3200 Other Funds Non-Ltd | 71,405,214 | 78,000,000 | 78,000,000 | 94,778,912 | 94,778,912 | 94,778,912 |
| 3400 Other Funds Ltd | 569,543 | 1,368,891 | 1,368,891 | 1,615,220 | 1,615,220 | 1,615,220 |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| All Funds | 71,974,757 | 79,368,891 | 79,368,891 | 96,394,132 | 96,394,132 | 96,394,132 |
| **SALES INCOME** | | | | | | |
| **0705 Sales Income** | | | | | | |
| 3400 Other Funds Ltd | 138,617 | 25,000 | 25,000 | 770,000 | 770,000 | 770,000 |
| **0735 Common School Lands Sales** | | | | | | |
| 3400 Other Funds Ltd | 4,095 | 3,000,000 | 3,000,000 | 10,000,000 | 10,000,000 | 10,000,000 |
| **SALES INCOME** | | | | | | |
| 3400 Other Funds Ltd | 142,712 | 3,025,000 | 3,025,000 | 10,770,000 | 10,770,000 | 10,770,000 |
| **TOTAL SALES INCOME** | **$142,712** | **$3,025,000** | **$3,025,000** | **$10,770,000** | **$10,770,000** | **$10,770,000** |
| **OTHER** | | | | | | |
| **0975 Other Revenues** | | | | | | |
| 3200 Other Funds Non-Ltd | 165,767,957 | 137,032,340 | 148,032,340 | 140,000,000 | 140,000,000 | 140,000,000 |
| 3400 Other Funds Ltd | 2,102,608 | 2,385,313 | 2,385,313 | 1,245,800 | 1,245,800 | 1,245,800 |
| All Funds | 167,870,565 | 139,417,653 | 150,417,653 | 141,245,800 | 141,245,800 | 141,245,800 |
| **FEDERAL FUNDS REVENUE** | | | | | | |
| **0995 Federal Funds** | | | | | | |
| 6400 Federal Funds Ltd | 427,566 | 104,327 | 104,327 | 200,000 | 200,000 | 200,000 |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 |
| 3400 Other Funds Ltd | 19,867,565 | 7,493,886 | 7,493,886 | 10,526,889 | 10,526,889 | 10,526,889 |
| All Funds | 19,867,565 | 9,597,209 | 9,597,209 | 12,630,212 | 12,630,212 | 12,630,212 |
| **1060 Transfer from General Fund** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3200 Other Funds Non-Ltd | 121,000,000 | - | - | - | - | - |
| 3400 Other Funds Ltd | 2,060,000 | - | - | - | - | - |
| All Funds | 123,060,000 | - | - | - | - | - |
| **1107 Tsfr From Administrative Svcs** | | | | | | |
| 3400 Other Funds Ltd | - | - | 500,000 | - | - | - |
| **1137 Tsfr From Justice, Dept of** | | | | | | |
| 3400 Other Funds Ltd | - | 563,172 | 563,172 | - | - | - |
| **1150 Tsfr From Revenue, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 2,540 | 33,478 | 33,478 | 4,312 | 4,312 | 4,180 |
| **1330 Tsfr From Energy, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 4,737 | - | - | - | - | - |
| **1629 Tsfr From Forestry, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 5,786,105 | 7,500,000 | 7,500,000 | 2,702,004 | 2,702,004 | 2,702,004 |
| **1635 Tsfr From Fish/Wildlife, Dept of** | | | | | | |
| 3400 Other Funds Ltd | 293,637 | - | - | - | - | - |
| **1839 Tsfr From Labor and Ind, Bureau** | | | | | | |
| 3400 Other Funds Ltd | 794,834 | - | - | - | - | - |
| **TRANSFERS IN** | | | | | | |
| 3200 Other Funds Non-Ltd | 121,000,000 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 | 2,103,323 |
| 3400 Other Funds Ltd | 28,809,418 | 15,590,536 | 16,090,536 | 13,233,205 | 13,233,205 | 13,233,073 |
| **TOTAL TRANSFERS IN** | **$149,809,418** | **$17,693,859** | **$18,193,859** | **$15,336,528** | **$15,336,528** | **$15,336,396** |
| **REVENUE CATEGORIES** | | | | | | |
| 8000 General Fund | 122,060,000 | - | - | 11,431,196 | - | - |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 3200 Other Funds Non-Ltd | 358,173,171 | 217,175,663 | 228,175,663 | 236,982,235 | 236,982,235 | 236,982,235 |
| 3400 Other Funds Ltd | 46,287,697 | 44,118,215 | 44,618,215 | 47,582,901 | 47,582,901 | 47,582,769 |
| 6400 Federal Funds Ltd | 427,566 | 104,327 | 104,327 | 200,000 | 200,000 | 200,000 |
| **TOTAL REVENUE CATEGORIES** | **$526,948,434** | **$261,398,205** | **$272,898,205** | **$296,196,332** | **$284,765,136** | **$284,765,004** |
| **TRANSFERS OUT** | | | | | | |
| **2010 Transfer Out - Intrafund** | | | | | | |
| 3200 Other Funds Non-Ltd | - | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) | (2,103,323) |
| 3400 Other Funds Ltd | (24,090,307) | (16,496,629) | (16,668,648) | (39,595,721) | (49,595,721) | (49,595,721) |
| All Funds | (24,090,307) | (18,599,952) | (18,771,971) | (41,699,044) | (51,699,044) | (51,699,044) |
| **2459 Tsfr To Public Emp Ret Sys** | | | | | | |
| 3200 Other Funds Non-Ltd | (45,492,147) | - | - | - | - | - |
| **2581 Tsfr To Education, Dept of** | | | | | | |
| 3200 Other Funds Non-Ltd | (136,400,682) | (149,825,999) | (149,825,999) | (160,050,924) | (160,050,924) | (160,050,924) |
| **2629 Tsfr To Forestry, Dept of** | | | | | | |
| 3400 Other Funds Ltd | (4,139,940) | (4,819,961) | (4,819,961) | (5,424,732) | (5,424,732) | (5,424,732) |
| **2690 Tsfr To Water Resources Dept** | | | | | | |
| 3400 Other Funds Ltd | - | (118,918) | (118,918) | (136,161) | (136,161) | (136,161) |
| **TRANSFERS OUT** | | | | | | |
| 3200 Other Funds Non-Ltd | (181,892,829) | (151,929,322) | (151,929,322) | (162,154,247) | (162,154,247) | (162,154,247) |
| 3400 Other Funds Ltd | (28,230,247) | (21,435,508) | (21,607,527) | (45,156,614) | (55,156,614) | (55,156,614) |
| **TOTAL TRANSFERS OUT** | **($210,123,076)** | **($173,364,830)** | **($173,536,849)** | **($207,310,861)** | **($217,310,861)** | **($217,310,861)** |
| **AVAILABLE REVENUES** | | | | | | |
| 8000 General Fund | 122,060,000 | - | - | 11,431,196 | - | - |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3200 Other Funds Non-Ltd | 459,797,182 | 119,805,626 | 130,805,626 | 186,581,153 | 186,581,153 | 186,581,153 |
| 3400 Other Funds Ltd | 1,068,364,460 | 1,644,563,625 | 1,644,891,606 | 1,600,752,840 | 1,590,752,840 | 1,590,752,708 |
| 6400 Federal Funds Ltd | 542,037 | 889,120 | 889,120 | 848,488 | 848,488 | 848,488 |
| **TOTAL AVAILABLE REVENUES** | **$1,650,763,679** | **$1,765,258,371** | **$1,776,586,352** | **$1,799,613,677** | **$1,778,182,481** | **$1,778,182,349** |
| **EXPENDITURES** | | | | | | |
| **PERSONAL SERVICES** | | | | | | |
| **SALARIES & WAGES** | | | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | | | |
| 8000 General Fund | - | - | - | 828,533 | - | - |
| 3400 Other Funds Ltd | 14,536,402 | 16,131,501 | 18,195,797 | 20,986,486 | 20,986,486 | 21,002,686 |
| 6400 Federal Funds Ltd | 182,808 | - | - | - | - | - |
| All Funds | 14,719,210 | 16,131,501 | 18,195,797 | 21,815,019 | 20,986,486 | 21,002,686 |
| **3160 Temporary Appointments** | | | | | | |
| 3400 Other Funds Ltd | 178,970 | 26,910 | 26,910 | 28,041 | 28,041 | 28,041 |
| 6400 Federal Funds Ltd | 2,670 | 44,481 | 44,481 | 46,349 | 46,349 | 46,349 |
| All Funds | 181,640 | 71,391 | 71,391 | 74,390 | 74,390 | 74,390 |
| **3170 Overtime Payments** | | | | | | |
| 3400 Other Funds Ltd | 2,313 | 75,153 | 75,153 | 78,310 | 78,310 | 78,310 |
| **3180 Shift Differential** | | | | | | |
| 3400 Other Funds Ltd | 35 | 9,327 | 9,327 | 9,719 | 9,719 | 9,719 |
| 6400 Federal Funds Ltd | 4 | - | - | - | - | - |
| All Funds | 39 | 9,327 | 9,327 | 9,719 | 9,719 | 9,719 |
| **3190 All Other Differential** | | | | | | |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 257,237 | 10,453 | 10,453 | 10,892 | 10,892 | 10,892 |
| 6400 Federal Funds Ltd | 636 | - | - | - | - | - |
| All Funds | 257,873 | 10,453 | 10,453 | 10,892 | 10,892 | 10,892 |
| **SALARIES & WAGES** | | | | | | |
| 8000 General Fund | - | - | - | 828,533 | - | - |
| 3400 Other Funds Ltd | 14,974,957 | 16,253,344 | 18,317,640 | 21,113,448 | 21,113,448 | 21,129,648 |
| 6400 Federal Funds Ltd | 186,118 | 44,481 | 44,481 | 46,349 | 46,349 | 46,349 |
| **TOTAL SALARIES & WAGES** | **$15,161,075** | **$16,297,825** | **$18,362,121** | **$21,988,330** | **$21,159,797** | **$21,175,997** |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | | | |
| 8000 General Fund | - | - | - | 399 | - | - |
| 3400 Other Funds Ltd | 4,757 | 4,840 | 4,840 | 7,539 | 7,539 | 7,539 |
| 6400 Federal Funds Ltd | 98 | - | - | - | - | - |
| All Funds | 4,855 | 4,840 | 4,840 | 7,938 | 7,539 | 7,539 |
| **3220 Public Employees' Retire Cont** | | | | | | |
| 8000 General Fund | - | - | - | 174,324 | - | - |
| 3400 Other Funds Ltd | 2,718,246 | 2,907,775 | 2,907,775 | 4,436,374 | 4,436,374 | 4,439,786 |
| 6400 Federal Funds Ltd | 24,686 | - | - | - | - | - |
| All Funds | 2,742,932 | 2,907,775 | 2,907,775 | 4,610,698 | 4,436,374 | 4,439,786 |
| **3221 Pension Obligation Bond** | | | | | | |
| 3400 Other Funds Ltd | 815,480 | 788,048 | 803,850 | 718,765 | 718,765 | 718,765 |
| 6400 Federal Funds Ltd | 7,834 | - | - | - | - | - |
| All Funds | 823,314 | 788,048 | 803,850 | 718,765 | 718,765 | 718,765 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **3230 Social Security Taxes** | | | | | | |
| 8000 General Fund | - | - | - | 63,383 | - | - |
| 3400 Other Funds Ltd | 1,122,586 | 1,232,144 | 1,232,144 | 1,603,303 | 1,603,303 | 1,604,542 |
| 6400 Federal Funds Ltd | 14,174 | 3,403 | 3,403 | 3,546 | 3,546 | 3,546 |
| All Funds | 1,136,760 | 1,235,547 | 1,235,547 | 1,670,232 | 1,606,849 | 1,608,088 |
| **3240 Unemployment Assessments** | | | | | | |
| 3400 Other Funds Ltd | 223 | 7,017 | 7,017 | 7,312 | 7,312 | 7,312 |
| **3241 Paid Family Medical Leave Insurance** | | | | | | |
| 8000 General Fund | - | - | - | 3,315 | - | - |
| 3400 Other Funds Ltd | 17,924 | 63,776 | 63,776 | 83,574 | 83,574 | 83,639 |
| 6400 Federal Funds Ltd | 301 | - | - | - | - | - |
| All Funds | 18,225 | 63,776 | 63,776 | 86,889 | 83,574 | 83,639 |
| **3250 Worker's Comp. Assess. (WCD)** | | | | | | |
| 8000 General Fund | - | - | - | 231 | - | - |
| 3400 Other Funds Ltd | 3,323 | 4,202 | 4,202 | 4,395 | 4,395 | 4,395 |
| 6400 Federal Funds Ltd | 64 | - | - | - | - | - |
| All Funds | 3,387 | 4,202 | 4,202 | 4,626 | 4,395 | 4,395 |
| **3260 Mass Transit Tax** | | | | | | |
| 3400 Other Funds Ltd | 77,310 | 89,555 | 89,555 | 110,165 | 110,165 | 110,165 |
| 6400 Federal Funds Ltd | 91 | - | - | - | - | - |
| All Funds | 77,401 | 89,555 | 89,555 | 110,165 | 110,165 | 110,165 |
| **3270 Flexible Benefits** | | | | | | |
| 8000 General Fund | - | - | - | 235,011 | - | - |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 3,392,492 | 3,618,450 | 3,618,450 | 4,440,471 | 4,440,471 | 4,440,471 |
| 6400 Federal Funds Ltd | 78,768 | - | - | - | - | - |
| All Funds | 3,471,260 | 3,618,450 | 3,618,450 | 4,675,482 | 4,440,471 | 4,440,471 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| 8000 General Fund | - | - | - | 476,663 | - | - |
| 3400 Other Funds Ltd | 8,152,341 | 8,715,807 | 8,731,609 | 11,411,898 | 11,411,898 | 11,416,614 |
| 6400 Federal Funds Ltd | 126,016 | 3,403 | 3,403 | 3,546 | 3,546 | 3,546 |
| **TOTAL OTHER PAYROLL EXPENSES** | **$8,278,357** | **$8,719,210** | **$8,735,012** | **$11,892,107** | **$11,415,444** | **$11,420,160** |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |
| **3455 Vacancy Savings** | | | | | | |
| 3400 Other Funds Ltd | - | (323,721) | (323,721) | (920,685) | (920,685) | (920,685) |
| 6400 Federal Funds Ltd | - | - | - | (2,224) | (2,224) | (2,224) |
| All Funds | - | (323,721) | (323,721) | (922,909) | (922,909) | (922,909) |
| **3465 Reconciliation Adjustment** | | | | | | |
| 3400 Other Funds Ltd | - | 11,390 | 11,390 | - | - | 4,084 |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |
| 3400 Other Funds Ltd | - | (312,331) | (312,331) | (920,685) | (920,685) | (916,601) |
| 6400 Federal Funds Ltd | - | - | - | (2,224) | (2,224) | (2,224) |
| **TOTAL P.S. BUDGET ADJUSTMENTS** | **-** | **($312,331)** | **($312,331)** | **($922,909)** | **($922,909)** | **($918,825)** |
| **PERSONAL SERVICES** | | | | | | |
| 8000 General Fund | - | - | - | 1,305,196 | - | - |
| 3400 Other Funds Ltd | 23,127,298 | 24,656,820 | 26,736,918 | 31,604,661 | 31,604,661 | 31,629,661 |
| 6400 Federal Funds Ltd | 312,134 | 47,884 | 47,884 | 47,671 | 47,671 | 47,671 |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **TOTAL PERSONAL SERVICES** | **$23,439,432** | **$24,704,704** | **$26,784,802** | **$32,957,528** | **$31,652,332** | **$31,677,332** |
| **SERVICES & SUPPLIES** | | | | | | |
| **4100 Instate Travel** | | | | | | |
| 8000 General Fund | - | - | - | 56,000 | - | - |
| 3400 Other Funds Ltd | 260,518 | 367,248 | 367,248 | 496,510 | 496,510 | 496,510 |
| 6400 Federal Funds Ltd | 305 | - | - | - | - | - |
| All Funds | 260,823 | 367,248 | 367,248 | 552,510 | 496,510 | 496,510 |
| **4125 Out of State Travel** | | | | | | |
| 3400 Other Funds Ltd | 15,273 | 4,338 | 4,338 | 4,521 | 4,521 | 4,521 |
| **4150 Employee Training** | | | | | | |
| 8000 General Fund | - | - | - | 21,000 | - | - |
| 3400 Other Funds Ltd | 125,598 | 85,084 | 85,084 | 145,657 | 145,657 | 145,657 |
| 6400 Federal Funds Ltd | 188 | - | - | - | - | - |
| All Funds | 125,786 | 85,084 | 85,084 | 166,657 | 145,657 | 145,657 |
| **4175 Office Expenses** | | | | | | |
| 8000 General Fund | - | - | - | 7,000 | - | - |
| 3400 Other Funds Ltd | 83,126 | 206,345 | 206,345 | 226,153 | 226,153 | 226,153 |
| 6400 Federal Funds Ltd | 311 | - | - | - | - | - |
| All Funds | 83,437 | 206,345 | 206,345 | 233,153 | 226,153 | 226,153 |
| **4200 Telecommunications** | | | | | | |
| 8000 General Fund | - | - | - | 7,000 | - | - |
| 3400 Other Funds Ltd | 177,011 | 210,058 | 210,058 | 227,540 | 227,540 | 227,540 |
| 6400 Federal Funds Ltd | 839 | - | - | - | - | - |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | 177,850 | 210,058 | 210,058 | 234,540 | 227,540 | 227,540 |
| **4225 State Gov. Service Charges** | | | | | | |
| 3400 Other Funds Ltd | 2,309,558 | 1,411,022 | 1,411,022 | 2,128,052 | 2,059,895 | 2,130,934 |
| **4250 Data Processing** | | | | | | |
| 3400 Other Funds Ltd | 136,049 | 72,726 | 72,726 | 75,780 | 75,780 | 75,780 |
| **4275 Publicity and Publications** | | | | | | |
| 3400 Other Funds Ltd | 9,060 | 67,487 | 67,487 | 70,321 | 70,321 | 70,321 |
| 6400 Federal Funds Ltd | 1,500 | - | - | - | - | - |
| All Funds | 10,560 | 67,487 | 67,487 | 70,321 | 70,321 | 70,321 |
| **4300 Professional Services** | | | | | | |
| 8000 General Fund | - | - | - | 5,000,000 | - | - |
| 3400 Other Funds Ltd | 10,767,015 | 5,048,228 | 5,494,196 | 5,827,192 | 5,826,260 | 5,814,167 |
| 6400 Federal Funds Ltd | 110,916 | 692,748 | 192,748 | 69,274 | 69,274 | 69,274 |
| All Funds | 10,877,931 | 5,740,976 | 5,686,944 | 10,896,466 | 5,895,534 | 5,883,441 |
| **4315 IT Professional Services** | | | | | | |
| 3400 Other Funds Ltd | 1,857,985 | 3,291,956 | 7,738,126 | 2,739,001 | 2,739,001 | 2,739,001 |
| **4325 Attorney General** | | | | | | |
| 3400 Other Funds Ltd | 4,643,276 | 1,586,985 | 1,586,985 | 2,961,888 | 2,912,445 | 3,027,759 |
| **4375 Employee Recruitment and Develop** | | | | | | |
| 3400 Other Funds Ltd | 6,854 | 20,890 | 20,890 | 21,768 | 21,768 | 21,768 |
| **4400 Dues and Subscriptions** | | | | | | |
| 3400 Other Funds Ltd | 19,874 | 7,748 | 7,748 | 8,074 | 8,074 | 8,074 |
| **4425 Facilities Rental and Taxes** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 217,964 | 511,520 | 511,520 | 531,285 | 531,285 | 531,285 |
| **4450 Fuels and Utilities** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 194,958 | 194,958 | 194,958 | 194,958 | 194,958 |
| 3400 Other Funds Ltd | 260,184 | 270,620 | 270,620 | 296,870 | 296,870 | 296,870 |
| All Funds | 260,184 | 465,578 | 465,578 | 491,828 | 491,828 | 491,828 |
| **4475 Facilities Maintenance** | | | | | | |
| 3400 Other Funds Ltd | 616,281 | 440,461 | 440,461 | 458,961 | 458,961 | 458,961 |
| **4575 Agency Program Related S and S** | | | | | | |
| 3200 Other Funds Non-Ltd | 14,913,221 | 7,302,927 | 18,302,927 | 20,000,000 | 20,000,000 | 20,000,000 |
| 3400 Other Funds Ltd | 1,845,979 | 1,013 | 1,013 | 1,056 | 1,056 | 1,056 |
| All Funds | 16,759,200 | 7,303,940 | 18,303,940 | 20,001,056 | 20,001,056 | 20,001,056 |
| **4650 Other Services and Supplies** | | | | | | |
| 3400 Other Funds Ltd | (4,641,976) | 362,487 | 362,487 | 346,452 | 346,452 | 346,452 |
| 6400 Federal Funds Ltd | 723 | - | - | - | - | - |
| All Funds | (4,641,253) | 362,487 | 362,487 | 346,452 | 346,452 | 346,452 |
| **4700 Expendable Prop 250 - 5000** | | | | | | |
| 3400 Other Funds Ltd | 19,693 | 22,411 | 22,411 | 23,352 | 23,352 | 23,352 |
| **4715 IT Expendable Property** | | | | | | |
| 8000 General Fund | - | - | - | 35,000 | - | - |
| 3400 Other Funds Ltd | 364,429 | 138,132 | 138,132 | 232,031 | 232,031 | 232,031 |
| All Funds | 364,429 | 138,132 | 138,132 | 267,031 | 232,031 | 232,031 |
| **SERVICES & SUPPLIES** | | | | | | |
| 8000 General Fund | - | - | - | 5,126,000 | - | - |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 3200 Other Funds Non-Ltd | 14,913,221 | 7,497,885 | 18,497,885 | 20,194,958 | 20,194,958 | 20,194,958 |
| 3400 Other Funds Ltd | 19,093,751 | 14,126,759 | 19,018,897 | 16,822,464 | 16,703,932 | 16,878,192 |
| 6400 Federal Funds Ltd | 114,782 | 692,748 | 192,748 | 69,274 | 69,274 | 69,274 |
| **TOTAL SERVICES & SUPPLIES** | **$34,121,754** | **$22,317,392** | **$37,709,530** | **$42,212,696** | **$36,968,164** | **$37,142,424** |
| **CAPITAL OUTLAY** | | | | | | |
| **5100 Office Furniture and Fixtures** | | | | | | |
| 3400 Other Funds Ltd | 6,403 | 23,058 | 23,058 | 24,027 | 24,027 | 24,027 |
| **5400 Automotive and Aircraft** | | | | | | |
| 3400 Other Funds Ltd | 8,095 | - | - | - | - | - |
| **5550 Data Processing Software** | | | | | | |
| 3400 Other Funds Ltd | 1,517,662 | 785,023 | 785,023 | 788,594 | 788,594 | 788,594 |
| **5600 Data Processing Hardware** | | | | | | |
| 3400 Other Funds Ltd | - | 1,157 | 1,157 | 1,205 | 1,205 | 1,205 |
| **5650 Land Improvements** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 554,576 | 554,576 | 554,576 | 554,576 | 554,576 |
| 3400 Other Funds Ltd | 943,822 | - | - | - | - | - |
| All Funds | 943,822 | 554,576 | 554,576 | 554,576 | 554,576 | 554,576 |
| **CAPITAL OUTLAY** | | | | | | |
| 3200 Other Funds Non-Ltd | - | 554,576 | 554,576 | 554,576 | 554,576 | 554,576 |
| 3400 Other Funds Ltd | 2,475,982 | 809,238 | 809,238 | 813,826 | 813,826 | 813,826 |
| **TOTAL CAPITAL OUTLAY** | **$2,475,982** | **$1,363,814** | **$1,363,814** | **$1,368,402** | **$1,368,402** | **$1,368,402** |
| **SPECIAL PAYMENTS** | | | | | | |
| **6025 Dist to Other Gov Unit** | | | | | | |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 8000 General Fund | - | - | - | 5,000,000 | - | - |
| **6060 Intra-Agency Gen Fund Transfer** | | | | | | |
| 8000 General Fund | 123,060,000 | - | - | - | - | - |
| **6632 Spc Pmt to Geology/Mineral Ind** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 10,000,000 | 10,000,000 | 10,000,000 |
| **SPECIAL PAYMENTS** | | | | | | |
| 8000 General Fund | 123,060,000 | - | - | 5,000,000 | - | - |
| 3400 Other Funds Ltd | - | - | - | 10,000,000 | 10,000,000 | 10,000,000 |
| **TOTAL SPECIAL PAYMENTS** | **$123,060,000** | **-** | **-** | **$15,000,000** | **$10,000,000** | **$10,000,000** |
| **EXPENDITURES** | | | | | | |
| 8000 General Fund | 123,060,000 | - | - | 11,431,196 | - | - |
| 3200 Other Funds Non-Ltd | 14,913,221 | 8,052,461 | 19,052,461 | 20,749,534 | 20,749,534 | 20,749,534 |
| 3400 Other Funds Ltd | 44,697,031 | 39,592,817 | 46,565,053 | 59,240,951 | 59,122,419 | 59,321,679 |
| 6400 Federal Funds Ltd | 426,916 | 740,632 | 240,632 | 116,945 | 116,945 | 116,945 |
| **TOTAL EXPENDITURES** | **$183,097,168** | **$48,385,910** | **$65,858,146** | **$91,538,626** | **$79,988,898** | **$80,188,158** |
| **REVERSIONS** | | | | | | |
| **9900 Reversions** | | | | | | |
| 8000 General Fund | 1,000,000 | - | - | - | - | - |
| **ENDING BALANCE** | | | | | | |
| 3200 Other Funds Non-Ltd | 444,883,961 | 111,753,165 | 111,753,165 | 165,831,619 | 165,831,619 | 165,831,619 |
| 3400 Other Funds Ltd | 1,023,667,429 | 1,604,970,808 | 1,598,326,553 | 1,541,511,889 | 1,531,630,421 | 1,531,431,029 |
| 6400 Federal Funds Ltd | 115,121 | 148,488 | 648,488 | 731,543 | 731,543 | 731,543 |
| **TOTAL ENDING BALANCE** | **$1,468,666,511** | **$1,716,872,461** | **$1,710,728,206** | **$1,708,075,051** | **$1,698,193,583** | **$1,697,994,191** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **AUTHORIZED POSITIONS** | | | | | | |
| 8150 Class/Unclass Positions | 87 | 93 | 93 | 115 | 108 | 108 |
| **TOTAL AUTHORIZED POSITIONS** | **87** | **93** | **93** | **115** | **108** | **108** |
| **AUTHORIZED FTE** | | | | | | |
| 8250 Class/Unclass FTE Positions | 85.88 | 91.28 | 91.28 | 109.68 | 104.36 | 104.36 |
| **TOTAL AUTHORIZED FTE** | **85.88** | **91.28** | **91.28** | **109.68** | **104.36** | **104.36** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | | | | | |
| **0025 Beginning Balance** | | | | | | |
| 3400 Other Funds Ltd | 2,648,480 | 1,516,000 | 1,516,000 | 3,624,236 | 3,624,236 | 3,624,236 |
| **REVENUE CATEGORIES** | | | | | | |
| **INTEREST EARNINGS** | | | | | | |
| **0605 Interest Income** | | | | | | |
| 3400 Other Funds Ltd | 466,149 | 496,361 | 496,361 | 500,000 | 500,000 | 500,000 |
| **OTHER** | | | | | | |
| **0975 Other Revenues** | | | | | | |
| 3400 Other Funds Ltd | 500 | - | - | - | - | - |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3400 Other Funds Ltd | 1,261,288 | 3,733,000 | 3,733,000 | 3,733,000 | 3,733,000 | 3,733,000 |
| **REVENUE CATEGORIES** | | | | | | |
| 3400 Other Funds Ltd | 1,727,937 | 4,229,361 | 4,229,361 | 4,233,000 | 4,233,000 | 4,233,000 |
| **TOTAL REVENUE CATEGORIES** | **$1,727,937** | **$4,229,361** | **$4,229,361** | **$4,233,000** | **$4,233,000** | **$4,233,000** |
| **AVAILABLE REVENUES** | | | | | | |
| 3400 Other Funds Ltd | 4,376,417 | 5,745,361 | 5,745,361 | 7,857,236 | 7,857,236 | 7,857,236 |
| **TOTAL AVAILABLE REVENUES** | **$4,376,417** | **$5,745,361** | **$5,745,361** | **$7,857,236** | **$7,857,236** | **$7,857,236** |
| **EXPENDITURES** | | | | | | |
| **SERVICES & SUPPLIES** | | | | | | |
| **4150 Employee Training** | | | | | | |
| 3400 Other Funds Ltd | 20 | - | - | - | - | - |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **4175 Office Expenses** | | | | | | |
| 3400 Other Funds Ltd | 25 | - | - | - | - | - |
| **4200 Telecommunications** | | | | | | |
| 3400 Other Funds Ltd | 930 | - | - | - | - | - |
| **4225 State Gov. Service Charges** | | | | | | |
| 3400 Other Funds Ltd | 274 | - | - | - | - | - |
| **4275 Publicity and Publications** | | | | | | |
| 3400 Other Funds Ltd | 4,604 | - | - | - | - | - |
| **4300 Professional Services** | | | | | | |
| 3400 Other Funds Ltd | 3,338,170 | 1,901,125 | 1,901,125 | 869,250 | 869,250 | 869,250 |
| **4325 Attorney General** | | | | | | |
| 3400 Other Funds Ltd | 237,929 | 220,000 | 220,000 | 300,000 | 300,000 | 1,150,790 |
| **SERVICES & SUPPLIES** | | | | | | |
| 3400 Other Funds Ltd | 3,581,952 | 2,121,125 | 2,121,125 | 1,169,250 | 1,169,250 | 2,020,040 |
| **TOTAL SERVICES & SUPPLIES** | **$3,581,952** | **$2,121,125** | **$2,121,125** | **$1,169,250** | **$1,169,250** | **$2,020,040** |
| **SPECIAL PAYMENTS** | | | | | | |
| **6020 Dist to Counties** | | | | | | |
| 3400 Other Funds Ltd | 76,667 | - | - | - | - | - |
| **6025 Dist to Other Gov Unit** | | | | | | |
| 3400 Other Funds Ltd | 717,798 | - | - | - | - | - |
| **SPECIAL PAYMENTS** | | | | | | |
| 3400 Other Funds Ltd | 794,465 | - | - | - | - | - |
| **TOTAL SPECIAL PAYMENTS** | **$794,465** | **-** | **-** | **-** | **-** | **-** |

**Budget Support - Detail Revenues and Expenditures** **Cross Reference Number: 14100-011-00-00-00000**
**2025-27 Biennium**
**Portland Harbor Cleanup**

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| 3400 Other Funds Ltd | 4,376,417 | 2,121,125 | 2,121,125 | 1,169,250 | 1,169,250 | 2,020,040 |
| **TOTAL EXPENDITURES** | **$4,376,417** | **$2,121,125** | **$2,121,125** | **$1,169,250** | **$1,169,250** | **$2,020,040** |
| **ENDING BALANCE** | | | | | | |
| 3400 Other Funds Ltd | - | 3,624,236 | 3,624,236 | 6,687,986 | 6,687,986 | 5,837,196 |
| **TOTAL ENDING BALANCE** | **-** | **$3,624,236** | **$3,624,236** | **$6,687,986** | **$6,687,986** | **$5,837,196** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | | | | | |
| **0025 Beginning Balance** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 2,863 | 2,863 | 2,863 |
| **REVENUE CATEGORIES** | | | | | | |
| **INTEREST EARNINGS** | | | | | | |
| **0605 Interest Income** | | | | | | |
| 3400 Other Funds Ltd | 1,454 | 2,863 | 2,863 | 2,863 | 2,863 | 2,863 |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3400 Other Funds Ltd | 156,062 | 200,000 | 200,000 | 207,874 | 207,874 | 207,874 |
| **REVENUE CATEGORIES** | | | | | | |
| 3400 Other Funds Ltd | 157,516 | 202,863 | 202,863 | 210,737 | 210,737 | 210,737 |
| **TOTAL REVENUE CATEGORIES** | **$157,516** | **$202,863** | **$202,863** | **$210,737** | **$210,737** | **$210,737** |
| **AVAILABLE REVENUES** | | | | | | |
| 3400 Other Funds Ltd | 157,516 | 202,863 | 202,863 | 213,600 | 213,600 | 213,600 |
| **TOTAL AVAILABLE REVENUES** | **$157,516** | **$202,863** | **$202,863** | **$213,600** | **$213,600** | **$213,600** |
| **EXPENDITURES** | | | | | | |
| **SERVICES & SUPPLIES** | | | | | | |
| **4300 Professional Services** | | | | | | |
| 3400 Other Funds Ltd | - | 200,000 | 200,000 | 213,600 | 213,600 | 213,600 |
| **4575 Agency Program Related S and S** | | | | | | |
| 3400 Other Funds Ltd | 157,516 | - | - | - | - | - |
| **SERVICES & SUPPLIES** | | | | | | |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 157,516 | 200,000 | 200,000 | 213,600 | 213,600 | 213,600 |
| **TOTAL SERVICES & SUPPLIES** | **$157,516** | **$200,000** | **$200,000** | **$213,600** | **$213,600** | **$213,600** |
| **ENDING BALANCE** | | | | | | |
| 3400 Other Funds Ltd | - | 2,863 | 2,863 | - | - | - |
| **TOTAL ENDING BALANCE** | **-** | **$2,863** | **$2,863** | **-** | **-** | **-** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | | | | | |
| **0025 Beginning Balance** | | | | | | |
| 3400 Other Funds Ltd | 1,654,016 | 1,050,142 | 1,050,142 | 1,325,050 | 1,325,050 | 1,325,050 |
| **REVENUE CATEGORIES** | | | | | | |
| **GENERAL FUND APPROPRIATION** | | | | | | |
| **0050 General Fund Appropriation** | | | | | | |
| 8000 General Fund | - | - | - | 442,576 | 442,576 | - |
| **LICENSES AND FEES** | | | | | | |
| **0210 Non-business Lic. and Fees** | | | | | | |
| 3400 Other Funds Ltd | 1,049,246 | 1,121,104 | 1,121,104 | 1,121,104 | 1,121,104 | 1,121,104 |
| **INTEREST EARNINGS** | | | | | | |
| **0605 Interest Income** | | | | | | |
| 3400 Other Funds Ltd | 156,226 | 131,886 | 131,886 | 150,000 | 150,000 | 150,000 |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3400 Other Funds Ltd | - | 1,203,059 | 1,203,059 | 1,203,059 | 1,203,059 | 1,203,059 |
| **REVENUE CATEGORIES** | | | | | | |
| 8000 General Fund | - | - | - | 442,576 | 442,576 | - |
| 3400 Other Funds Ltd | 1,205,472 | 2,456,049 | 2,456,049 | 2,474,163 | 2,474,163 | 2,474,163 |
| **TOTAL REVENUE CATEGORIES** | **$1,205,472** | **$2,456,049** | **$2,456,049** | **$2,916,739** | **$2,916,739** | **$2,474,163** |
| **AVAILABLE REVENUES** | | | | | | |
| 8000 General Fund | - | - | - | 442,576 | 442,576 | - |
| 3400 Other Funds Ltd | 2,859,488 | 3,506,191 | 3,506,191 | 3,799,213 | 3,799,213 | 3,799,213 |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **TOTAL AVAILABLE REVENUES** | **$2,859,488** | **$3,506,191** | **$3,506,191** | **$4,241,789** | **$4,241,789** | **$3,799,213** |
| **EXPENDITURES** | | | | | | |
| **PERSONAL SERVICES** | | | | | | |
| **SALARIES & WAGES** | | | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | | | |
| 8000 General Fund | - | - | - | 262,800 | 262,800 | - |
| 3400 Other Funds Ltd | 90,129 | 106,416 | 106,416 | 120,756 | 120,756 | 120,756 |
| All Funds | 90,129 | 106,416 | 106,416 | 383,556 | 383,556 | 120,756 |
| **3190 All Other Differential** | | | | | | |
| 3400 Other Funds Ltd | 835 | - | - | - | - | - |
| **SALARIES & WAGES** | | | | | | |
| 8000 General Fund | - | - | - | 262,800 | 262,800 | - |
| 3400 Other Funds Ltd | 90,964 | 106,416 | 106,416 | 120,756 | 120,756 | 120,756 |
| **TOTAL SALARIES & WAGES** | **$90,964** | **$106,416** | **$106,416** | **$383,556** | **$383,556** | **$120,756** |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | | | |
| 8000 General Fund | - | - | - | 114 | 114 | - |
| 3400 Other Funds Ltd | 27 | 26 | 26 | 36 | 36 | 36 |
| All Funds | 27 | 26 | 26 | 150 | 150 | 36 |
| **3220 Public Employees' Retire Cont** | | | | | | |
| 8000 General Fund | - | - | - | 55,294 | 55,294 | - |
| 3400 Other Funds Ltd | 15,762 | 19,070 | 19,070 | 25,407 | 25,407 | 25,407 |
| All Funds | 15,762 | 19,070 | 19,070 | 80,701 | 80,701 | 25,407 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **3221 Pension Obligation Bond** | | | | | | |
| 3400 Other Funds Ltd | 5,105 | 5,624 | 5,624 | 4,735 | 4,735 | 4,735 |
| **3230 Social Security Taxes** | | | | | | |
| 8000 General Fund | - | - | - | 20,104 | 20,104 | - |
| 3400 Other Funds Ltd | 6,959 | 8,141 | 8,141 | 9,238 | 9,238 | 9,238 |
| All Funds | 6,959 | 8,141 | 8,141 | 29,342 | 29,342 | 9,238 |
| **3241 Paid Family Medical Leave Insurance** | | | | | | |
| 8000 General Fund | - | - | - | 1,052 | 1,052 | - |
| 3400 Other Funds Ltd | 116 | 426 | 426 | 483 | 483 | 483 |
| All Funds | 116 | 426 | 426 | 1,535 | 1,535 | 483 |
| **3250 Worker's Comp. Assess. (WCD)** | | | | | | |
| 8000 General Fund | - | - | - | 66 | 66 | - |
| 3400 Other Funds Ltd | 19 | 23 | 23 | 21 | 21 | 21 |
| All Funds | 19 | 23 | 23 | 87 | 87 | 21 |
| **3260 Mass Transit Tax** | | | | | | |
| 3400 Other Funds Ltd | 546 | 638 | 638 | 725 | 725 | 725 |
| **3270 Flexible Benefits** | | | | | | |
| 8000 General Fund | - | - | - | 67,146 | 67,146 | - |
| 3400 Other Funds Ltd | 18,695 | 19,800 | 19,800 | 21,204 | 21,204 | 21,204 |
| All Funds | 18,695 | 19,800 | 19,800 | 88,350 | 88,350 | 21,204 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| 8000 General Fund | - | - | - | 143,776 | 143,776 | - |
| 3400 Other Funds Ltd | 47,229 | 53,748 | 53,748 | 61,849 | 61,849 | 61,849 |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **TOTAL OTHER PAYROLL EXPENSES** | **$47,229** | **$53,748** | **$53,748** | **$205,625** | **$205,625** | **$61,849** |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |
| **3455 Vacancy Savings** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | (6,038) | (6,038) | (6,038) |
| **PERSONAL SERVICES** | | | | | | |
| 8000 General Fund | - | - | - | 406,576 | 406,576 | - |
| 3400 Other Funds Ltd | 138,193 | 160,164 | 160,164 | 176,567 | 176,567 | 176,567 |
| **TOTAL PERSONAL SERVICES** | **$138,193** | **$160,164** | **$160,164** | **$583,143** | **$583,143** | **$176,567** |
| **SERVICES & SUPPLIES** | | | | | | |
| **4100 Instate Travel** | | | | | | |
| 8000 General Fund | - | - | - | 16,000 | 16,000 | - |
| 3400 Other Funds Ltd | - | 12,338 | 12,338 | 12,856 | 12,856 | 12,856 |
| All Funds | - | 12,338 | 12,338 | 28,856 | 28,856 | 12,856 |
| **4125 Out of State Travel** | | | | | | |
| 3400 Other Funds Ltd | - | 2,467 | 2,467 | 2,571 | 2,571 | 2,571 |
| **4150 Employee Training** | | | | | | |
| 8000 General Fund | - | - | - | 6,000 | 6,000 | - |
| 3400 Other Funds Ltd | - | 7,402 | 7,402 | 7,713 | 7,713 | 7,713 |
| All Funds | - | 7,402 | 7,402 | 13,713 | 13,713 | 7,713 |
| **4175 Office Expenses** | | | | | | |
| 8000 General Fund | - | - | - | 2,000 | 2,000 | - |
| 3400 Other Funds Ltd | - | 3,701 | 3,701 | 3,856 | 3,856 | 3,856 |
| All Funds | - | 3,701 | 3,701 | 5,856 | 5,856 | 3,856 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **4200 Telecommunications** | | | | | | |
| 8000 General Fund | - | - | - | 2,000 | 2,000 | - |
| 3400 Other Funds Ltd | - | 3,030 | 3,030 | 3,157 | 3,157 | 3,157 |
| All Funds | - | 3,030 | 3,030 | 5,157 | 5,157 | 3,157 |
| **4250 Data Processing** | | | | | | |
| 3400 Other Funds Ltd | - | 1,851 | 1,851 | 1,929 | 1,929 | 1,929 |
| **4375 Employee Recruitment and Develop** | | | | | | |
| 3400 Other Funds Ltd | - | 616 | 616 | 642 | 642 | 642 |
| **4575 Agency Program Related S and S** | | | | | | |
| 3400 Other Funds Ltd | - | 697,624 | 697,624 | 726,924 | 726,924 | 726,924 |
| **4650 Other Services and Supplies** | | | | | | |
| 3400 Other Funds Ltd | 3,348 | 23,511 | 23,511 | 24,498 | 24,498 | 24,498 |
| **4700 Expendable Prop 250 - 5000** | | | | | | |
| 3400 Other Funds Ltd | - | 1,235 | 1,235 | 1,287 | 1,287 | 1,287 |
| **4715 IT Expendable Property** | | | | | | |
| 8000 General Fund | - | - | - | 10,000 | 10,000 | - |
| 3400 Other Funds Ltd | - | 2,467 | 2,467 | 2,571 | 2,571 | 2,571 |
| All Funds | - | 2,467 | 2,467 | 12,571 | 12,571 | 2,571 |
| **SERVICES & SUPPLIES** | | | | | | |
| 8000 General Fund | - | - | - | 36,000 | 36,000 | - |
| 3400 Other Funds Ltd | 3,348 | 756,242 | 756,242 | 788,004 | 788,004 | 788,004 |
| **TOTAL SERVICES & SUPPLIES** | **$3,348** | **$756,242** | **$756,242** | **$824,004** | **$824,004** | **$788,004** |
| **CAPITAL OUTLAY** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **5100 Office Furniture and Fixtures** | | | | | | |
| 3400 Other Funds Ltd | - | 1,264 | 1,264 | 1,317 | 1,317 | 1,317 |
| **SPECIAL PAYMENTS** | | | | | | |
| **6030 Dist to Non-Gov Units** | | | | | | |
| 3400 Other Funds Ltd | 240,572 | 1,263,471 | 1,263,471 | 1,316,537 | 1,316,537 | 1,316,537 |
| **EXPENDITURES** | | | | | | |
| 8000 General Fund | - | - | - | 442,576 | 442,576 | - |
| 3400 Other Funds Ltd | 382,113 | 2,181,141 | 2,181,141 | 2,282,425 | 2,282,425 | 2,282,425 |
| **TOTAL EXPENDITURES** | **$382,113** | **$2,181,141** | **$2,181,141** | **$2,725,001** | **$2,725,001** | **$2,282,425** |
| **ENDING BALANCE** | | | | | | |
| 3400 Other Funds Ltd | 2,477,375 | 1,325,050 | 1,325,050 | 1,516,788 | 1,516,788 | 1,516,788 |
| **TOTAL ENDING BALANCE** | **$2,477,375** | **$1,325,050** | **$1,325,050** | **$1,516,788** | **$1,516,788** | **$1,516,788** |
| **AUTHORIZED POSITIONS** | | | | | | |
| 8150 Class/Unclass Positions | - | - | - | 2 | 2 | - |
| **TOTAL AUTHORIZED POSITIONS** | **-** | **-** | **-** | **2** | **2** | **-** |
| **AUTHORIZED FTE** | | | | | | |
| 8250 Class/Unclass FTE Positions | 0.50 | 0.50 | 0.50 | 2.02 | 2.02 | 0.50 |
| **TOTAL AUTHORIZED FTE** | **0.50** | **0.50** | **0.50** | **2.02** | **2.02** | **0.50** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **REVENUE CATEGORIES** | | | | | | |
| **GENERAL FUND APPROPRIATION** | | | | | | |
| **0050 General Fund Appropriation** | | | | | | |
| 8000 General Fund | 1,000,000 | - | - | - | - | - |
| **INTEREST EARNINGS** | | | | | | |
| **0605 Interest Income** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 100,000 | 100,000 | 100,000 |
| **DONATIONS AND CONTRIBUTIONS** | | | | | | |
| **0905 Donations** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 280,000 | 280,000 | 280,000 |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3400 Other Funds Ltd | 5,392 | 1,000,000 | 1,172,019 | 1,172,019 | 1,172,019 | 1,172,019 |
| **REVENUE CATEGORIES** | | | | | | |
| 8000 General Fund | 1,000,000 | - | - | - | - | - |
| 3400 Other Funds Ltd | 5,392 | 1,000,000 | 1,172,019 | 1,552,019 | 1,552,019 | 1,552,019 |
| **TOTAL REVENUE CATEGORIES** | **$1,005,392** | **$1,000,000** | **$1,172,019** | **$1,552,019** | **$1,552,019** | **$1,552,019** |
| **AVAILABLE REVENUES** | | | | | | |
| 8000 General Fund | 1,000,000 | - | - | - | - | - |
| 3400 Other Funds Ltd | 5,392 | 1,000,000 | 1,172,019 | 1,552,019 | 1,552,019 | 1,552,019 |
| **TOTAL AVAILABLE REVENUES** | **$1,005,392** | **$1,000,000** | **$1,172,019** | **$1,552,019** | **$1,552,019** | **$1,552,019** |
| **EXPENDITURES** | | | | | | |
| **SERVICES & SUPPLIES** | | | | | | |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **4300 Professional Services** | | | | | | |
| 3400 Other Funds Ltd | - | 600,000 | 1,172,019 | - | - | 250,000 |
| **REVERSIONS** | | | | | | |
| **9900 Reversions** | | | | | | |
| 8000 General Fund | (1,000,000) | - | - | - | - | - |
| **ENDING BALANCE** | | | | | | |
| 3400 Other Funds Ltd | 5,392 | 400,000 | - | 1,552,019 | 1,552,019 | 1,302,019 |
| **TOTAL ENDING BALANCE** | **$5,392** | **$400,000** | **-** | **$1,552,019** | **$1,552,019** | **$1,302,019** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **REVENUE CATEGORIES** | | | | | | |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 18,763,236 | 18,763,236 | 18,763,236 |
| **1107 Tsfr From Administrative Svcs** | | | | | | |
| 3400 Other Funds Ltd | - | 18,763,236 | 18,763,236 | - | - | - |
| **TRANSFERS IN** | | | | | | |
| 3400 Other Funds Ltd | - | 18,763,236 | 18,763,236 | 18,763,236 | 18,763,236 | 18,763,236 |
| **TOTAL TRANSFERS IN** | **-** | **$18,763,236** | **$18,763,236** | **$18,763,236** | **$18,763,236** | **$18,763,236** |
| **AVAILABLE REVENUES** | | | | | | |
| 3400 Other Funds Ltd | - | 18,763,236 | 18,763,236 | 18,763,236 | 18,763,236 | 18,763,236 |
| **TOTAL AVAILABLE REVENUES** | **-** | **$18,763,236** | **$18,763,236** | **$18,763,236** | **$18,763,236** | **$18,763,236** |
| **EXPENDITURES** | | | | | | |
| **PERSONAL SERVICES** | | | | | | |
| **SALARIES & WAGES** | | | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 711,648 | 711,648 | 711,648 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 273 | 273 | 273 |
| **3220 Public Employees' Retire Cont** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 149,730 | 149,730 | 149,730 |
| **3230 Social Security Taxes** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | - | - | - | 54,441 | 54,441 | 54,441 |
| **3241 Paid Family Medical Leave Insurance** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 2,847 | 2,847 | 2,847 |
| **3250 Worker's Comp. Assess. (WCD)** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 159 | 159 | 159 |
| **3270 Flexible Benefits** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 160,797 | 160,797 | 160,797 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 368,247 | 368,247 | 368,247 |
| **TOTAL OTHER PAYROLL EXPENSES** | **-** | **-** | **-** | **$368,247** | **$368,247** | **$368,247** |
| **PERSONAL SERVICES** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 1,079,895 | 1,079,895 | 1,079,895 |
| **TOTAL PERSONAL SERVICES** | **-** | **-** | **-** | **$1,079,895** | **$1,079,895** | **$1,079,895** |
| **SERVICES & SUPPLIES** | | | | | | |
| **4100 Instate Travel** | | | | | | |
| 3400 Other Funds Ltd | - | 15,000 | 15,000 | 32,000 | 32,000 | 32,000 |
| **4150 Employee Training** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 12,000 | 12,000 | 12,000 |
| **4175 Office Expenses** | | | | | | |
| 3400 Other Funds Ltd | - | 3,000 | 3,000 | 4,000 | 4,000 | 4,000 |
| **4200 Telecommunications** | | | | | | |
| 3400 Other Funds Ltd | - | 3,000 | 3,000 | 4,000 | 4,000 | 4,000 |
| **4300 Professional Services** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | - | 18,727,236 | 18,727,236 | 10,000,000 | 10,000,000 | 10,000,000 |
| **4650 Other Services and Supplies** | | | | | | |
| 3400 Other Funds Ltd | - | 15,000 | 15,000 | - | - | - |
| **4715 IT Expendable Property** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 20,000 | 20,000 | 20,000 |
| **SERVICES & SUPPLIES** | | | | | | |
| 3400 Other Funds Ltd | - | 18,763,236 | 18,763,236 | 10,072,000 | 10,072,000 | 10,072,000 |
| **TOTAL SERVICES & SUPPLIES** | **-** | **$18,763,236** | **$18,763,236** | **$10,072,000** | **$10,072,000** | **$10,072,000** |
| **EXPENDITURES** | | | | | | |
| 3400 Other Funds Ltd | - | 18,763,236 | 18,763,236 | 11,151,895 | 11,151,895 | 11,151,895 |
| **TOTAL EXPENDITURES** | **-** | **$18,763,236** | **$18,763,236** | **$11,151,895** | **$11,151,895** | **$11,151,895** |
| **ENDING BALANCE** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | 7,611,341 | 7,611,341 | 7,611,341 |
| **TOTAL ENDING BALANCE** | **-** | **-** | **-** | **$7,611,341** | **$7,611,341** | **$7,611,341** |
| **AUTHORIZED POSITIONS** | | | | | | |
| 8150 Class/Unclass Positions | - | - | - | 4 | 4 | 4 |
| **TOTAL AUTHORIZED POSITIONS** | **-** | **-** | **-** | **4** | **4** | **4** |
| **AUTHORIZED FTE** | | | | | | |
| 8250 Class/Unclass FTE Positions | - | - | - | 3.76 | 3.76 | 3.76 |
| **TOTAL AUTHORIZED FTE** | **-** | **-** | **-** | **3.76** | **3.76** | **3.76** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **REVENUE CATEGORIES** | | | | | | |
| **GENERAL FUND APPROPRIATION** | | | | | | |
| **0050 General Fund Appropriation** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | - | - | - |
| **FEDERAL FUNDS AS OTHER FUNDS** | | | | | | |
| **0355 Federal Revenues** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 2,086,084 |
| **FEDERAL FUNDS REVENUE** | | | | | | |
| **0995 Federal Funds** | | | | | | |
| 6400 Federal Funds Ltd | - | - | - | 2,086,084 | 2,086,084 | - |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 10,000,000 | 10,000,000 |
| **REVENUE CATEGORIES** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | - | - | - |
| 3400 Other Funds Ltd | - | - | - | - | 10,000,000 | 12,086,084 |
| 6400 Federal Funds Ltd | - | - | - | 2,086,084 | 2,086,084 | - |
| **TOTAL REVENUE CATEGORIES** | **-** | **-** | **$4,002,152** | **$2,086,084** | **$12,086,084** | **$12,086,084** |
| **AVAILABLE REVENUES** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | - | - | - |
| 3400 Other Funds Ltd | - | - | - | - | 10,000,000 | 12,086,084 |
| 6400 Federal Funds Ltd | - | - | - | 2,086,084 | 2,086,084 | - |
| **TOTAL AVAILABLE REVENUES** | **-** | **-** | **$4,002,152** | **$2,086,084** | **$12,086,084** | **$12,086,084** |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **PERSONAL SERVICES** | | | | | | |
| **SALARIES & WAGES** | | | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 1,302,600 |
| 6400 Federal Funds Ltd | - | - | - | 197,568 | 197,568 | - |
| All Funds | - | - | - | 197,568 | 197,568 | 1,302,600 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 618 |
| 6400 Federal Funds Ltd | - | - | - | 144 | 144 | - |
| All Funds | - | - | - | 144 | 144 | 618 |
| **3220 Public Employees' Retire Cont** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 274,067 |
| 6400 Federal Funds Ltd | - | - | - | 41,568 | 41,568 | - |
| All Funds | - | - | - | 41,568 | 41,568 | 274,067 |
| **3230 Social Security Taxes** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 99,648 |
| 6400 Federal Funds Ltd | - | - | - | 15,114 | 15,114 | - |
| All Funds | - | - | - | 15,114 | 15,114 | 99,648 |
| **3241 Paid Family Medical Leave Insurance** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 5,210 |
| 6400 Federal Funds Ltd | - | - | - | 790 | 790 | - |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | - | - | - | 790 | 790 | 5,210 |
| **3250 Worker's Comp. Assess. (WCD)** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 360 |
| 6400 Federal Funds Ltd | - | - | - | 84 | 84 | - |
| All Funds | - | - | - | 84 | 84 | 360 |
| **3270 Flexible Benefits** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 364,002 |
| 6400 Federal Funds Ltd | - | - | - | 84,816 | 84,816 | - |
| All Funds | - | - | - | 84,816 | 84,816 | 364,002 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 743,905 |
| 6400 Federal Funds Ltd | - | - | - | 142,516 | 142,516 | - |
| **TOTAL OTHER PAYROLL EXPENSES** | **-** | **-** | **-** | **$142,516** | **$142,516** | **$743,905** |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |
| **3465 Reconciliation Adjustment** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 15,619 |
| **PERSONAL SERVICES** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 2,062,124 |
| 6400 Federal Funds Ltd | - | - | - | 340,084 | 340,084 | - |
| **TOTAL PERSONAL SERVICES** | **-** | **-** | **-** | **$340,084** | **$340,084** | **$2,062,124** |
| **SERVICES & SUPPLIES** | | | | | | |
| **4100 Instate Travel** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 99,750 | 115,750 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 6400 Federal Funds Ltd | - | - | - | 16,000 | 16,000 | - |
| All Funds | - | - | - | 16,000 | 115,750 | 115,750 |
| **4150 Employee Training** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 21,000 | 27,000 |
| 6400 Federal Funds Ltd | - | - | - | 6,000 | 6,000 | - |
| All Funds | - | - | - | 6,000 | 27,000 | 27,000 |
| **4175 Office Expenses** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 2,500 | 4,500 |
| 6400 Federal Funds Ltd | - | - | - | 2,000 | 2,000 | - |
| All Funds | - | - | - | 2,000 | 4,500 | 4,500 |
| **4200 Telecommunications** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 75,960 | 77,960 |
| 6400 Federal Funds Ltd | - | - | - | 2,000 | 2,000 | - |
| All Funds | - | - | - | 2,000 | 77,960 | 77,960 |
| **4300 Professional Services** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | - | - | - |
| 3400 Other Funds Ltd | - | - | - | - | 9,659,082 | 7,626,208 |
| 6400 Federal Funds Ltd | - | - | - | 750,000 | 750,000 | - |
| All Funds | - | - | 4,002,152 | 750,000 | 10,409,082 | 7,626,208 |
| **4325 Attorney General** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 48,000 | 48,000 |
| **4450 Fuels and Utilities** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 240,000 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 6400 Federal Funds Ltd | - | - | - | 240,000 | 240,000 | - |
| All Funds | - | - | - | 240,000 | 240,000 | 240,000 |
| **4475 Facilities Maintenance** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 720,000 |
| 6400 Federal Funds Ltd | - | - | - | 720,000 | 720,000 | - |
| All Funds | - | - | - | 720,000 | 720,000 | 720,000 |
| **4650 Other Services and Supplies** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 58,708 | 58,708 |
| **4715 IT Expendable Property** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | 35,000 | 45,000 |
| 6400 Federal Funds Ltd | - | - | - | 10,000 | 10,000 | - |
| All Funds | - | - | - | 10,000 | 45,000 | 45,000 |
| **SERVICES & SUPPLIES** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | - | - | - |
| 3400 Other Funds Ltd | - | - | - | - | 10,000,000 | 8,963,126 |
| 6400 Federal Funds Ltd | - | - | - | 1,746,000 | 1,746,000 | - |
| **TOTAL SERVICES & SUPPLIES** | **-** | **-** | **$4,002,152** | **$1,746,000** | **$11,746,000** | **$8,963,126** |
| **CAPITAL OUTLAY** | | | | | | |
| **5100 Office Furniture and Fixtures** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 15,000 |
| **SPECIAL PAYMENTS** | | | | | | |
| **6025 Dist to Other Gov Unit** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 1,045,834 |

**Budget Support - Detail Revenues and Expenditures** **Cross Reference Number: 14100-016-00-00-00000**
**2025-27 Biennium**
**Elliot State Research Forest**

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| 8000 General Fund | - | - | 4,002,152 | - | - | - |
| 3400 Other Funds Ltd | - | - | - | - | 10,000,000 | 12,086,084 |
| 6400 Federal Funds Ltd | - | - | - | 2,086,084 | 2,086,084 | - |
| **TOTAL EXPENDITURES** | **-** | **-** | **$4,002,152** | **$2,086,084** | **$12,086,084** | **$12,086,084** |
| **AUTHORIZED POSITIONS** | | | | | | |
| 8150 Class/Unclass Positions | - | - | - | 2 | 2 | 9 |
| **TOTAL AUTHORIZED POSITIONS** | **-** | **-** | **-** | **2** | **2** | **9** |
| **AUTHORIZED FTE** | | | | | | |
| 8250 Class/Unclass FTE Positions | - | - | - | 2.00 | 2.00 | 8.52 |
| **TOTAL AUTHORIZED FTE** | **-** | **-** | **-** | **2.00** | **2.00** | **8.52** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **REVENUE CATEGORIES** | | | | | | |
| **GENERAL FUND APPROPRIATION** | | | | | | |
| **0050 General Fund Appropriation** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 442,576 |
| **AVAILABLE REVENUES** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 442,576 |
| **TOTAL AVAILABLE REVENUES** | **-** | **-** | **-** | **-** | **-** | **$442,576** |
| **EXPENDITURES** | | | | | | |
| **PERSONAL SERVICES** | | | | | | |
| **SALARIES & WAGES** | | | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 262,800 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 114 |
| **3220 Public Employees' Retire Cont** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 55,294 |
| **3230 Social Security Taxes** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 20,104 |
| **3241 Paid Family Medical Leave Insurance** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 1,052 |
| **3250 Worker's Comp. Assess. (WCD)** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 66 |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **3270 Flexible Benefits** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 67,146 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 143,776 |
| **TOTAL OTHER PAYROLL EXPENSES** | **-** | **-** | **-** | **-** | **-** | **$143,776** |
| **PERSONAL SERVICES** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 406,576 |
| **TOTAL PERSONAL SERVICES** | **-** | **-** | **-** | **-** | **-** | **$406,576** |
| **SERVICES & SUPPLIES** | | | | | | |
| **4100 Instate Travel** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 16,000 |
| **4150 Employee Training** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 6,000 |
| **4175 Office Expenses** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 2,000 |
| **4200 Telecommunications** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 2,000 |
| **4715 IT Expendable Property** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 10,000 |
| **SERVICES & SUPPLIES** | | | | | | |
| 8000 General Fund | - | - | - | - | - | 36,000 |
| **TOTAL SERVICES & SUPPLIES** | **-** | **-** | **-** | **-** | **-** | **$36,000** |
| **EXPENDITURES** | | | | | | |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 8000 General Fund | - | - | - | - | - | 442,576 |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **-** | **-** | **$442,576** |
| **AUTHORIZED POSITIONS** | | | | | | |
| 8150 Class/Unclass Positions | - | - | - | - | - | 2 |
| **TOTAL AUTHORIZED POSITIONS** | **-** | **-** | **-** | **-** | **-** | **2** |
| **AUTHORIZED FTE** | | | | | | |
| 8250 Class/Unclass FTE Positions | - | - | - | - | - | 1.52 |
| **TOTAL AUTHORIZED FTE** | **-** | **-** | **-** | **-** | **-** | **1.52** |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | | | | | |
| **0025 Beginning Balance** | | | | | | |
| 3400 Other Funds Ltd | 618,447 | 107,343 | 107,343 | - | - | - |
| 6400 Federal Funds Ltd | 202,159 | 1,019,209 | 1,019,209 | 1,227,259 | 1,227,259 | 1,227,259 |
| All Funds | 820,606 | 1,126,552 | 1,126,552 | 1,227,259 | 1,227,259 | 1,227,259 |
| **REVENUE CATEGORIES** | | | | | | |
| **LICENSES AND FEES** | | | | | | |
| **0210 Non-business Lic. and Fees** | | | | | | |
| 3400 Other Funds Ltd | - | 1,080 | 1,080 | 1,080 | 1,080 | 1,080 |
| **FEDERAL FUNDS AS OTHER FUNDS** | | | | | | |
| **0355 Federal Revenues** | | | | | | |
| 3400 Other Funds Ltd | 115,912 | 70,805 | 70,805 | 85,000 | 85,000 | 85,000 |
| **CHARGES FOR SERVICES** | | | | | | |
| **0410 Charges for Services** | | | | | | |
| 3400 Other Funds Ltd | 124,183 | 34,076 | 34,076 | 65,000 | 65,000 | 65,000 |
| **FINES, RENTS AND ROYALTIES** | | | | | | |
| **0510 Rents and Royalties** | | | | | | |
| 3400 Other Funds Ltd | 6,116 | 9,460 | 9,460 | 5,000 | 5,000 | 5,000 |
| **DONATIONS AND CONTRIBUTIONS** | | | | | | |
| **0905 Donations** | | | | | | |
| 3400 Other Funds Ltd | 30,000 | - | - | 2,000 | 2,000 | 2,000 |
| **OTHER** | | | | | | |
| **0975 Other Revenues** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 32,881 | 1,876 | 186,764 | 50,000 | 50,000 | 50,000 |
| **FEDERAL FUNDS REVENUE** | | | | | | |
| **0995 Federal Funds** | | | | | | |
| 6400 Federal Funds Ltd | 2,054,415 | 5,395,673 | 5,551,292 | 4,045,718 | 4,045,718 | 4,045,718 |
| **TRANSFERS IN** | | | | | | |
| **1010 Transfer In - Intrafund** | | | | | | |
| 3400 Other Funds Ltd | 2,800,000 | 2,866,684 | 2,866,684 | 3,989,644 | 3,989,644 | 3,989,644 |
| **REVENUE CATEGORIES** | | | | | | |
| 3400 Other Funds Ltd | 3,109,092 | 2,983,981 | 3,168,869 | 4,197,724 | 4,197,724 | 4,197,724 |
| 6400 Federal Funds Ltd | 2,054,415 | 5,395,673 | 5,551,292 | 4,045,718 | 4,045,718 | 4,045,718 |
| **TOTAL REVENUE CATEGORIES** | **$5,163,507** | **$8,379,654** | **$8,720,161** | **$8,243,442** | **$8,243,442** | **$8,243,442** |
| **TRANSFERS OUT** | | | | | | |
| **2629 Tsfr To Forestry, Dept of** | | | | | | |
| 3400 Other Funds Ltd | (26,126) | - | - | - | - | - |
| **AVAILABLE REVENUES** | | | | | | |
| 3400 Other Funds Ltd | 3,701,413 | 3,091,324 | 3,276,212 | 4,197,724 | 4,197,724 | 4,197,724 |
| 6400 Federal Funds Ltd | 2,256,574 | 6,414,882 | 6,570,501 | 5,272,977 | 5,272,977 | 5,272,977 |
| **TOTAL AVAILABLE REVENUES** | **$5,957,987** | **$9,506,206** | **$9,846,713** | **$9,470,701** | **$9,470,701** | **$9,470,701** |
| **EXPENDITURES** | | | | | | |
| **PERSONAL SERVICES** | | | | | | |
| **SALARIES & WAGES** | | | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | | | |
| 3400 Other Funds Ltd | 1,747,161 | 1,677,883 | 1,877,099 | 2,136,121 | 2,136,121 | 2,009,995 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 6400 Federal Funds Ltd | 836,342 | 1,252,049 | 1,407,668 | 1,464,876 | 1,464,876 | 1,464,876 |
| All Funds | 2,583,503 | 2,929,932 | 3,284,767 | 3,600,997 | 3,600,997 | 3,474,871 |
| **3160 Temporary Appointments** | | | | | | |
| 3400 Other Funds Ltd | 13,665 | 7,343 | 7,343 | 7,651 | 7,651 | 7,651 |
| 6400 Federal Funds Ltd | 1,129 | 84,938 | 84,938 | 88,505 | 88,505 | 88,505 |
| All Funds | 14,794 | 92,281 | 92,281 | 96,156 | 96,156 | 96,156 |
| **3170 Overtime Payments** | | | | | | |
| 3400 Other Funds Ltd | 353 | - | - | - | - | - |
| 6400 Federal Funds Ltd | 62 | 3,657 | 3,657 | 3,811 | 3,811 | 3,811 |
| All Funds | 415 | 3,657 | 3,657 | 3,811 | 3,811 | 3,811 |
| **3180 Shift Differential** | | | | | | |
| 3400 Other Funds Ltd | 536 | - | - | - | - | - |
| 6400 Federal Funds Ltd | 205 | 8 | 8 | 8 | 8 | 8 |
| All Funds | 741 | 8 | 8 | 8 | 8 | 8 |
| **3190 All Other Differential** | | | | | | |
| 3400 Other Funds Ltd | 31,898 | 9,399 | 9,399 | 9,794 | 9,794 | 9,794 |
| 6400 Federal Funds Ltd | 5,924 | - | - | - | - | - |
| All Funds | 37,822 | 9,399 | 9,399 | 9,794 | 9,794 | 9,794 |
| **SALARIES & WAGES** | | | | | | |
| 3400 Other Funds Ltd | 1,793,613 | 1,694,625 | 1,893,841 | 2,153,566 | 2,153,566 | 2,027,440 |
| 6400 Federal Funds Ltd | 843,662 | 1,340,652 | 1,496,271 | 1,557,200 | 1,557,200 | 1,557,200 |
| **TOTAL SALARIES & WAGES** | **$2,637,275** | **$3,035,277** | **$3,390,112** | **$3,710,766** | **$3,710,766** | **$3,584,640** |
| **OTHER PAYROLL EXPENSES** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| **3210 Empl. Rel. Bd. Assessments** | | | | | | |
| 3400 Other Funds Ltd | 584 | 537 | 537 | 844 | 844 | 787 |
| 6400 Federal Funds Ltd | 338 | 470 | 470 | 638 | 638 | 638 |
| All Funds | 922 | 1,007 | 1,007 | 1,482 | 1,482 | 1,425 |
| **3220 Public Employees' Retire Cont** | | | | | | |
| 3400 Other Funds Ltd | 308,391 | 302,359 | 302,359 | 451,500 | 451,500 | 424,963 |
| 6400 Federal Funds Ltd | 146,384 | 225,024 | 225,024 | 309,015 | 309,015 | 309,015 |
| All Funds | 454,775 | 527,383 | 527,383 | 760,515 | 760,515 | 733,978 |
| **3221 Pension Obligation Bond** | | | | | | |
| 3400 Other Funds Ltd | 97,542 | 83,141 | 83,141 | 74,406 | 74,406 | 74,406 |
| 6400 Federal Funds Ltd | 46,936 | 61,089 | 61,089 | 53,151 | 53,151 | 53,151 |
| All Funds | 144,478 | 144,230 | 144,230 | 127,557 | 127,557 | 127,557 |
| **3230 Social Security Taxes** | | | | | | |
| 3400 Other Funds Ltd | 136,173 | 129,642 | 129,642 | 164,751 | 164,751 | 155,102 |
| 6400 Federal Funds Ltd | 64,061 | 102,562 | 102,562 | 119,128 | 119,128 | 119,128 |
| All Funds | 200,234 | 232,204 | 232,204 | 283,879 | 283,879 | 274,230 |
| **3240 Unemployment Assessments** | | | | | | |
| 3400 Other Funds Ltd | - | 6,851 | 6,851 | 7,139 | 7,139 | 7,139 |
| **3241 Paid Family Medical Leave Insurance** | | | | | | |
| 3400 Other Funds Ltd | 2,168 | 6,749 | 6,749 | 8,585 | 8,585 | 8,081 |
| 6400 Federal Funds Ltd | 1,021 | 5,023 | 5,023 | 5,874 | 5,874 | 5,874 |
| All Funds | 3,189 | 11,772 | 11,772 | 14,459 | 14,459 | 13,955 |
| **3250 Worker's Comp. Assess. (WCD)** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 453 | 467 | 467 | 491 | 491 | 458 |
| 6400 Federal Funds Ltd | 221 | 407 | 407 | 373 | 373 | 373 |
| All Funds | 674 | 874 | 874 | 864 | 864 | 831 |
| **3260 Mass Transit Tax** | | | | | | |
| 3400 Other Funds Ltd | 20 | 9,577 | 9,577 | 11,433 | 11,433 | 11,433 |
| **3270 Flexible Benefits** | | | | | | |
| 3400 Other Funds Ltd | 390,134 | 401,544 | 401,544 | 497,164 | 497,164 | 463,591 |
| 6400 Federal Funds Ltd | 208,214 | 350,856 | 350,856 | 375,734 | 375,734 | 375,734 |
| All Funds | 598,348 | 752,400 | 752,400 | 872,898 | 872,898 | 839,325 |
| **OTHER PAYROLL EXPENSES** | | | | | | |
| 3400 Other Funds Ltd | 935,465 | 940,867 | 940,867 | 1,216,313 | 1,216,313 | 1,145,960 |
| 6400 Federal Funds Ltd | 467,175 | 745,431 | 745,431 | 863,913 | 863,913 | 863,913 |
| **TOTAL OTHER PAYROLL EXPENSES** | **$1,402,640** | **$1,686,298** | **$1,686,298** | **$2,080,226** | **$2,080,226** | **$2,009,873** |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |
| **3455 Vacancy Savings** | | | | | | |
| 3400 Other Funds Ltd | - | (27,197) | (27,197) | (92,334) | (92,334) | (92,334) |
| 6400 Federal Funds Ltd | - | (26,413) | (26,413) | (72,016) | (72,016) | (72,016) |
| All Funds | - | (53,610) | (53,610) | (164,350) | (164,350) | (164,350) |
| **3465 Reconciliation Adjustment** | | | | | | |
| 3400 Other Funds Ltd | - | - | - | - | - | 56,895 |
| 6400 Federal Funds Ltd | - | 64,974 | 64,974 | - | - | - |
| All Funds | - | 64,974 | 64,974 | - | - | 56,895 |
| **P.S. BUDGET ADJUSTMENTS** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | - | (27,197) | (27,197) | (92,334) | (92,334) | (35,439) |
| 6400 Federal Funds Ltd | - | 38,561 | 38,561 | (72,016) | (72,016) | (72,016) |
| **TOTAL P.S. BUDGET ADJUSTMENTS** | **-** | **$11,364** | **$11,364** | **($164,350)** | **($164,350)** | **($107,455)** |
| **PERSONAL SERVICES** | | | | | | |
| 3400 Other Funds Ltd | 2,729,078 | 2,608,295 | 2,807,511 | 3,277,545 | 3,277,545 | 3,137,961 |
| 6400 Federal Funds Ltd | 1,310,837 | 2,124,644 | 2,280,263 | 2,349,097 | 2,349,097 | 2,349,097 |
| **TOTAL PERSONAL SERVICES** | **$4,039,915** | **$4,732,939** | **$5,087,774** | **$5,626,642** | **$5,626,642** | **$5,487,058** |
| **SERVICES & SUPPLIES** | | | | | | |
| **4100 Instate Travel** | | | | | | |
| 3400 Other Funds Ltd | 47,776 | 18,628 | 18,628 | 35,410 | 35,410 | 27,410 |
| 6400 Federal Funds Ltd | 8,729 | 22,043 | 22,043 | 25,759 | 25,759 | 25,759 |
| All Funds | 56,505 | 40,671 | 40,671 | 61,169 | 61,169 | 53,169 |
| **4125 Out of State Travel** | | | | | | |
| 3400 Other Funds Ltd | 3,046 | 8,667 | 8,667 | 9,031 | 9,031 | 9,031 |
| 6400 Federal Funds Ltd | 15,977 | 15,272 | 15,272 | 15,913 | 15,913 | 15,913 |
| All Funds | 19,023 | 23,939 | 23,939 | 24,944 | 24,944 | 24,944 |
| **4150 Employee Training** | | | | | | |
| 3400 Other Funds Ltd | 6,866 | 10,178 | 10,178 | 16,605 | 16,605 | 13,605 |
| 6400 Federal Funds Ltd | 13,652 | 24,953 | 24,953 | 29,001 | 29,001 | 29,001 |
| All Funds | 20,518 | 35,131 | 35,131 | 45,606 | 45,606 | 42,606 |
| **4175 Office Expenses** | | | | | | |
| 3400 Other Funds Ltd | 6,131 | 26,268 | 26,268 | 29,371 | 29,371 | 28,371 |
| 6400 Federal Funds Ltd | 8,605 | 23,208 | 23,208 | 24,141 | 24,141 | 24,141 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | 14,736 | 49,476 | 49,476 | 53,512 | 53,512 | 52,512 |
| **4200 Telecommunications** | | | | | | |
| 3400 Other Funds Ltd | 37,387 | 17,784 | 17,784 | 20,531 | 20,531 | 19,531 |
| 6400 Federal Funds Ltd | 10,703 | 10,553 | 10,553 | 10,954 | 10,954 | 10,954 |
| All Funds | 48,090 | 28,337 | 28,337 | 31,485 | 31,485 | 30,485 |
| **4250 Data Processing** | | | | | | |
| 3400 Other Funds Ltd | - | 634 | 634 | 661 | 661 | 661 |
| 6400 Federal Funds Ltd | - | 11,940 | 11,940 | 12,441 | 12,441 | 12,441 |
| All Funds | - | 12,574 | 12,574 | 13,102 | 13,102 | 13,102 |
| **4275 Publicity and Publications** | | | | | | |
| 3400 Other Funds Ltd | - | 589 | 589 | 614 | 614 | 614 |
| 6400 Federal Funds Ltd | 832 | 1,745 | 1,745 | 1,818 | 1,818 | 1,818 |
| All Funds | 832 | 2,334 | 2,334 | 2,432 | 2,432 | 2,432 |
| **4300 Professional Services** | | | | | | |
| 3400 Other Funds Ltd | 28,657 | 142,147 | 142,147 | 541,813 | 541,813 | 541,813 |
| 6400 Federal Funds Ltd | 46,186 | 2,814,643 | 2,814,643 | 1,715,727 | 1,715,727 | 1,715,727 |
| All Funds | 74,843 | 2,956,790 | 2,956,790 | 2,257,540 | 2,257,540 | 2,257,540 |
| **4325 Attorney General** | | | | | | |
| 3400 Other Funds Ltd | 15,052 | 8,486 | 8,486 | 10,460 | 9,679 | 10,460 |
| 6400 Federal Funds Ltd | 5,808 | - | - | - | - | - |
| All Funds | 20,860 | 8,486 | 8,486 | 10,460 | 9,679 | 10,460 |
| **4375 Employee Recruitment and Develop** | | | | | | |
| 3400 Other Funds Ltd | 565 | 2,934 | 2,934 | 3,057 | 3,057 | 3,057 |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 6400 Federal Funds Ltd | - | 6,914 | 6,914 | 7,204 | 7,204 | 7,204 |
| All Funds | 565 | 9,848 | 9,848 | 10,261 | 10,261 | 10,261 |
| **4400 Dues and Subscriptions** | | | | | | |
| 3400 Other Funds Ltd | 2,565 | 14 | 14 | 15 | 15 | 15 |
| 6400 Federal Funds Ltd | 14,718 | 976 | 976 | 1,017 | 1,017 | 1,017 |
| All Funds | 17,283 | 990 | 990 | 1,032 | 1,032 | 1,032 |
| **4425 Facilities Rental and Taxes** | | | | | | |
| 3400 Other Funds Ltd | 688 | 55 | 55 | 57 | 57 | 57 |
| **4450 Fuels and Utilities** | | | | | | |
| 3400 Other Funds Ltd | 6,014 | 9,326 | 9,326 | 10,231 | 10,231 | 10,231 |
| 6400 Federal Funds Ltd | 10,963 | 29,892 | 29,892 | 31,147 | 31,147 | 31,147 |
| All Funds | 16,977 | 39,218 | 39,218 | 41,378 | 41,378 | 41,378 |
| **4475 Facilities Maintenance** | | | | | | |
| 3400 Other Funds Ltd | 13,402 | 32,475 | 32,475 | 33,839 | 33,839 | 33,839 |
| 6400 Federal Funds Ltd | 90,742 | 35,642 | 35,642 | 37,139 | 37,139 | 37,139 |
| All Funds | 104,144 | 68,117 | 68,117 | 70,978 | 70,978 | 70,978 |
| **4575 Agency Program Related S and S** | | | | | | |
| 6400 Federal Funds Ltd | - | 6,390 | 6,390 | 6,658 | 6,658 | 6,658 |
| **4650 Other Services and Supplies** | | | | | | |
| 3400 Other Funds Ltd | 120,429 | 63,455 | 63,455 | 66,120 | 66,120 | 66,120 |
| 6400 Federal Funds Ltd | 134,391 | 18,075 | 18,075 | 13,624 | 13,624 | 13,624 |
| All Funds | 254,820 | 81,530 | 81,530 | 79,744 | 79,744 | 79,744 |
| **4700 Expendable Prop 250 - 5000** | | | | | | |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| 3400 Other Funds Ltd | 8,553 | 4,077 | 4,077 | 4,248 | 4,248 | 4,248 |
| 6400 Federal Funds Ltd | 31,817 | 25,139 | 25,139 | 26,195 | 26,195 | 26,195 |
| All Funds | 40,370 | 29,216 | 29,216 | 30,443 | 30,443 | 30,443 |
| **4715 IT Expendable Property** | | | | | | |
| 3400 Other Funds Ltd | 26,952 | 55,755 | 55,755 | 68,097 | 68,097 | 63,097 |
| 6400 Federal Funds Ltd | 2,362 | 1,713 | 1,713 | 6,785 | 6,785 | 6,785 |
| All Funds | 29,314 | 57,468 | 57,468 | 74,882 | 74,882 | 69,882 |
| **SERVICES & SUPPLIES** | | | | | | |
| 3400 Other Funds Ltd | 324,083 | 401,472 | 401,472 | 850,160 | 849,379 | 832,160 |
| 6400 Federal Funds Ltd | 395,485 | 3,049,098 | 3,049,098 | 1,965,523 | 1,965,523 | 1,965,523 |
| **TOTAL SERVICES & SUPPLIES** | **$719,568** | **$3,450,570** | **$3,450,570** | **$2,815,683** | **$2,814,902** | **$2,797,683** |
| **CAPITAL OUTLAY** | | | | | | |
| **5200 Technical Equipment** | | | | | | |
| 3400 Other Funds Ltd | 77,298 | 46,834 | 46,834 | 48,801 | 48,801 | 48,801 |
| 6400 Federal Funds Ltd | - | 10,895 | 10,895 | 11,353 | 11,353 | 11,353 |
| All Funds | 77,298 | 57,729 | 57,729 | 60,154 | 60,154 | 60,154 |
| **5600 Data Processing Hardware** | | | | | | |
| 3400 Other Funds Ltd | - | 19,584 | 19,584 | 20,407 | 20,407 | 20,407 |
| **5650 Land Improvements** | | | | | | |
| 6400 Federal Funds Ltd | 19,865 | - | - | - | - | - |
| **5700 Building Structures** | | | | | | |
| 3400 Other Funds Ltd | 239 | - | - | - | - | - |
| 6400 Federal Funds Ltd | 264,575 | - | - | - | - | - |

| Description | 2021-23 Actuals | 2023-25 Leg Adopted Budget | 2023-25 Leg Approved Budget | 2025-27 Agency Request Budget | 2025-27 Governor's Budget | 2025-27 Leg. Adopted Budget |
|---|---|---|---|---|---|---|
| All Funds | 264,814 | - | - | - | - | - |
| **5900 Other Capital Outlay** | | | | | | |
| 3400 Other Funds Ltd | 65,537 | - | - | - | - | - |
| 6400 Federal Funds Ltd | 60,000 | - | - | - | - | - |
| All Funds | 125,537 | - | - | - | - | - |
| **CAPITAL OUTLAY** | | | | | | |
| 3400 Other Funds Ltd | 143,074 | 66,418 | 66,418 | 69,208 | 69,208 | 69,208 |
| 6400 Federal Funds Ltd | 344,440 | 10,895 | 10,895 | 11,353 | 11,353 | 11,353 |
| **TOTAL CAPITAL OUTLAY** | **$487,514** | **$77,313** | **$77,313** | **$80,561** | **$80,561** | **$80,561** |
| **EXPENDITURES** | | | | | | |
| 3400 Other Funds Ltd | 3,196,235 | 3,076,185 | 3,275,401 | 4,196,913 | 4,196,132 | 4,039,329 |
| 6400 Federal Funds Ltd | 2,050,762 | 5,184,637 | 5,340,256 | 4,325,973 | 4,325,973 | 4,325,973 |
| **TOTAL EXPENDITURES** | **$5,246,997** | **$8,260,822** | **$8,615,657** | **$8,522,886** | **$8,522,105** | **$8,365,302** |
| **ENDING BALANCE** | | | | | | |
| 3400 Other Funds Ltd | 505,178 | 15,139 | 811 | 811 | 1,592 | 158,395 |
| 6400 Federal Funds Ltd | 205,812 | 1,230,245 | 1,230,245 | 947,004 | 947,004 | 947,004 |
| **TOTAL ENDING BALANCE** | **$710,990** | **$1,245,384** | **$1,231,056** | **$947,815** | **$948,596** | **$1,105,399** |
| **AUTHORIZED POSITIONS** | | | | | | |
| 8150 Class/Unclass Positions | 18 | 20 | 20 | 22 | 22 | 21 |
| **TOTAL AUTHORIZED POSITIONS** | **18** | **20** | **20** | **22** | **22** | **21** |
| **AUTHORIZED FTE** | | | | | | |
| 8250 Class/Unclass FTE Positions | 17.00 | 19.00 | 19.00 | 20.52 | 20.52 | 19.76 |
| **TOTAL AUTHORIZED FTE** | **17.00** | **19.00** | **19.00** | **20.52** | **20.52** | **19.76** |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | | | | | |
| **0025 Beginning Balance** | | | | | | |
| 3010 Other Funds Cap Improve | - | 772,898 | 772,898 | 781,253 | 781,253 | 781,253 |
| **REVENUE CATEGORIES** | | | | | | |
| **OTHER** | | | | | | |
| **0975 Other Revenues** | | | | | | |
| 3010 Other Funds Cap Improve | 399,818 | 580,471 | 580,471 | 580,471 | 580,471 | 580,471 |
| **AVAILABLE REVENUES** | | | | | | |
| 3010 Other Funds Cap Improve | 399,818 | 1,353,369 | 1,353,369 | 1,361,724 | 1,361,724 | 1,361,724 |
| **TOTAL AVAILABLE REVENUES** | **$399,818** | **$1,353,369** | **$1,353,369** | **$1,361,724** | **$1,361,724** | **$1,361,724** |
| **EXPENDITURES** | | | | | | |
| **SERVICES & SUPPLIES** | | | | | | |
| **4200 Telecommunications** | | | | | | |
| 3010 Other Funds Cap Improve | 1,595 | - | - | - | - | - |
| **4315 IT Professional Services** | | | | | | |
| 3010 Other Funds Cap Improve | 319 | - | - | - | - | - |
| **4325 Attorney General** | | | | | | |
| 3010 Other Funds Cap Improve | 9,244 | - | - | - | - | - |
| **4475 Facilities Maintenance** | | | | | | |
| 3010 Other Funds Cap Improve | 42,514 | 354,755 | 354,755 | 369,655 | 369,655 | 369,655 |
| **4650 Other Services and Supplies** | | | | | | |
| 3010 Other Funds Cap Improve | 8,414 | - | - | - | - | - |
| **SERVICES & SUPPLIES** | | | | | | |

| *Description* | *2021-23 Actuals* | *2023-25 Leg Adopted Budget* | *2023-25 Leg Approved Budget* | *2025-27 Agency Request Budget* | *2025-27 Governor's Budget* | *2025-27 Leg. Adopted Budget* |
|---|---|---|---|---|---|---|
| 3010 Other Funds Cap Improve | 62,086 | 354,755 | 354,755 | 369,655 | 369,655 | 369,655 |
| **TOTAL SERVICES & SUPPLIES** | **$62,086** | **$354,755** | **$354,755** | **$369,655** | **$369,655** | **$369,655** |
| **CAPITAL OUTLAY** | | | | | | |
| **5700 Building Structures** | | | | | | |
| 3010 Other Funds Cap Improve | 337,732 | 217,361 | 217,361 | 226,490 | 226,490 | 226,490 |
| **EXPENDITURES** | | | | | | |
| 3010 Other Funds Cap Improve | 399,818 | 572,116 | 572,116 | 596,145 | 596,145 | 596,145 |
| **TOTAL EXPENDITURES** | **$399,818** | **$572,116** | **$572,116** | **$596,145** | **$596,145** | **$596,145** |
| **ENDING BALANCE** | | | | | | |
| 3010 Other Funds Cap Improve | - | 781,253 | 781,253 | 765,579 | 765,579 | 765,579 |
| **TOTAL ENDING BALANCE** | **-** | **$781,253** | **$781,253** | **$765,579** | **$765,579** | **$765,579** |

**Version / Column Comparison Report - Detail** **Cross Reference Number:14100-010-00-00-00000**
**2025-27 Biennium**
**Common School Fund**

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **BEGINNING BALANCE** | | | | |
| **0025 Beginning Balance** | | | | |
| 3200 Other Funds Non-Ltd | 111,753,165 | 111,753,165 | 0 | - |
| 3400 Other Funds Ltd | 1,598,601,288 | 1,598,601,288 | 0 | - |
| 6400 Federal Funds Ltd | 648,488 | 648,488 | 0 | - |
| All Funds | 1,711,002,941 | 1,711,002,941 | 0 | - |
| **0030 Beginning Balance Adjustment** | | | | |
| 3400 Other Funds Ltd | (274,735) | (274,735) | 0 | - |
| **TOTAL BEGINNING BALANCE** | | | | |
| 3200 Other Funds Non-Ltd | 111,753,165 | 111,753,165 | 0 | - |
| 3400 Other Funds Ltd | 1,598,326,553 | 1,598,326,553 | 0 | - |
| 6400 Federal Funds Ltd | 648,488 | 648,488 | 0 | - |
| **TOTAL BEGINNING BALANCE** | **$1,710,728,206** | **$1,710,728,206** | **0** | **-** |
| **REVENUE CATEGORIES** | | | | |
| **LICENSES AND FEES** | | | | |
| **0205 Business Lic and Fees** | | | | |
| 3400 Other Funds Ltd | 25,000 | 25,000 | 0 | - |
| **0210 Non-business Lic. and Fees** | | | | |
| 3400 Other Funds Ltd | 5,203,855 | 5,203,855 | 0 | - |
| **TOTAL LICENSES AND FEES** | | | | |
| 3400 Other Funds Ltd | 5,228,855 | 5,228,855 | 0 | - |
| **FEDERAL FUNDS AS OTHER FUNDS** | | | | |
| **0355 Federal Revenues** | | | | |
| 3400 Other Funds Ltd | 1,000,000 | 1,000,000 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **CHARGES FOR SERVICES** | | | | |
| **0410 Charges for Services** | | | | |
| 3400 Other Funds Ltd | 736,153 | 736,153 | 0 | - |
| **FINES, RENTS AND ROYALTIES** | | | | |
| **0505 Fines and Forfeitures** | | | | |
| 3400 Other Funds Ltd | 206,519 | 206,519 | 0 | - |
| **0510 Rents and Royalties** | | | | |
| 3200 Other Funds Non-Ltd | 100,000 | 100,000 | 0 | - |
| 3400 Other Funds Ltd | 13,547,149 | 13,547,149 | 0 | - |
| All Funds | 13,647,149 | 13,647,149 | 0 | - |
| **TOTAL FINES, RENTS AND ROYALTIES** | | | | |
| 3200 Other Funds Non-Ltd | 100,000 | 100,000 | 0 | - |
| 3400 Other Funds Ltd | 13,753,668 | 13,753,668 | 0 | - |
| **TOTAL FINES, RENTS AND ROYALTIES** | **$13,853,668** | **$13,853,668** | **0** | **-** |
| **INTEREST EARNINGS** | | | | |
| **0605 Interest Income** | | | | |
| 3200 Other Funds Non-Ltd | 94,778,912 | 94,778,912 | 0 | - |
| 3400 Other Funds Ltd | 1,615,220 | 1,615,220 | 0 | - |
| All Funds | 96,394,132 | 96,394,132 | 0 | - |
| **SALES INCOME** | | | | |
| **0705 Sales Income** | | | | |
| 3400 Other Funds Ltd | 770,000 | 770,000 | 0 | - |
| **0735 Common School Lands Sales** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 10,000,000 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **TOTAL SALES INCOME** | | | | |
| 3400 Other Funds Ltd | 10,770,000 | 10,770,000 | 0 | - |
| **OTHER** | | | | |
| **0975 Other Revenues** | | | | |
| 3200 Other Funds Non-Ltd | 140,000,000 | 140,000,000 | 0 | - |
| 3400 Other Funds Ltd | 1,245,800 | 1,245,800 | 0 | - |
| All Funds | 141,245,800 | 141,245,800 | 0 | - |
| **FEDERAL FUNDS REVENUE** | | | | |
| **0995 Federal Funds** | | | | |
| 6400 Federal Funds Ltd | 200,000 | 200,000 | 0 | - |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3200 Other Funds Non-Ltd | 2,103,323 | 2,103,323 | 0 | - |
| 3400 Other Funds Ltd | 10,526,889 | 10,526,889 | 0 | - |
| All Funds | 12,630,212 | 12,630,212 | 0 | - |
| **1150 Tsfr From Revenue, Dept of** | | | | |
| 3400 Other Funds Ltd | 4,312 | 4,180 | (132) | -3.06% |
| **1629 Tsfr From Forestry, Dept of** | | | | |
| 3400 Other Funds Ltd | 2,702,004 | 2,702,004 | 0 | - |
| **TOTAL TRANSFERS IN** | | | | |
| 3200 Other Funds Non-Ltd | 2,103,323 | 2,103,323 | 0 | - |
| 3400 Other Funds Ltd | 13,233,205 | 13,233,073 | (132) | -0.00% |
| **TOTAL TRANSFERS IN** | **$15,336,528** | **$15,336,396** | **($132)** | **-0.00%** |
| **TOTAL REVENUES** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3200 Other Funds Non-Ltd | 236,982,235 | 236,982,235 | 0 | - |
| 3400 Other Funds Ltd | 47,582,901 | 47,582,769 | (132) | -0.00% |
| 6400 Federal Funds Ltd | 200,000 | 200,000 | 0 | - |
| **TOTAL REVENUES** | **$284,765,136** | **$284,765,004** | **($132)** | **-0.00%** |
| **TRANSFERS OUT** | | | | |
| **2010 Transfer Out - Intrafund** | | | | |
| 3200 Other Funds Non-Ltd | (2,103,323) | (2,103,323) | 0 | - |
| 3400 Other Funds Ltd | (49,595,721) | (49,595,721) | 0 | - |
| All Funds | (51,699,044) | (51,699,044) | 0 | - |
| **2581 Tsfr To Education, Dept of** | | | | |
| 3200 Other Funds Non-Ltd | (160,050,924) | (160,050,924) | 0 | - |
| **2629 Tsfr To Forestry, Dept of** | | | | |
| 3400 Other Funds Ltd | (5,424,732) | (5,424,732) | 0 | - |
| **2690 Tsfr To Water Resources Dept** | | | | |
| 3400 Other Funds Ltd | (136,161) | (136,161) | 0 | - |
| **TOTAL TRANSFERS OUT** | | | | |
| 3200 Other Funds Non-Ltd | (162,154,247) | (162,154,247) | 0 | - |
| 3400 Other Funds Ltd | (55,156,614) | (55,156,614) | 0 | - |
| **TOTAL TRANSFERS OUT** | **($217,310,861)** | **($217,310,861)** | **0** | **-** |
| **AVAILABLE REVENUES** | | | | |
| 3200 Other Funds Non-Ltd | 186,581,153 | 186,581,153 | 0 | - |
| 3400 Other Funds Ltd | 1,590,752,840 | 1,590,752,708 | (132) | -0.00% |
| 6400 Federal Funds Ltd | 848,488 | 848,488 | 0 | - |
| **TOTAL AVAILABLE REVENUES** | **$1,778,182,481** | **$1,778,182,349** | **($132)** | **-0.00%** |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 18,233,844 | 18,233,844 | 0 | - |
| **3160 Temporary Appointments** | | | | |
| 3400 Other Funds Ltd | 26,910 | 26,910 | 0 | - |
| 6400 Federal Funds Ltd | 44,481 | 44,481 | 0 | - |
| All Funds | 71,391 | 71,391 | 0 | - |
| **3170 Overtime Payments** | | | | |
| 3400 Other Funds Ltd | 75,153 | 75,153 | 0 | - |
| **3180 Shift Differential** | | | | |
| 3400 Other Funds Ltd | 9,327 | 9,327 | 0 | - |
| **3190 All Other Differential** | | | | |
| 3400 Other Funds Ltd | 10,453 | 10,453 | 0 | - |
| **TOTAL SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 18,355,687 | 18,355,687 | 0 | - |
| 6400 Federal Funds Ltd | 44,481 | 44,481 | 0 | - |
| **TOTAL SALARIES & WAGES** | **$18,400,168** | **$18,400,168** | **0** | **-** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 6,336 | 6,336 | 0 | - |
| **3220 Public Employees' Retire Cont** | | | | |
| 3400 Other Funds Ltd | 3,856,378 | 3,856,378 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3221 Pension Obligation Bond** | | | | |
| 3400 Other Funds Ltd | 803,850 | 803,850 | 0 | - |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 1,392,336 | 1,392,336 | 0 | - |
| 6400 Federal Funds Ltd | 3,403 | 3,403 | 0 | - |
| All Funds | 1,395,739 | 1,395,739 | 0 | - |
| **3240 Unemployment Assessments** | | | | |
| 3400 Other Funds Ltd | 7,017 | 7,017 | 0 | - |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 72,546 | 72,546 | 0 | - |
| **3250 Worker's Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 3,696 | 3,696 | 0 | - |
| **3260 Mass Transit Tax** | | | | |
| 3400 Other Funds Ltd | 89,555 | 89,555 | 0 | - |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 3,731,904 | 3,731,904 | 0 | - |
| **TOTAL OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 9,963,618 | 9,963,618 | 0 | - |
| 6400 Federal Funds Ltd | 3,403 | 3,403 | 0 | - |
| **TOTAL OTHER PAYROLL EXPENSES** | **$9,967,021** | **$9,967,021** | **0** | **-** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| **3455 Vacancy Savings** | | | | |
| 3400 Other Funds Ltd | (323,721) | (323,721) | 0 | - |
| **TOTAL PERSONAL SERVICES** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 27,995,584 | 27,995,584 | 0 | - |
| 6400 Federal Funds Ltd | 47,884 | 47,884 | 0 | - |
| **TOTAL PERSONAL SERVICES** | **$28,043,468** | **$28,043,468** | **0** | **-** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 367,248 | 367,248 | 0 | - |
| **4125 Out of State Travel** | | | | |
| 3400 Other Funds Ltd | 4,338 | 4,338 | 0 | - |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 85,084 | 85,084 | 0 | - |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 206,345 | 206,345 | 0 | - |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 210,058 | 210,058 | 0 | - |
| **4225 State Gov. Service Charges** | | | | |
| 3400 Other Funds Ltd | 1,411,022 | 1,411,022 | 0 | - |
| **4250 Data Processing** | | | | |
| 3400 Other Funds Ltd | 72,726 | 72,726 | 0 | - |
| **4275 Publicity and Publications** | | | | |
| 3400 Other Funds Ltd | 67,487 | 67,487 | 0 | - |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 5,494,196 | 5,494,196 | 0 | - |
| 6400 Federal Funds Ltd | 192,748 | 192,748 | 0 | - |
| All Funds | 5,686,944 | 5,686,944 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4315 IT Professional Services** | | | | |
| 3400 Other Funds Ltd | 7,738,126 | 7,738,126 | 0 | - |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 1,586,985 | 1,586,985 | 0 | - |
| **4375 Employee Recruitment and Develop** | | | | |
| 3400 Other Funds Ltd | 20,890 | 20,890 | 0 | - |
| **4400 Dues and Subscriptions** | | | | |
| 3400 Other Funds Ltd | 7,748 | 7,748 | 0 | - |
| **4425 Facilities Rental and Taxes** | | | | |
| 3400 Other Funds Ltd | 511,520 | 511,520 | 0 | - |
| **4450 Fuels and Utilities** | | | | |
| 3200 Other Funds Non-Ltd | 194,958 | 194,958 | 0 | - |
| 3400 Other Funds Ltd | 270,620 | 270,620 | 0 | - |
| All Funds | 465,578 | 465,578 | 0 | - |
| **4475 Facilities Maintenance** | | | | |
| 3400 Other Funds Ltd | 440,461 | 440,461 | 0 | - |
| **4575 Agency Program Related S and S** | | | | |
| 3200 Other Funds Non-Ltd | 20,000,000 | 20,000,000 | 0 | - |
| 3400 Other Funds Ltd | 1,013 | 1,013 | 0 | - |
| All Funds | 20,001,013 | 20,001,013 | 0 | - |
| **4650 Other Services and Supplies** | | | | |
| 3400 Other Funds Ltd | 362,487 | 362,487 | 0 | - |
| **4700 Expendable Prop 250 - 5000** | | | | |
| 3400 Other Funds Ltd | 22,411 | 22,411 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 138,132 | 138,132 | 0 | - |
| **TOTAL SERVICES & SUPPLIES** | | | | |
| 3200 Other Funds Non-Ltd | 20,194,958 | 20,194,958 | 0 | - |
| 3400 Other Funds Ltd | 19,018,897 | 19,018,897 | 0 | - |
| 6400 Federal Funds Ltd | 192,748 | 192,748 | 0 | - |
| **TOTAL SERVICES & SUPPLIES** | **$39,406,603** | **$39,406,603** | **0** | **-** |
| **CAPITAL OUTLAY** | | | | |
| **5100 Office Furniture and Fixtures** | | | | |
| 3400 Other Funds Ltd | 23,058 | 23,058 | 0 | - |
| **5550 Data Processing Software** | | | | |
| 3400 Other Funds Ltd | 785,023 | 785,023 | 0 | - |
| **5600 Data Processing Hardware** | | | | |
| 3400 Other Funds Ltd | 1,157 | 1,157 | 0 | - |
| **5650 Land Improvements** | | | | |
| 3200 Other Funds Non-Ltd | 554,576 | 554,576 | 0 | - |
| **TOTAL CAPITAL OUTLAY** | | | | |
| 3200 Other Funds Non-Ltd | 554,576 | 554,576 | 0 | - |
| 3400 Other Funds Ltd | 809,238 | 809,238 | 0 | - |
| **TOTAL CAPITAL OUTLAY** | **$1,363,814** | **$1,363,814** | **0** | **-** |
| **TOTAL EXPENDITURES** | | | | |
| 3200 Other Funds Non-Ltd | 20,749,534 | 20,749,534 | 0 | - |
| 3400 Other Funds Ltd | 47,823,719 | 47,823,719 | 0 | - |
| 6400 Federal Funds Ltd | 240,632 | 240,632 | 0 | - |

**Version / Column Comparison Report - Detail** **Cross Reference Number:14100-010-00-00-00000**
**2025-27 Biennium**
**Common School Fund**

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **TOTAL EXPENDITURES** | **$68,813,885** | **$68,813,885** | **0** | **-** |
| **ENDING BALANCE** | | | | |
| 3200 Other Funds Non-Ltd | 165,831,619 | 165,831,619 | 0 | - |
| 3400 Other Funds Ltd | 1,542,929,121 | 1,542,928,989 | (132) | -0.00% |
| 6400 Federal Funds Ltd | 607,856 | 607,856 | 0 | - |
| **TOTAL ENDING BALANCE** | **$1,709,368,596** | **$1,709,368,464** | **($132)** | **-0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 89 | 89 | 0 | - |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 88.00 | 88.00 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **BEGINNING BALANCE** | | | | |
| **0025 Beginning Balance** | | | | |
| 3400 Other Funds Ltd | 3,624,236 | 3,624,236 | 0 | - |
| **REVENUE CATEGORIES** | | | | |
| **INTEREST EARNINGS** | | | | |
| **0605 Interest Income** | | | | |
| 3400 Other Funds Ltd | 500,000 | 500,000 | 0 | - |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3400 Other Funds Ltd | 3,733,000 | 3,733,000 | 0 | - |
| **TOTAL REVENUES** | | | | |
| 3400 Other Funds Ltd | 4,233,000 | 4,233,000 | 0 | - |
| **AVAILABLE REVENUES** | | | | |
| 3400 Other Funds Ltd | 7,857,236 | 7,857,236 | 0 | - |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 1,901,125 | 1,901,125 | 0 | - |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 220,000 | 220,000 | 0 | - |
| **TOTAL SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 2,121,125 | 2,121,125 | 0 | - |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 5,736,111 | 5,736,111 | 0 | - |

**Version / Column Comparison Report - Detail** **Cross Reference Number:14100-012-00-00-00000**
**2025-27 Biennium**
**Submerged Lands**

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **BEGINNING BALANCE** | | | | |
| **0025 Beginning Balance** | | | | |
| 3400 Other Funds Ltd | 2,863 | 2,863 | 0 | - |
| **REVENUE CATEGORIES** | | | | |
| **INTEREST EARNINGS** | | | | |
| **0605 Interest Income** | | | | |
| 3400 Other Funds Ltd | 2,863 | 2,863 | 0 | - |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3400 Other Funds Ltd | 207,874 | 207,874 | 0 | - |
| **TOTAL REVENUES** | | | | |
| 3400 Other Funds Ltd | 210,737 | 210,737 | 0 | - |
| **AVAILABLE REVENUES** | | | | |
| 3400 Other Funds Ltd | 213,600 | 213,600 | 0 | - |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 200,000 | 200,000 | 0 | - |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 13,600 | 13,600 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **BEGINNING BALANCE** | | | | |
| **0025 Beginning Balance** | | | | |
| 3400 Other Funds Ltd | 1,325,050 | 1,325,050 | 0 | - |
| **REVENUE CATEGORIES** | | | | |
| **LICENSES AND FEES** | | | | |
| **0210 Non-business Lic. and Fees** | | | | |
| 3400 Other Funds Ltd | 1,121,104 | 1,121,104 | 0 | - |
| **INTEREST EARNINGS** | | | | |
| **0605 Interest Income** | | | | |
| 3400 Other Funds Ltd | 150,000 | 150,000 | 0 | - |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3400 Other Funds Ltd | 1,203,059 | 1,203,059 | 0 | - |
| **TOTAL REVENUES** | | | | |
| 3400 Other Funds Ltd | 2,474,163 | 2,474,163 | 0 | - |
| **AVAILABLE REVENUES** | | | | |
| 3400 Other Funds Ltd | 3,799,213 | 3,799,213 | 0 | - |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 120,756 | 120,756 | 0 | - |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 36 | 36 | 0 | - |
| **3220 Public Employees' Retire Cont** | | | | |
| 3400 Other Funds Ltd | 25,407 | 25,407 | 0 | - |
| **3221 Pension Obligation Bond** | | | | |
| 3400 Other Funds Ltd | 5,624 | 5,624 | 0 | - |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 9,238 | 9,238 | 0 | - |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 483 | 483 | 0 | - |
| **3250 Worker's Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 21 | 21 | 0 | - |
| **3260 Mass Transit Tax** | | | | |
| 3400 Other Funds Ltd | 638 | 638 | 0 | - |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 21,204 | 21,204 | 0 | - |
| **TOTAL OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 62,651 | 62,651 | 0 | - |
| **TOTAL PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 183,407 | 183,407 | 0 | - |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 12,338 | 12,338 | 0 | - |
| **4125 Out of State Travel** | | | | |
| 3400 Other Funds Ltd | 2,467 | 2,467 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 7,402 | 7,402 | 0 | - |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 3,701 | 3,701 | 0 | - |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 3,030 | 3,030 | 0 | - |
| **4250 Data Processing** | | | | |
| 3400 Other Funds Ltd | 1,851 | 1,851 | 0 | - |
| **4375 Employee Recruitment and Develop** | | | | |
| 3400 Other Funds Ltd | 616 | 616 | 0 | - |
| **4575 Agency Program Related S and S** | | | | |
| 3400 Other Funds Ltd | 697,624 | 697,624 | 0 | - |
| **4650 Other Services and Supplies** | | | | |
| 3400 Other Funds Ltd | 23,511 | 23,511 | 0 | - |
| **4700 Expendable Prop 250 - 5000** | | | | |
| 3400 Other Funds Ltd | 1,235 | 1,235 | 0 | - |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 2,467 | 2,467 | 0 | - |
| **TOTAL SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 756,242 | 756,242 | 0 | - |
| **CAPITAL OUTLAY** | | | | |
| **5100 Office Furniture and Fixtures** | | | | |
| 3400 Other Funds Ltd | 1,264 | 1,264 | 0 | - |
| **SPECIAL PAYMENTS** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **6030 Dist to Non-Gov Units** | | | | |
| 3400 Other Funds Ltd | 1,263,471 | 1,263,471 | 0 | - |
| **TOTAL EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 2,204,384 | 2,204,384 | 0 | - |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 1,594,829 | 1,594,829 | 0 | - |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 0.50 | 0.50 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **REVENUE CATEGORIES** | | | | |
| **INTEREST EARNINGS** | | | | |
| **0605 Interest Income** | | | | |
| 3400 Other Funds Ltd | 100,000 | 100,000 | 0 | - |
| **DONATIONS AND CONTRIBUTIONS** | | | | |
| **0905 Donations** | | | | |
| 3400 Other Funds Ltd | 280,000 | 280,000 | 0 | - |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3400 Other Funds Ltd | 1,172,019 | 1,172,019 | 0 | - |
| **TOTAL REVENUES** | | | | |
| 3400 Other Funds Ltd | 1,552,019 | 1,552,019 | 0 | - |
| **AVAILABLE REVENUES** | | | | |
| 3400 Other Funds Ltd | 1,552,019 | 1,552,019 | 0 | - |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 1,172,019 | 1,172,019 | 0 | - |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 380,000 | 380,000 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **REVENUE CATEGORIES** | | | | |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3400 Other Funds Ltd | 18,763,236 | 18,763,236 | 0 | - |
| **AVAILABLE REVENUES** | | | | |
| 3400 Other Funds Ltd | 18,763,236 | 18,763,236 | 0 | - |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 15,000 | 15,000 | 0 | - |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 3,000 | 3,000 | 0 | - |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 3,000 | 3,000 | 0 | - |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 18,727,236 | 18,727,236 | 0 | - |
| **4650 Other Services and Supplies** | | | | |
| 3400 Other Funds Ltd | 15,000 | 15,000 | 0 | - |
| **TOTAL SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 18,763,236 | 18,763,236 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **REVENUE CATEGORIES** | | | | |
| **GENERAL FUND APPROPRIATION** | | | | |
| **0050 General Fund Appropriation** | | | | |
| 8000 General Fund | 4,002,152 | 4,002,152 | 0 | - |
| **FEDERAL FUNDS AS OTHER FUNDS** | | | | |
| **0355 Federal Revenues** | | | | |
| 3400 Other Funds Ltd | - | 2,086,084 | 2,086,084 | 100.00% |
| **FEDERAL FUNDS REVENUE** | | | | |
| **0995 Federal Funds** | | | | |
| 6400 Federal Funds Ltd | 2,086,084 | - | (2,086,084) | -100.00% |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 10,000,000 | 0 | - |
| **TOTAL REVENUES** | | | | |
| 8000 General Fund | 4,002,152 | 4,002,152 | 0 | - |
| 3400 Other Funds Ltd | 10,000,000 | 12,086,084 | 2,086,084 | 20.86% |
| 6400 Federal Funds Ltd | 2,086,084 | - | (2,086,084) | -100.00% |
| **TOTAL REVENUES** | **$16,088,236** | **$16,088,236** | **0** | **-** |
| **AVAILABLE REVENUES** | | | | |
| 8000 General Fund | 4,002,152 | 4,002,152 | 0 | - |
| 3400 Other Funds Ltd | 10,000,000 | 12,086,084 | 2,086,084 | 20.86% |
| 6400 Federal Funds Ltd | 2,086,084 | - | (2,086,084) | -100.00% |
| **TOTAL AVAILABLE REVENUES** | **$16,088,236** | **$16,088,236** | **0** | **-** |
| **EXPENDITURES** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 8000 General Fund | 4,002,152 | 4,002,152 | 0 | - |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 12,086,084 | 2,086,084 | 20.86% |
| 6400 Federal Funds Ltd | 2,086,084 | - | (2,086,084) | -100.00% |
| **TOTAL ENDING BALANCE** | **$12,086,084** | **$12,086,084** | **0** | **-** |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **BEGINNING BALANCE** | | | | |
| **0025 Beginning Balance** | | | | |
| 6400 Federal Funds Ltd | 1,227,259 | 1,227,259 | 0 | - |
| **REVENUE CATEGORIES** | | | | |
| **LICENSES AND FEES** | | | | |
| **0210 Non-business Lic. and Fees** | | | | |
| 3400 Other Funds Ltd | 1,080 | 1,080 | 0 | - |
| **FEDERAL FUNDS AS OTHER FUNDS** | | | | |
| **0355 Federal Revenues** | | | | |
| 3400 Other Funds Ltd | 85,000 | 85,000 | 0 | - |
| **CHARGES FOR SERVICES** | | | | |
| **0410 Charges for Services** | | | | |
| 3400 Other Funds Ltd | 65,000 | 65,000 | 0 | - |
| **FINES, RENTS AND ROYALTIES** | | | | |
| **0510 Rents and Royalties** | | | | |
| 3400 Other Funds Ltd | 5,000 | 5,000 | 0 | - |
| **DONATIONS AND CONTRIBUTIONS** | | | | |
| **0905 Donations** | | | | |
| 3400 Other Funds Ltd | 2,000 | 2,000 | 0 | - |
| **OTHER** | | | | |
| **0975 Other Revenues** | | | | |
| 3400 Other Funds Ltd | 50,000 | 50,000 | 0 | - |
| **FEDERAL FUNDS REVENUE** | | | | |
| **0995 Federal Funds** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | 4,045,718 | 4,045,718 | 0 | - |
| **TRANSFERS IN** | | | | |
| **1010 Transfer In - Intrafund** | | | | |
| 3400 Other Funds Ltd | 3,989,644 | 3,989,644 | 0 | - |
| **TOTAL REVENUES** | | | | |
| 3400 Other Funds Ltd | 4,197,724 | 4,197,724 | 0 | - |
| 6400 Federal Funds Ltd | 4,045,718 | 4,045,718 | 0 | - |
| **TOTAL REVENUES** | **$8,243,442** | **$8,243,442** | **0** | **-** |
| **AVAILABLE REVENUES** | | | | |
| 3400 Other Funds Ltd | 4,197,724 | 4,197,724 | 0 | - |
| 6400 Federal Funds Ltd | 5,272,977 | 5,272,977 | 0 | - |
| **TOTAL AVAILABLE REVENUES** | **$9,470,701** | **$9,470,701** | **0** | **-** |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 1,887,972 | 1,887,972 | 0 | - |
| 6400 Federal Funds Ltd | 1,351,716 | 1,351,716 | 0 | - |
| All Funds | 3,239,688 | 3,239,688 | 0 | - |
| **3160 Temporary Appointments** | | | | |
| 3400 Other Funds Ltd | 7,343 | 7,343 | 0 | - |
| 6400 Federal Funds Ltd | 84,938 | 84,938 | 0 | - |
| All Funds | 92,281 | 92,281 | 0 | - |
| **3170 Overtime Payments** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | 3,657 | 3,657 | 0 | - |
| **3180 Shift Differential** | | | | |
| 6400 Federal Funds Ltd | 8 | 8 | 0 | - |
| **3190 All Other Differential** | | | | |
| 3400 Other Funds Ltd | 9,399 | 9,399 | 0 | - |
| **TOTAL SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 1,904,714 | 1,904,714 | 0 | - |
| 6400 Federal Funds Ltd | 1,440,319 | 1,440,319 | 0 | - |
| **TOTAL SALARIES & WAGES** | **$3,345,033** | **$3,345,033** | **0** | **-** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 730 | 730 | 0 | - |
| 6400 Federal Funds Ltd | 566 | 566 | 0 | - |
| All Funds | 1,296 | 1,296 | 0 | - |
| **3220 Public Employees' Retire Cont** | | | | |
| 3400 Other Funds Ltd | 399,206 | 399,206 | 0 | - |
| 6400 Federal Funds Ltd | 285,174 | 285,174 | 0 | - |
| All Funds | 684,380 | 684,380 | 0 | - |
| **3221 Pension Obligation Bond** | | | | |
| 3400 Other Funds Ltd | 83,141 | 83,141 | 0 | - |
| 6400 Federal Funds Ltd | 61,089 | 61,089 | 0 | - |
| All Funds | 144,230 | 144,230 | 0 | - |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 145,713 | 145,713 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | 110,186 | 110,186 | 0 | - |
| All Funds | 255,899 | 255,899 | 0 | - |
| **3240 Unemployment Assessments** | | | | |
| 3400 Other Funds Ltd | 6,851 | 6,851 | 0 | - |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 7,591 | 7,591 | 0 | - |
| 6400 Federal Funds Ltd | 5,420 | 5,420 | 0 | - |
| All Funds | 13,011 | 13,011 | 0 | - |
| **3250 Worker's Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 425 | 425 | 0 | - |
| 6400 Federal Funds Ltd | 331 | 331 | 0 | - |
| All Funds | 756 | 756 | 0 | - |
| **3260 Mass Transit Tax** | | | | |
| 3400 Other Funds Ltd | 9,577 | 9,577 | 0 | - |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 430,018 | 430,018 | 0 | - |
| 6400 Federal Funds Ltd | 333,326 | 333,326 | 0 | - |
| All Funds | 763,344 | 763,344 | 0 | - |
| **TOTAL OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 1,083,252 | 1,083,252 | 0 | - |
| 6400 Federal Funds Ltd | 796,092 | 796,092 | 0 | - |
| **TOTAL OTHER PAYROLL EXPENSES** | **$1,879,344** | **$1,879,344** | **0** | **-** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| **3455 Vacancy Savings** | | | | |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | (27,197) | (27,197) | 0 | - |
| 6400 Federal Funds Ltd | (26,413) | (26,413) | 0 | - |
| All Funds | (53,610) | (53,610) | 0 | - |
| **TOTAL PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 2,960,769 | 2,960,769 | 0 | - |
| 6400 Federal Funds Ltd | 2,209,998 | 2,209,998 | 0 | - |
| **TOTAL PERSONAL SERVICES** | **$5,170,767** | **$5,170,767** | **0** | **-** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 18,628 | 18,628 | 0 | - |
| 6400 Federal Funds Ltd | 22,043 | 22,043 | 0 | - |
| All Funds | 40,671 | 40,671 | 0 | - |
| **4125 Out of State Travel** | | | | |
| 3400 Other Funds Ltd | 8,667 | 8,667 | 0 | - |
| 6400 Federal Funds Ltd | 15,272 | 15,272 | 0 | - |
| All Funds | 23,939 | 23,939 | 0 | - |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 10,178 | 10,178 | 0 | - |
| 6400 Federal Funds Ltd | 24,953 | 24,953 | 0 | - |
| All Funds | 35,131 | 35,131 | 0 | - |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 26,268 | 26,268 | 0 | - |
| 6400 Federal Funds Ltd | 23,208 | 23,208 | 0 | - |
| All Funds | 49,476 | 49,476 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 17,784 | 17,784 | 0 | - |
| 6400 Federal Funds Ltd | 10,553 | 10,553 | 0 | - |
| All Funds | 28,337 | 28,337 | 0 | - |
| **4250 Data Processing** | | | | |
| 3400 Other Funds Ltd | 634 | 634 | 0 | - |
| 6400 Federal Funds Ltd | 11,940 | 11,940 | 0 | - |
| All Funds | 12,574 | 12,574 | 0 | - |
| **4275 Publicity and Publications** | | | | |
| 3400 Other Funds Ltd | 589 | 589 | 0 | - |
| 6400 Federal Funds Ltd | 1,745 | 1,745 | 0 | - |
| All Funds | 2,334 | 2,334 | 0 | - |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 142,147 | 142,147 | 0 | - |
| 6400 Federal Funds Ltd | 2,814,643 | 2,814,643 | 0 | - |
| All Funds | 2,956,790 | 2,956,790 | 0 | - |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 8,486 | 8,486 | 0 | - |
| **4375 Employee Recruitment and Develop** | | | | |
| 3400 Other Funds Ltd | 2,934 | 2,934 | 0 | - |
| 6400 Federal Funds Ltd | 6,914 | 6,914 | 0 | - |
| All Funds | 9,848 | 9,848 | 0 | - |
| **4400 Dues and Subscriptions** | | | | |
| 3400 Other Funds Ltd | 14 | 14 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | 976 | 976 | 0 | - |
| All Funds | 990 | 990 | 0 | - |
| **4425 Facilities Rental and Taxes** | | | | |
| 3400 Other Funds Ltd | 55 | 55 | 0 | - |
| **4450 Fuels and Utilities** | | | | |
| 3400 Other Funds Ltd | 9,326 | 9,326 | 0 | - |
| 6400 Federal Funds Ltd | 29,892 | 29,892 | 0 | - |
| All Funds | 39,218 | 39,218 | 0 | - |
| **4475 Facilities Maintenance** | | | | |
| 3400 Other Funds Ltd | 32,475 | 32,475 | 0 | - |
| 6400 Federal Funds Ltd | 35,642 | 35,642 | 0 | - |
| All Funds | 68,117 | 68,117 | 0 | - |
| **4575 Agency Program Related S and S** | | | | |
| 6400 Federal Funds Ltd | 6,390 | 6,390 | 0 | - |
| **4650 Other Services and Supplies** | | | | |
| 3400 Other Funds Ltd | 63,455 | 63,455 | 0 | - |
| 6400 Federal Funds Ltd | 18,075 | 18,075 | 0 | - |
| All Funds | 81,530 | 81,530 | 0 | - |
| **4700 Expendable Prop 250 - 5000** | | | | |
| 3400 Other Funds Ltd | 4,077 | 4,077 | 0 | - |
| 6400 Federal Funds Ltd | 25,139 | 25,139 | 0 | - |
| All Funds | 29,216 | 29,216 | 0 | - |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 55,755 | 55,755 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | 1,713 | 1,713 | 0 | - |
| All Funds | 57,468 | 57,468 | 0 | - |
| **TOTAL SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 401,472 | 401,472 | 0 | - |
| 6400 Federal Funds Ltd | 3,049,098 | 3,049,098 | 0 | - |
| **TOTAL SERVICES & SUPPLIES** | **$3,450,570** | **$3,450,570** | **0** | **-** |
| **CAPITAL OUTLAY** | | | | |
| **5200 Technical Equipment** | | | | |
| 3400 Other Funds Ltd | 46,834 | 46,834 | 0 | - |
| 6400 Federal Funds Ltd | 10,895 | 10,895 | 0 | - |
| All Funds | 57,729 | 57,729 | 0 | - |
| **5600 Data Processing Hardware** | | | | |
| 3400 Other Funds Ltd | 19,584 | 19,584 | 0 | - |
| **TOTAL CAPITAL OUTLAY** | | | | |
| 3400 Other Funds Ltd | 66,418 | 66,418 | 0 | - |
| 6400 Federal Funds Ltd | 10,895 | 10,895 | 0 | - |
| **TOTAL CAPITAL OUTLAY** | **$77,313** | **$77,313** | **0** | **-** |
| **TOTAL EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 3,428,659 | 3,428,659 | 0 | - |
| 6400 Federal Funds Ltd | 5,269,991 | 5,269,991 | 0 | - |
| **TOTAL EXPENDITURES** | **$8,698,650** | **$8,698,650** | **0** | **-** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 769,065 | 769,065 | 0 | - |
| 6400 Federal Funds Ltd | 2,986 | 2,986 | 0 | - |

**Version / Column Comparison Report - Detail**
**2025-27 Biennium**
**South Slough National Estuarine**

**Cross Reference Number:14100-030-00-00-00000**

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **TOTAL ENDING BALANCE** | **$772,051** | **$772,051** | **0** | **-** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 19 | 19 | 0 | - |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 18.00 | 18.00 | 0 | - |

| Description | Governor's Budget (Y-01) 2025-27 Base Budget | Leg. Adopted Budget (Z-01) 2025-27 Base Budget | Column 2 minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **BEGINNING BALANCE** | | | | |
| **0025 Beginning Balance** | | | | |
| 3010 Other Funds Cap Improve | 781,253 | 781,253 | 0 | - |
| **REVENUE CATEGORIES** | | | | |
| **OTHER** | | | | |
| **0975 Other Revenues** | | | | |
| 3010 Other Funds Cap Improve | 580,471 | 580,471 | 0 | - |
| **AVAILABLE REVENUES** | | | | |
| 3010 Other Funds Cap Improve | 1,361,724 | 1,361,724 | 0 | - |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4475 Facilities Maintenance** | | | | |
| 3010 Other Funds Cap Improve | 354,755 | 354,755 | 0 | - |
| **CAPITAL OUTLAY** | | | | |
| **5700 Building Structures** | | | | |
| 3010 Other Funds Cap Improve | 217,361 | 217,361 | 0 | - |
| **TOTAL EXPENDITURES** | | | | |
| 3010 Other Funds Cap Improve | 572,116 | 572,116 | 0 | - |
| **ENDING BALANCE** | | | | |
| 3010 Other Funds Cap Improve | 789,608 | 789,608 | 0 | - |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3160 Temporary Appointments** | | | | |
| 3400 Other Funds Ltd | 1,131 | 1,131 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 1,868 | 1,868 | 0 | 0.00% |
| All Funds | 2,999 | 2,999 | 0 | 0.00% |
| **3170 Overtime Payments** | | | | |
| 3400 Other Funds Ltd | 3,157 | 3,157 | 0 | 0.00% |
| **3180 Shift Differential** | | | | |
| 3400 Other Funds Ltd | 392 | 392 | 0 | 0.00% |
| **3190 All Other Differential** | | | | |
| 3400 Other Funds Ltd | 439 | 439 | 0 | 0.00% |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 5,119 | 5,119 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 1,868 | 1,868 | 0 | 0.00% |
| **TOTAL SALARIES & WAGES** | **$6,987** | **$6,987** | **$0** | **0.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3220 Public Employees Retire Cont** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 839 | 839 | 0 | 0.00% |
| **3221 Pension Obligation Bond** | | | | |
| 3400 Other Funds Ltd | (85,085) | (85,085) | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 391 | 391 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 143 | 143 | 0 | 0.00% |
| All Funds | 534 | 534 | 0 | 0.00% |
| **3240 Unemployment Assessments** | | | | |
| 3400 Other Funds Ltd | 295 | 295 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 16 | 16 | 0 | 0.00% |
| **3260 Mass Transit Tax** | | | | |
| 3400 Other Funds Ltd | 20,610 | 20,610 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | (62,934) | (62,934) | 0 | 0.00% |
| 6400 Federal Funds Ltd | 143 | 143 | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **($62,791)** | **($62,791)** | **$0** | **0.00%** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| **3455 Vacancy Savings** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | (596,964) | (596,964) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (2,224) | (2,224) | 0 | 0.00% |
| All Funds | (599,188) | (599,188) | 0 | 0.00% |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| 3400 Other Funds Ltd | (596,964) | (596,964) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (2,224) | (2,224) | 0 | 0.00% |
| **TOTAL P.S. BUDGET ADJUSTMENTS** | **($599,188)** | **($599,188)** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | (654,779) | (654,779) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (213) | (213) | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **($654,992)** | **($654,992)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (654,779) | (654,779) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (213) | (213) | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **($654,992)** | **($654,992)** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 654,779 | 654,779 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 213 | 213 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$654,992** | **$654,992** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | (36,624) | (36,624) | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | (7,541) | (7,541) | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | (9,923) | (9,923) | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | (3,071,732) | (3,071,732) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (192,748) | (192,748) | 0 | 0.00% |
| All Funds | (3,264,480) | (3,264,480) | 0 | 0.00% |
| **4315 IT Professional Services** | | | | |
| 3400 Other Funds Ltd | (7,514,343) | (7,514,343) | 0 | 0.00% |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | (1,050,000) | (1,050,000) | 0 | 0.00% |
| **4425 Facilities Rental and Taxes** | | | | |
| 3400 Other Funds Ltd | (1,650) | (1,650) | 0 | 0.00% |
| **4650 Other Services and Supplies** | | | | |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| 3400 Other Funds Ltd | (30,000) | (30,000) | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | (6,625) | (6,625) | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | (11,728,438) | (11,728,438) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (192,748) | (192,748) | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **($11,921,186)** | **($11,921,186)** | **$0** | **0.00%** |
| **CAPITAL OUTLAY** | | | | |
| **5550 Data Processing Software** | | | | |
| 3400 Other Funds Ltd | (700,000) | (700,000) | 0 | 0.00% |
| **CAPITAL OUTLAY** | | | | |
| 3400 Other Funds Ltd | (700,000) | (700,000) | 0 | 0.00% |
| **TOTAL CAPITAL OUTLAY** | **($700,000)** | **($700,000)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (12,428,438) | (12,428,438) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (192,748) | (192,748) | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **($12,621,186)** | **($12,621,186)** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 12,428,438 | 12,428,438 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | 192,748 | 192,748 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$12,621,186** | **$12,621,186** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 13,886 | 13,886 | 0 | 0.00% |
| **4125 Out of State Travel** | | | | |
| 3400 Other Funds Ltd | 183 | 183 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 3,573 | 3,573 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 8,349 | 8,349 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 8,405 | 8,405 | 0 | 0.00% |
| **4225 State Gov. Service Charges** | | | | |
| 3400 Other Funds Ltd | 717,030 | 717,030 | 0 | 0.00% |
| **4250 Data Processing** | | | | |
| 3400 Other Funds Ltd | 3,054 | 3,054 | 0 | 0.00% |
| **4275 Publicity and Publications** | | | | |
| 3400 Other Funds Ltd | 2,834 | 2,834 | 0 | 0.00% |
| **4300 Professional Services** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 164,728 | 164,728 | 0 | 0.00% |
| **4315 IT Professional Services** | | | | |
| 3400 Other Funds Ltd | 15,218 | 15,218 | 0 | 0.00% |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 124,903 | 124,903 | 0 | 0.00% |
| **4375 Employee Recruitment and Develop** | | | | |
| 3400 Other Funds Ltd | 878 | 878 | 0 | 0.00% |
| **4400 Dues and Subscriptions** | | | | |
| 3400 Other Funds Ltd | 326 | 326 | 0 | 0.00% |
| **4425 Facilities Rental and Taxes** | | | | |
| 3400 Other Funds Ltd | 21,415 | 21,415 | 0 | 0.00% |
| **4450 Fuels and Utilities** | | | | |
| 3400 Other Funds Ltd | 11,367 | 11,367 | 0 | 0.00% |
| **4475 Facilities Maintenance** | | | | |
| 3400 Other Funds Ltd | 18,500 | 18,500 | 0 | 0.00% |
| **4575 Agency Program Related S and S** | | | | |
| 3400 Other Funds Ltd | 43 | 43 | 0 | 0.00% |
| **4650 Other Services and Supplies** | | | | |
| 3400 Other Funds Ltd | 13,965 | 13,965 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4700 Expendable Prop 250 - 5000** | | | | |
| 3400 Other Funds Ltd | 941 | 941 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 5,524 | 5,524 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 1,135,122 | 1,135,122 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$1,135,122** | **$1,135,122** | **$0** | **0.00%** |
| **CAPITAL OUTLAY** | | | | |
| **5100 Office Furniture and Fixtures** | | | | |
| 3400 Other Funds Ltd | 969 | 969 | 0 | 0.00% |
| **5550 Data Processing Software** | | | | |
| 3400 Other Funds Ltd | 3,571 | 3,571 | 0 | 0.00% |
| **5600 Data Processing Hardware** | | | | |
| 3400 Other Funds Ltd | 48 | 48 | 0 | 0.00% |
| **CAPITAL OUTLAY** | | | | |
| 3400 Other Funds Ltd | 4,588 | 4,588 | 0 | 0.00% |
| **TOTAL CAPITAL OUTLAY** | **$4,588** | **$4,588** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 1,139,710 | 1,139,710 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **TOTAL EXPENDITURES** | **$1,139,710** | **$1,139,710** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (1,139,710) | (1,139,710) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($1,139,710)** | **($1,139,710)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4450 Fuels and Utilities** | | | | |
| 3400 Other Funds Ltd | 14,883 | 14,883 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 14,883 | 14,883 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$14,883** | **$14,883** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 14,883 | 14,883 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$14,883** | **$14,883** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (14,883) | (14,883) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($14,883)** | **($14,883)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | (49,443) | - | 49,443 | 100.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | (49,443) | - | 49,443 | 100.00% |
| **TOTAL SERVICES & SUPPLIES** | **($49,443)** | **-** | **$49,443** | **100.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (49,443) | - | 49,443 | 100.00% |
| **TOTAL EXPENDITURES** | **($49,443)** | **-** | **$49,443** | **100.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 49,443 | - | (49,443) | (100.00%) |
| **TOTAL ENDING BALANCE** | **$49,443** | **-** | **($49,443)** | **(100.00%)** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4225 State Gov. Service Charges** | | | | |
| 3400 Other Funds Ltd | (68,157) | - | 68,157 | 100.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | (932) | - | 932 | 100.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | (69,089) | - | 69,089 | 100.00% |
| **TOTAL SERVICES & SUPPLIES** | **($69,089)** | **-** | **$69,089** | **100.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (69,089) | - | 69,089 | 100.00% |
| **TOTAL EXPENDITURES** | **($69,089)** | **-** | **$69,089** | **100.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 69,089 | - | (69,089) | (100.00%) |
| **TOTAL ENDING BALANCE** | **$69,089** | **-** | **($69,089)** | **(100.00%)** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 1,871,166 | 1,871,166 | 0 | 0.00% |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 1,871,166 | 1,871,166 | 0 | 0.00% |
| **TOTAL SALARIES & WAGES** | **$1,871,166** | **$1,871,166** | **$0** | **0.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 831 | 831 | 0 | 0.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | 393,694 | 393,694 | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 143,143 | 143,143 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 7,485 | 7,485 | 0 | 0.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 483 | 483 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 489,459 | 489,459 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 1,035,095 | 1,035,095 | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **$1,035,095** | **$1,035,095** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 2,906,261 | 2,906,261 | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **$2,906,261** | **$2,906,261** | **$0** | **0.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 104,000 | 104,000 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 39,000 | 39,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 13,000 | 13,000 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 13,000 | 13,000 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 65,000 | 65,000 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 234,000 | 234,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$234,000** | **$234,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 3,140,261 | 3,140,261 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$3,140,261** | **$3,140,261** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (3,140,261) | (3,140,261) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($3,140,261)** | **($3,140,261)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 13 | 13 | 0 | 0.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 11.32 | 11.32 | 0.00 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 172,800 | 172,800 | 0 | 0.00% |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 172,800 | 172,800 | 0 | 0.00% |
| **TOTAL SALARIES & WAGES** | **$172,800** | **$172,800** | **$0** | **0.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 72 | 72 | 0 | 0.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | 36,357 | 36,357 | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 13,219 | 13,219 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 691 | 691 | 0 | 0.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 42 | 42 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 42,408 | 42,408 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 92,789 | 92,789 | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **$92,789** | **$92,789** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 265,589 | 265,589 | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **$265,589** | **$265,589** | **$0** | **0.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 8,000 | 8,000 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 3,000 | 3,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 1,000 | 1,000 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 1,000 | 1,000 | 0 | 0.00% |
| **4315 IT Professional Services** | | | | |
| 3400 Other Funds Ltd | 2,500,000 | 2,500,000 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 5,000 | 5,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 2,518,000 | 2,518,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$2,518,000** | **$2,518,000** | **$0** | **0.00%** |
| **CAPITAL OUTLAY** | | | | |
| **5550 Data Processing Software** | | | | |
| 3400 Other Funds Ltd | 700,000 | 700,000 | 0 | 0.00% |
| **CAPITAL OUTLAY** | | | | |
| 3400 Other Funds Ltd | 700,000 | 700,000 | 0 | 0.00% |
| **TOTAL CAPITAL OUTLAY** | **$700,000** | **$700,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 3,483,589 | 3,483,589 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$3,483,589** | **$3,483,589** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (3,483,589) | (3,483,589) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($3,483,589)** | **($3,483,589)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 1 | 1 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 1.00 | 1.00 | 0.00 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 467,164 | 467,164 | 0 | 0.00% |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 467,164 | 467,164 | 0 | 0.00% |
| **TOTAL SALARIES & WAGES** | **$467,164** | **$467,164** | **$0** | **0.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 228 | 228 | 0 | 0.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | 98,292 | 98,292 | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 35,738 | 35,738 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 1,870 | 1,870 | 0 | 0.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 132 | 132 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 134,292 | 134,292 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 270,552 | 270,552 | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **$270,552** | **$270,552** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 737,716 | 737,716 | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **$737,716** | **$737,716** | **$0** | **0.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 32,000 | 32,000 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 12,000 | 12,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 4,000 | 4,000 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 4,000 | 4,000 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 20,000 | 20,000 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 72,000 | 72,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$72,000** | **$72,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 809,716 | 809,716 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$809,716** | **$809,716** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (809,716) | (809,716) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($809,716)** | **($809,716)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 4 | 4 | 0 | 0.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 3.04 | 3.04 | 0.00 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 241,512 | 241,512 | 0 | 0.00% |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 241,512 | 241,512 | 0 | 0.00% |
| **TOTAL SALARIES & WAGES** | **$241,512** | **$241,512** | **$0** | **0.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 72 | 72 | 0 | 0.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | 50,814 | 50,814 | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 18,476 | 18,476 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 966 | 966 | 0 | 0.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 42 | 42 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 42,408 | 42,408 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 112,778 | 112,778 | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **$112,778** | **$112,778** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 354,290 | 354,290 | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **$354,290** | **$354,290** | **$0** | **0.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 8,000 | 8,000 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 3,000 | 3,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 1,000 | 1,000 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 1,000 | 1,000 | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 2,740,000 | 2,740,000 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 2,300,000 | 2,300,000 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 5,000 | 5,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 5,058,000 | 5,058,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$5,058,000** | **$5,058,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 5,412,290 | 5,412,290 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$5,412,290** | **$5,412,290** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (5,412,290) | (5,412,290) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($5,412,290)** | **($5,412,290)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 1 | 1 | 0 | 0.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 1.00 | 1.00 | 0.00 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 500,000 | 500,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 500,000 | 500,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$500,000** | **$500,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 500,000 | 500,000 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$500,000** | **$500,000** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (500,000) | (500,000) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($500,000)** | **($500,000)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 6400 Federal Funds Ltd | 69,274 | 69,274 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 6400 Federal Funds Ltd | 69,274 | 69,274 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$69,274** | **$69,274** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 6400 Federal Funds Ltd | 69,274 | 69,274 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$69,274** | **$69,274** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 6400 Federal Funds Ltd | (69,274) | (69,274) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($69,274)** | **($69,274)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SPECIAL PAYMENTS** | | | | |
| **6632 Spc Pmt to Geology/Mineral Ind** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 10,000,000 | 0 | 0.00% |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 10,000,000 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$10,000,000** | **$10,000,000** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (10,000,000) | (10,000,000) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($10,000,000)** | **($10,000,000)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | - | 16,200 | 16,200 | 100.00% |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | - | 16,200 | 16,200 | 100.00% |
| **TOTAL SALARIES & WAGES** | **-** | **$16,200** | **$16,200** | **100.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | - | 3,412 | 3,412 | 100.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | - | 1,239 | 1,239 | 100.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | - | 65 | 65 | 100.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | - | 4,716 | 4,716 | 100.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **-** | **$4,716** | **$4,716** | **100.00%** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3465 Reconciliation Adjustment** | | | | |
| 3400 Other Funds Ltd | - | 4,084 | 4,084 | 100.00% |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| 3400 Other Funds Ltd | - | 4,084 | 4,084 | 100.00% |
| **TOTAL P.S. BUDGET ADJUSTMENTS** | **-** | **$4,084** | **$4,084** | **100.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | - | 25,000 | 25,000 | 100.00% |
| **TOTAL PERSONAL SERVICES** | **-** | **$25,000** | **$25,000** | **100.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | - | 25,000 | 25,000 | 100.00% |
| **TOTAL EXPENDITURES** | **-** | **$25,000** | **$25,000** | **100.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | - | (25,000) | (25,000) | 100.00% |
| **TOTAL ENDING BALANCE** | **-** | **($25,000)** | **($25,000)** | **100.00%** |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4225 State Gov. Service Charges** | | | | |
| 3400 Other Funds Ltd | - | 2,882 | 2,882 | 100.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | - | (13,025) | (13,025) | 100.00% |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | - | 65,871 | 65,871 | 100.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | - | 55,728 | 55,728 | 100.00% |
| **TOTAL SERVICES & SUPPLIES** | **-** | **$55,728** | **$55,728** | **100.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | - | 55,728 | 55,728 | 100.00% |
| **TOTAL EXPENDITURES** | **-** | **$55,728** | **$55,728** | **100.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | - | (55,728) | (55,728) | 100.00% |
| **TOTAL ENDING BALANCE** | **-** | **($55,728)** | **($55,728)** | **100.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | (1,901,125) | (1,901,125) | 0 | 0.00% |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | (220,000) | (220,000) | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | (2,121,125) | (2,121,125) | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **($2,121,125)** | **($2,121,125)** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 2,121,125 | 2,121,125 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$2,121,125** | **$2,121,125** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 869,250 | 869,250 | 0 | 0.00% |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 300,000 | 1,149,750 | 849,750 | 283.25% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 1,169,250 | 2,019,000 | 849,750 | 72.67% |
| **TOTAL SERVICES & SUPPLIES** | **$1,169,250** | **$2,019,000** | **$849,750** | **72.67%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (1,169,250) | (2,019,000) | (849,750) | (72.67%) |
| **TOTAL ENDING BALANCE** | **($1,169,250)** | **($2,019,000)** | **($849,750)** | **(72.67%)** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | - | 1,040 | 1,040 | 100.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | - | 1,040 | 1,040 | 100.00% |
| **TOTAL SERVICES & SUPPLIES** | **-** | **$1,040** | **$1,040** | **100.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | - | (1,040) | (1,040) | 100.00% |
| **TOTAL ENDING BALANCE** | **-** | **($1,040)** | **($1,040)** | **100.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 13,600 | 13,600 | 0 | 0.00% |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (13,600) | (13,600) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($13,600)** | **($13,600)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3221 Pension Obligation Bond** | | | | |
| 3400 Other Funds Ltd | (889) | (889) | 0 | 0.00% |
| **3260 Mass Transit Tax** | | | | |
| 3400 Other Funds Ltd | 87 | 87 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | (802) | (802) | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **($802)** | **($802)** | **$0** | **0.00%** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| **3455 Vacancy Savings** | | | | |
| 3400 Other Funds Ltd | (6,038) | (6,038) | 0 | 0.00% |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | (6,840) | (6,840) | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **($6,840)** | **($6,840)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (6,840) | (6,840) | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **($6,840)** | **($6,840)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 6,840 | 6,840 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$6,840** | **$6,840** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 518 | 518 | 0 | 0.00% |
| **4125 Out of State Travel** | | | | |
| 3400 Other Funds Ltd | 104 | 104 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 311 | 311 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 155 | 155 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 127 | 127 | 0 | 0.00% |
| **4250 Data Processing** | | | | |
| 3400 Other Funds Ltd | 78 | 78 | 0 | 0.00% |
| **4375 Employee Recruitment and Develop** | | | | |
| 3400 Other Funds Ltd | 26 | 26 | 0 | 0.00% |
| **4575 Agency Program Related S and S** | | | | |
| 3400 Other Funds Ltd | 29,300 | 29,300 | 0 | 0.00% |
| **4650 Other Services and Supplies** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 987 | 987 | 0 | 0.00% |
| **4700 Expendable Prop 250 - 5000** | | | | |
| 3400 Other Funds Ltd | 52 | 52 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 104 | 104 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 31,762 | 31,762 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$31,762** | **$31,762** | **$0** | **0.00%** |
| **CAPITAL OUTLAY** | | | | |
| **5100 Office Furniture and Fixtures** | | | | |
| 3400 Other Funds Ltd | 53 | 53 | 0 | 0.00% |
| **SPECIAL PAYMENTS** | | | | |
| **6030 Dist to Non-Gov Units** | | | | |
| 3400 Other Funds Ltd | 53,066 | 53,066 | 0 | 0.00% |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 84,881 | 84,881 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$84,881** | **$84,881** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (84,881) | (84,881) | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **TOTAL ENDING BALANCE** | **($84,881)** | **($84,881)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **REVENUE CATEGORIES** | | | | |
| **GENERAL FUND APPROPRIATION** | | | | |
| **0050 General Fund Appropriation** | | | | |
| 8000 General Fund | 221,288 | - | (221,288) | (100.00%) |
| **AVAILABLE REVENUES** | | | | |
| 8000 General Fund | 221,288 | - | (221,288) | (100.00%) |
| **TOTAL AVAILABLE REVENUES** | **$221,288** | **-** | **($221,288)** | **(100.00%)** |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 8000 General Fund | 131,400 | - | (131,400) | (100.00%) |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 8000 General Fund | 57 | - | (57) | (100.00%) |
| **3220 Public Employees Retire Cont** | | | | |
| 8000 General Fund | 27,647 | - | (27,647) | (100.00%) |
| **3230 Social Security Taxes** | | | | |
| 8000 General Fund | 10,052 | - | (10,052) | (100.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 8000 General Fund | 526 | - | (526) | (100.00%) |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 8000 General Fund | 33 | - | (33) | (100.00%) |
| **3270 Flexible Benefits** | | | | |
| 8000 General Fund | 33,573 | - | (33,573) | (100.00%) |
| **OTHER PAYROLL EXPENSES** | | | | |
| 8000 General Fund | 71,888 | - | (71,888) | (100.00%) |
| **TOTAL OTHER PAYROLL EXPENSES** | **$71,888** | **-** | **($71,888)** | **(100.00%)** |
| **PERSONAL SERVICES** | | | | |
| 8000 General Fund | 203,288 | - | (203,288) | (100.00%) |
| **TOTAL PERSONAL SERVICES** | **$203,288** | **-** | **($203,288)** | **(100.00%)** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 8000 General Fund | 8,000 | - | (8,000) | (100.00%) |
| **4150 Employee Training** | | | | |
| 8000 General Fund | 3,000 | - | (3,000) | (100.00%) |
| **4175 Office Expenses** | | | | |
| 8000 General Fund | 1,000 | - | (1,000) | (100.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4200 Telecommunications** | | | | |
| 8000 General Fund | 1,000 | - | (1,000) | (100.00%) |
| **4715 IT Expendable Property** | | | | |
| 8000 General Fund | 5,000 | - | (5,000) | (100.00%) |
| **SERVICES & SUPPLIES** | | | | |
| 8000 General Fund | 18,000 | - | (18,000) | (100.00%) |
| **TOTAL SERVICES & SUPPLIES** | **$18,000** | **-** | **($18,000)** | **(100.00%)** |
| **EXPENDITURES** | | | | |
| 8000 General Fund | 221,288 | - | (221,288) | (100.00%) |
| **TOTAL EXPENDITURES** | **$221,288** | **-** | **($221,288)** | **(100.00%)** |
| **ENDING BALANCE** | | | | |
| 8000 General Fund | - | - | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **-** | **-** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 1 | - | (1) | (100.00%) |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 0.76 | - | (0.76) | (100.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **REVENUE CATEGORIES** | | | | |
| **GENERAL FUND APPROPRIATION** | | | | |
| **0050 General Fund Appropriation** | | | | |
| 8000 General Fund | 221,288 | - | (221,288) | (100.00%) |
| **AVAILABLE REVENUES** | | | | |
| 8000 General Fund | 221,288 | - | (221,288) | (100.00%) |
| **TOTAL AVAILABLE REVENUES** | **$221,288** | **-** | **($221,288)** | **(100.00%)** |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 8000 General Fund | 131,400 | - | (131,400) | (100.00%) |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 8000 General Fund | 57 | - | (57) | (100.00%) |
| **3220 Public Employees Retire Cont** | | | | |
| 8000 General Fund | 27,647 | - | (27,647) | (100.00%) |
| **3230 Social Security Taxes** | | | | |
| 8000 General Fund | 10,052 | - | (10,052) | (100.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 8000 General Fund | 526 | - | (526) | (100.00%) |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 8000 General Fund | 33 | - | (33) | (100.00%) |
| **3270 Flexible Benefits** | | | | |
| 8000 General Fund | 33,573 | - | (33,573) | (100.00%) |
| **OTHER PAYROLL EXPENSES** | | | | |
| 8000 General Fund | 71,888 | - | (71,888) | (100.00%) |
| **TOTAL OTHER PAYROLL EXPENSES** | **$71,888** | **-** | **($71,888)** | **(100.00%)** |
| **PERSONAL SERVICES** | | | | |
| 8000 General Fund | 203,288 | - | (203,288) | (100.00%) |
| **TOTAL PERSONAL SERVICES** | **$203,288** | **-** | **($203,288)** | **(100.00%)** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 8000 General Fund | 8,000 | - | (8,000) | (100.00%) |
| **4150 Employee Training** | | | | |
| 8000 General Fund | 3,000 | - | (3,000) | (100.00%) |
| **4175 Office Expenses** | | | | |
| 8000 General Fund | 1,000 | - | (1,000) | (100.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4200 Telecommunications** | | | | |
| 8000 General Fund | 1,000 | - | (1,000) | (100.00%) |
| **4715 IT Expendable Property** | | | | |
| 8000 General Fund | 5,000 | - | (5,000) | (100.00%) |
| **SERVICES & SUPPLIES** | | | | |
| 8000 General Fund | 18,000 | - | (18,000) | (100.00%) |
| **TOTAL SERVICES & SUPPLIES** | **$18,000** | **-** | **($18,000)** | **(100.00%)** |
| **EXPENDITURES** | | | | |
| 8000 General Fund | 221,288 | - | (221,288) | (100.00%) |
| **TOTAL EXPENDITURES** | **$221,288** | **-** | **($221,288)** | **(100.00%)** |
| **ENDING BALANCE** | | | | |
| 8000 General Fund | - | - | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **-** | **-** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 1 | - | (1) | (100.00%) |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 0.76 | - | (0.76) | (100.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | (1,172,019) | (1,172,019) | 0 | 0.00% |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 1,172,019 | 1,172,019 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$1,172,019** | **$1,172,019** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | - | 250,000 | 250,000 | 100.00% |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | - | (250,000) | (250,000) | 100.00% |
| **TOTAL ENDING BALANCE** | **-** | **($250,000)** | **($250,000)** | **100.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | (15,000) | (15,000) | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | (3,000) | (3,000) | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | (3,000) | (3,000) | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | (18,727,236) | (18,727,236) | 0 | 0.00% |
| **4650 Other Services and Supplies** | | | | |
| 3400 Other Funds Ltd | (15,000) | (15,000) | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | (18,763,236) | (18,763,236) | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **($18,763,236)** | **($18,763,236)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (18,763,236) | (18,763,236) | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **($18,763,236)** | **($18,763,236)** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 18,763,236 | 18,763,236 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$18,763,236** | **$18,763,236** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 711,648 | 711,648 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 273 | 273 | 0 | 0.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | 149,730 | 149,730 | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 54,441 | 54,441 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 2,847 | 2,847 | 0 | 0.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 159 | 159 | 0 | 0.00% |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 160,797 | 160,797 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 368,247 | 368,247 | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **$368,247** | **$368,247** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 1,079,895 | 1,079,895 | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **$1,079,895** | **$1,079,895** | **$0** | **0.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 32,000 | 32,000 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 12,000 | 12,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 4,000 | 4,000 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 4,000 | 4,000 | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 10,000,000 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 20,000 | 20,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| 3400 Other Funds Ltd | 10,072,000 | 10,072,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$10,072,000** | **$10,072,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 11,151,895 | 11,151,895 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$11,151,895** | **$11,151,895** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (11,151,895) | (11,151,895) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($11,151,895)** | **($11,151,895)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 4 | 4 | 0 | 0.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 3.76 | 3.76 | 0.00 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **REVENUE CATEGORIES** | | | | |
| **GENERAL FUND APPROPRIATION** | | | | |
| **0050 General Fund Appropriation** | | | | |
| 8000 General Fund | (4,002,152) | (4,002,152) | 0 | 0.00% |
| **AVAILABLE REVENUES** | | | | |
| 8000 General Fund | (4,002,152) | (4,002,152) | 0 | 0.00% |
| **TOTAL AVAILABLE REVENUES** | **($4,002,152)** | **($4,002,152)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 8000 General Fund | (4,002,152) | (4,002,152) | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 8000 General Fund | (4,002,152) | (4,002,152) | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **($4,002,152)** | **($4,002,152)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 8000 General Fund | (4,002,152) | (4,002,152) | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **($4,002,152)** | **($4,002,152)** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 8000 General Fund | - | - | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **TOTAL ENDING BALANCE** | - | - | $0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | - | 1,105,032 | 1,105,032 | 100.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | - | 474 | 474 | 100.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | - | 232,499 | 232,499 | 100.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | - | 84,534 | 84,534 | 100.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | - | 4,420 | 4,420 | 100.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | - | 276 | 276 | 100.00% |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | - | 279,186 | 279,186 | 100.00% |
| **OTHER PAYROLL EXPENSES** | | | | |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| 3400 Other Funds Ltd | - | 601,389 | 601,389 | 100.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **-** | **$601,389** | **$601,389** | **100.00%** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| **3465 Reconciliation Adjustment** | | | | |
| 3400 Other Funds Ltd | - | 15,619 | 15,619 | 100.00% |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | - | 1,722,040 | 1,722,040 | 100.00% |
| **TOTAL PERSONAL SERVICES** | **-** | **$1,722,040** | **$1,722,040** | **100.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 99,750 | 99,750 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 21,000 | 21,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 2,500 | 2,500 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 75,960 | 75,960 | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 9,659,082 | 6,876,208 | (2,782,874) | (28.81%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 48,000 | 48,000 | 0 | 0.00% |
| **4650 Other Services and Supplies** | | | | |
| 3400 Other Funds Ltd | 58,708 | 58,708 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 35,000 | 35,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 7,217,126 | (2,782,874) | (27.83%) |
| **TOTAL SERVICES & SUPPLIES** | **$10,000,000** | **$7,217,126** | **($2,782,874)** | **(27.83%)** |
| **CAPITAL OUTLAY** | | | | |
| **5100 Office Furniture and Fixtures** | | | | |
| 3400 Other Funds Ltd | - | 15,000 | 15,000 | 100.00% |
| **SPECIAL PAYMENTS** | | | | |
| **6025 Dist to Other Gov Unit** | | | | |
| 3400 Other Funds Ltd | - | 1,045,834 | 1,045,834 | 100.00% |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 10,000,000 | 10,000,000 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$10,000,000** | **$10,000,000** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | (10,000,000) | (10,000,000) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($10,000,000)** | **($10,000,000)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | - | 7 | 7 | 100.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | - | 6.52 | 6.52 | 100.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | - | 197,568 | 197,568 | 100.00% |
| 6400 Federal Funds Ltd | 197,568 | - | (197,568) | (100.00%) |
| All Funds | 197,568 | 197,568 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | - | 144 | 144 | 100.00% |
| 6400 Federal Funds Ltd | 144 | - | (144) | (100.00%) |
| All Funds | 144 | 144 | 0 | 0.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | - | 41,568 | 41,568 | 100.00% |
| 6400 Federal Funds Ltd | 41,568 | - | (41,568) | (100.00%) |
| All Funds | 41,568 | 41,568 | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | - | 15,114 | 15,114 | 100.00% |
| 6400 Federal Funds Ltd | 15,114 | - | (15,114) | (100.00%) |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| All Funds | 15,114 | 15,114 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | - | 790 | 790 | 100.00% |
| 6400 Federal Funds Ltd | 790 | - | (790) | (100.00%) |
| All Funds | 790 | 790 | 0 | 0.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | - | 84 | 84 | 100.00% |
| 6400 Federal Funds Ltd | 84 | - | (84) | (100.00%) |
| All Funds | 84 | 84 | 0 | 0.00% |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | - | 84,816 | 84,816 | 100.00% |
| 6400 Federal Funds Ltd | 84,816 | - | (84,816) | (100.00%) |
| All Funds | 84,816 | 84,816 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | - | 142,516 | 142,516 | 100.00% |
| 6400 Federal Funds Ltd | 142,516 | - | (142,516) | (100.00%) |
| **TOTAL OTHER PAYROLL EXPENSES** | **$142,516** | **$142,516** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | - | 340,084 | 340,084 | 100.00% |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| 6400 Federal Funds Ltd | 340,084 | - | (340,084) | (100.00%) |
| **TOTAL PERSONAL SERVICES** | **$340,084** | **$340,084** | **$0** | **0.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | - | 16,000 | 16,000 | 100.00% |
| 6400 Federal Funds Ltd | 16,000 | - | (16,000) | (100.00%) |
| All Funds | 16,000 | 16,000 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | - | 6,000 | 6,000 | 100.00% |
| 6400 Federal Funds Ltd | 6,000 | - | (6,000) | (100.00%) |
| All Funds | 6,000 | 6,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | - | 2,000 | 2,000 | 100.00% |
| 6400 Federal Funds Ltd | 2,000 | - | (2,000) | (100.00%) |
| All Funds | 2,000 | 2,000 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | - | 2,000 | 2,000 | 100.00% |
| 6400 Federal Funds Ltd | 2,000 | - | (2,000) | (100.00%) |
| All Funds | 2,000 | 2,000 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | - | 750,000 | 750,000 | 100.00% |
| 6400 Federal Funds Ltd | 750,000 | - | (750,000) | (100.00%) |
| All Funds | 750,000 | 750,000 | 0 | 0.00% |
| **4450 Fuels and Utilities** | | | | |
| 3400 Other Funds Ltd | - | 240,000 | 240,000 | 100.00% |
| 6400 Federal Funds Ltd | 240,000 | - | (240,000) | (100.00%) |
| All Funds | 240,000 | 240,000 | 0 | 0.00% |
| **4475 Facilities Maintenance** | | | | |
| 3400 Other Funds Ltd | - | 720,000 | 720,000 | 100.00% |
| 6400 Federal Funds Ltd | 720,000 | - | (720,000) | (100.00%) |
| All Funds | 720,000 | 720,000 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | - | 10,000 | 10,000 | 100.00% |
| 6400 Federal Funds Ltd | 10,000 | - | (10,000) | (100.00%) |
| All Funds | 10,000 | 10,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | - | 1,746,000 | 1,746,000 | 100.00% |
| 6400 Federal Funds Ltd | 1,746,000 | - | (1,746,000) | (100.00%) |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| **TOTAL SERVICES & SUPPLIES** | **$1,746,000** | **$1,746,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | - | 2,086,084 | 2,086,084 | 100.00% |
| 6400 Federal Funds Ltd | 2,086,084 | - | (2,086,084) | (100.00%) |
| **TOTAL EXPENDITURES** | **$2,086,084** | **$2,086,084** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | - | (2,086,084) | (2,086,084) | 100.00% |
| 6400 Federal Funds Ltd | (2,086,084) | - | 2,086,084 | 100.00% |
| **TOTAL ENDING BALANCE** | **($2,086,084)** | **($2,086,084)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 2 | 2 | 0 | 0.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 2.00 | 2.00 | 0.00 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **REVENUE CATEGORIES** | | | | |
| **GENERAL FUND APPROPRIATION** | | | | |
| **0050 General Fund Appropriation** | | | | |
| 8000 General Fund | - | 442,576 | 442,576 | 100.00% |
| **AVAILABLE REVENUES** | | | | |
| 8000 General Fund | - | 442,576 | 442,576 | 100.00% |
| **TOTAL AVAILABLE REVENUES** | **-** | **$442,576** | **$442,576** | **100.00%** |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 8000 General Fund | - | 262,800 | 262,800 | 100.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 8000 General Fund | - | 114 | 114 | 100.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 8000 General Fund | - | 55,294 | 55,294 | 100.00% |
| **3230 Social Security Taxes** | | | | |
| 8000 General Fund | - | 20,104 | 20,104 | 100.00% |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 8000 General Fund | - | 1,052 | 1,052 | 100.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 8000 General Fund | - | 66 | 66 | 100.00% |
| **3270 Flexible Benefits** | | | | |
| 8000 General Fund | - | 67,146 | 67,146 | 100.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 8000 General Fund | - | 143,776 | 143,776 | 100.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **-** | **$143,776** | **$143,776** | **100.00%** |
| **PERSONAL SERVICES** | | | | |
| 8000 General Fund | - | 406,576 | 406,576 | 100.00% |
| **TOTAL PERSONAL SERVICES** | **-** | **$406,576** | **$406,576** | **100.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 8000 General Fund | - | 16,000 | 16,000 | 100.00% |
| **4150 Employee Training** | | | | |
| 8000 General Fund | - | 6,000 | 6,000 | 100.00% |
| **4175 Office Expenses** | | | | |
| 8000 General Fund | - | 2,000 | 2,000 | 100.00% |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| **4200 Telecommunications** | | | | |
| 8000 General Fund | - | 2,000 | 2,000 | 100.00% |
| **4715 IT Expendable Property** | | | | |
| 8000 General Fund | - | 10,000 | 10,000 | 100.00% |
| **SERVICES & SUPPLIES** | | | | |
| 8000 General Fund | - | 36,000 | 36,000 | 100.00% |
| **TOTAL SERVICES & SUPPLIES** | **-** | **$36,000** | **$36,000** | **100.00%** |
| **EXPENDITURES** | | | | |
| 8000 General Fund | - | 442,576 | 442,576 | 100.00% |
| **TOTAL EXPENDITURES** | **-** | **$442,576** | **$442,576** | **100.00%** |
| **ENDING BALANCE** | | | | |
| 8000 General Fund | - | - | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **-** | **-** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | - | 2 | 2 | 100.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | - | 1.52 | 1.52 | 100.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3160 Temporary Appointments** | | | | |
| 3400 Other Funds Ltd | 308 | 308 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 3,567 | 3,567 | 0 | 0.00% |
| All Funds | 3,875 | 3,875 | 0 | 0.00% |
| **3170 Overtime Payments** | | | | |
| 6400 Federal Funds Ltd | 154 | 154 | 0 | 0.00% |
| **3190 All Other Differential** | | | | |
| 3400 Other Funds Ltd | 395 | 395 | 0 | 0.00% |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 703 | 703 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 3,721 | 3,721 | 0 | 0.00% |
| **TOTAL SALARIES & WAGES** | **$4,424** | **$4,424** | **$0** | **0.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | 83 | 83 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 32 | 32 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| All Funds | 115 | 115 | 0 | 0.00% |
| **3221 Pension Obligation Bond** | | | | |
| 3400 Other Funds Ltd | (8,735) | (8,735) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (7,938) | (7,938) | 0 | 0.00% |
| All Funds | (16,673) | (16,673) | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 54 | 54 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 285 | 285 | 0 | 0.00% |
| All Funds | 339 | 339 | 0 | 0.00% |
| **3240 Unemployment Assessments** | | | | |
| 3400 Other Funds Ltd | 288 | 288 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 2 | 2 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 1 | 1 | 0 | 0.00% |
| All Funds | 3 | 3 | 0 | 0.00% |
| **3260 Mass Transit Tax** | | | | |
| 3400 Other Funds Ltd | 1,856 | 1,856 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | (6,452) | (6,452) | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | (7,620) | (7,620) | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **($14,072)** | **($14,072)** | **$0** | **0.00%** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| **3455 Vacancy Savings** | | | | |
| 3400 Other Funds Ltd | (65,137) | (65,137) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (45,603) | (45,603) | 0 | 0.00% |
| All Funds | (110,740) | (110,740) | 0 | 0.00% |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| 3400 Other Funds Ltd | (65,137) | (65,137) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (45,603) | (45,603) | 0 | 0.00% |
| **TOTAL P.S. BUDGET ADJUSTMENTS** | **($110,740)** | **($110,740)** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | (70,886) | (70,886) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (49,502) | (49,502) | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **($120,388)** | **($120,388)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (70,886) | (70,886) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (49,502) | (49,502) | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **($120,388)** | **($120,388)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 70,886 | 70,886 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 49,502 | 49,502 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$120,388** | **$120,388** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 6400 Federal Funds Ltd | (5,000) | (5,000) | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 6400 Federal Funds Ltd | (1,000) | (1,000) | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 6400 Federal Funds Ltd | (1,000) | (1,000) | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 6400 Federal Funds Ltd | (2,707,709) | (2,707,709) | 0 | 0.00% |
| **4650 Other Services and Supplies** | | | | |
| 6400 Federal Funds Ltd | (5,000) | (5,000) | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 6400 Federal Funds Ltd | (2,719,709) | (2,719,709) | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **($2,719,709)** | **($2,719,709)** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 6400 Federal Funds Ltd | (2,719,709) | (2,719,709) | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **($2,719,709)** | **($2,719,709)** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 6400 Federal Funds Ltd | 2,719,709 | 2,719,709 | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **$2,719,709** | **$2,719,709** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 782 | 782 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 716 | 716 | 0 | 0.00% |
| All Funds | 1,498 | 1,498 | 0 | 0.00% |
| **4125 Out of State Travel** | | | | |
| 3400 Other Funds Ltd | 364 | 364 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 641 | 641 | 0 | 0.00% |
| All Funds | 1,005 | 1,005 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 427 | 427 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 1,048 | 1,048 | 0 | 0.00% |
| All Funds | 1,475 | 1,475 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 1,103 | 1,103 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 933 | 933 | 0 | 0.00% |
| All Funds | 2,036 | 2,036 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| 3400 Other Funds Ltd | 747 | 747 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 401 | 401 | 0 | 0.00% |
| All Funds | 1,148 | 1,148 | 0 | 0.00% |
| **4250 Data Processing** | | | | |
| 3400 Other Funds Ltd | 27 | 27 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 501 | 501 | 0 | 0.00% |
| All Funds | 528 | 528 | 0 | 0.00% |
| **4275 Publicity and Publications** | | | | |
| 3400 Other Funds Ltd | 25 | 25 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 73 | 73 | 0 | 0.00% |
| All Funds | 98 | 98 | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 9,666 | 9,666 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 7,272 | 7,272 | 0 | 0.00% |
| All Funds | 16,938 | 16,938 | 0 | 0.00% |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | 1,974 | 1,974 | 0 | 0.00% |
| **4375 Employee Recruitment and Develop** | | | | |
| 3400 Other Funds Ltd | 123 | 123 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| 6400 Federal Funds Ltd | 290 | 290 | 0 | 0.00% |
| All Funds | 413 | 413 | 0 | 0.00% |
| **4400 Dues and Subscriptions** | | | | |
| 3400 Other Funds Ltd | 1 | 1 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 41 | 41 | 0 | 0.00% |
| All Funds | 42 | 42 | 0 | 0.00% |
| **4425 Facilities Rental and Taxes** | | | | |
| 3400 Other Funds Ltd | 2 | 2 | 0 | 0.00% |
| **4450 Fuels and Utilities** | | | | |
| 3400 Other Funds Ltd | 392 | 392 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 1,255 | 1,255 | 0 | 0.00% |
| All Funds | 1,647 | 1,647 | 0 | 0.00% |
| **4475 Facilities Maintenance** | | | | |
| 3400 Other Funds Ltd | 1,364 | 1,364 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 1,497 | 1,497 | 0 | 0.00% |
| All Funds | 2,861 | 2,861 | 0 | 0.00% |
| **4575 Agency Program Related S and S** | | | | |
| 6400 Federal Funds Ltd | 268 | 268 | 0 | 0.00% |
| **4650 Other Services and Supplies** | | | | |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| 3400 Other Funds Ltd | 2,665 | 2,665 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 549 | 549 | 0 | 0.00% |
| All Funds | 3,214 | 3,214 | 0 | 0.00% |
| **4700 Expendable Prop 250 - 5000** | | | | |
| 3400 Other Funds Ltd | 171 | 171 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 1,056 | 1,056 | 0 | 0.00% |
| All Funds | 1,227 | 1,227 | 0 | 0.00% |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 2,342 | 2,342 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 72 | 72 | 0 | 0.00% |
| All Funds | 2,414 | 2,414 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 22,175 | 22,175 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 16,613 | 16,613 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$38,788** | **$38,788** | **$0** | **0.00%** |
| **CAPITAL OUTLAY** | | | | |
| **5200 Technical Equipment** | | | | |
| 3400 Other Funds Ltd | 1,967 | 1,967 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 458 | 458 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| All Funds | 2,425 | 2,425 | 0 | 0.00% |
| **5600 Data Processing Hardware** | | | | |
| 3400 Other Funds Ltd | 823 | 823 | 0 | 0.00% |
| **CAPITAL OUTLAY** | | | | |
| 3400 Other Funds Ltd | 2,790 | 2,790 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 458 | 458 | 0 | 0.00% |
| **TOTAL CAPITAL OUTLAY** | **$3,248** | **$3,248** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 24,965 | 24,965 | 0 | 0.00% |
| 6400 Federal Funds Ltd | 17,071 | 17,071 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$42,036** | **$42,036** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (24,965) | (24,965) | 0 | 0.00% |
| 6400 Federal Funds Ltd | (17,071) | (17,071) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($42,036)** | **($42,036)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4450 Fuels and Utilities** | | | | |
| 3400 Other Funds Ltd | 513 | 513 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 513 | 513 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$513** | **$513** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 513 | 513 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$513** | **$513** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (513) | (513) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($513)** | **($513)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4325 Attorney General** | | | | |
| 3400 Other Funds Ltd | (781) | - | 781 | 100.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | (781) | - | 781 | 100.00% |
| **TOTAL SERVICES & SUPPLIES** | **($781)** | **-** | **$781** | **100.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | (781) | - | 781 | 100.00% |
| **TOTAL EXPENDITURES** | **($781)** | **-** | **$781** | **100.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | 781 | - | (781) | (100.00%) |
| **TOTAL ENDING BALANCE** | **$781** | **-** | **($781)** | **(100.00%)** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 3400 Other Funds Ltd | 248,149 | 122,023 | (126,126) | (50.83%) |
| **SALARIES & WAGES** | | | | |
| 3400 Other Funds Ltd | 248,149 | 122,023 | (126,126) | (50.83%) |
| **TOTAL SALARIES & WAGES** | **$248,149** | **$122,023** | **($126,126)** | **(50.83%)** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 3400 Other Funds Ltd | 114 | 57 | (57) | (50.00%) |
| **3220 Public Employees Retire Cont** | | | | |
| 3400 Other Funds Ltd | 52,211 | 25,674 | (26,537) | (50.83%) |
| **3230 Social Security Taxes** | | | | |
| 3400 Other Funds Ltd | 18,984 | 9,335 | (9,649) | (50.83%) |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 3400 Other Funds Ltd | 992 | 488 | (504) | (50.81%) |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 3400 Other Funds Ltd | 66 | 33 | (33) | (50.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **3270 Flexible Benefits** | | | | |
| 3400 Other Funds Ltd | 67,146 | 33,573 | (33,573) | (50.00%) |
| **OTHER PAYROLL EXPENSES** | | | | |
| 3400 Other Funds Ltd | 139,513 | 69,160 | (70,353) | (50.43%) |
| **TOTAL OTHER PAYROLL EXPENSES** | **$139,513** | **$69,160** | **($70,353)** | **(50.43%)** |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| **3465 Reconciliation Adjustment** | | | | |
| 3400 Other Funds Ltd | - | 56,895 | 56,895 | 100.00% |
| **P.S. BUDGET ADJUSTMENTS** | | | | |
| 3400 Other Funds Ltd | - | 56,895 | 56,895 | 100.00% |
| **TOTAL P.S. BUDGET ADJUSTMENTS** | **-** | **$56,895** | **$56,895** | **100.00%** |
| **PERSONAL SERVICES** | | | | |
| 3400 Other Funds Ltd | 387,662 | 248,078 | (139,584) | (36.01%) |
| **TOTAL PERSONAL SERVICES** | **$387,662** | **$248,078** | **($139,584)** | **(36.01%)** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 3400 Other Funds Ltd | 16,000 | 8,000 | (8,000) | (50.00%) |
| **4150 Employee Training** | | | | |
| 3400 Other Funds Ltd | 6,000 | 3,000 | (3,000) | (50.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4175 Office Expenses** | | | | |
| 3400 Other Funds Ltd | 2,000 | 1,000 | (1,000) | (50.00%) |
| **4200 Telecommunications** | | | | |
| 3400 Other Funds Ltd | 2,000 | 1,000 | (1,000) | (50.00%) |
| **4715 IT Expendable Property** | | | | |
| 3400 Other Funds Ltd | 10,000 | 5,000 | (5,000) | (50.00%) |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 36,000 | 18,000 | (18,000) | (50.00%) |
| **TOTAL SERVICES & SUPPLIES** | **$36,000** | **$18,000** | **($18,000)** | **(50.00%)** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 423,662 | 266,078 | (157,584) | (37.20%) |
| **TOTAL EXPENDITURES** | **$423,662** | **$266,078** | **($157,584)** | **(37.20%)** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (423,662) | (266,078) | 157,584 | 37.20% |
| **TOTAL ENDING BALANCE** | **($423,662)** | **($266,078)** | **$157,584** | **37.20%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 2 | 1 | (1) | (50.00%) |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 1.52 | 0.76 | (0.76) | (50.00%) |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 3400 Other Funds Ltd | 390,000 | 390,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 3400 Other Funds Ltd | 390,000 | 390,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$390,000** | **$390,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 3400 Other Funds Ltd | 390,000 | 390,000 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$390,000** | **$390,000** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3400 Other Funds Ltd | (390,000) | (390,000) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($390,000)** | **($390,000)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **PERSONAL SERVICES** | | | | |
| **SALARIES & WAGES** | | | | |
| **3110 Class/Unclass Sal. and Per Diem** | | | | |
| 6400 Federal Funds Ltd | 113,160 | 113,160 | 0 | 0.00% |
| **SALARIES & WAGES** | | | | |
| 6400 Federal Funds Ltd | 113,160 | 113,160 | 0 | 0.00% |
| **TOTAL SALARIES & WAGES** | **$113,160** | **$113,160** | **$0** | **0.00%** |
| **OTHER PAYROLL EXPENSES** | | | | |
| **3210 Empl. Rel. Bd. Assessments** | | | | |
| 6400 Federal Funds Ltd | 72 | 72 | 0 | 0.00% |
| **3220 Public Employees Retire Cont** | | | | |
| 6400 Federal Funds Ltd | 23,809 | 23,809 | 0 | 0.00% |
| **3230 Social Security Taxes** | | | | |
| 6400 Federal Funds Ltd | 8,657 | 8,657 | 0 | 0.00% |
| **3241 Paid Family Medical Leave Insurance** | | | | |
| 6400 Federal Funds Ltd | 453 | 453 | 0 | 0.00% |
| **3250 Workers Comp. Assess. (WCD)** | | | | |
| 6400 Federal Funds Ltd | 42 | 42 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| **3270 Flexible Benefits** | | | | |
| 6400 Federal Funds Ltd | 42,408 | 42,408 | 0 | 0.00% |
| **OTHER PAYROLL EXPENSES** | | | | |
| 6400 Federal Funds Ltd | 75,441 | 75,441 | 0 | 0.00% |
| **TOTAL OTHER PAYROLL EXPENSES** | **$75,441** | **$75,441** | **$0** | **0.00%** |
| **PERSONAL SERVICES** | | | | |
| 6400 Federal Funds Ltd | 188,601 | 188,601 | 0 | 0.00% |
| **TOTAL PERSONAL SERVICES** | **$188,601** | **$188,601** | **$0** | **0.00%** |
| **SERVICES & SUPPLIES** | | | | |
| **4100 Instate Travel** | | | | |
| 6400 Federal Funds Ltd | 8,000 | 8,000 | 0 | 0.00% |
| **4150 Employee Training** | | | | |
| 6400 Federal Funds Ltd | 3,000 | 3,000 | 0 | 0.00% |
| **4175 Office Expenses** | | | | |
| 6400 Federal Funds Ltd | 1,000 | 1,000 | 0 | 0.00% |
| **4200 Telecommunications** | | | | |
| 6400 Federal Funds Ltd | 1,000 | 1,000 | 0 | 0.00% |
| **4300 Professional Services** | | | | |
| 6400 Federal Funds Ltd | 1,226,521 | 1,226,521 | 0 | 0.00% |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **4715 IT Expendable Property** | | | | |
| 6400 Federal Funds Ltd | 5,000 | 5,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 6400 Federal Funds Ltd | 1,244,521 | 1,244,521 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$1,244,521** | **$1,244,521** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 6400 Federal Funds Ltd | 1,433,122 | 1,433,122 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$1,433,122** | **$1,433,122** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 6400 Federal Funds Ltd | (1,433,122) | (1,433,122) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($1,433,122)** | **($1,433,122)** | **$0** | **0.00%** |
| **AUTHORIZED POSITIONS** | | | | |
| 8150 Class/Unclass Positions | 1 | 1 | 0 | 0.00% |
| **AUTHORIZED FTE** | | | | |
| 8250 Class/Unclass FTE Positions | 1.00 | 1.00 | 0.00 | 0.00% |

| Description | Governor's Budget (Y-01) Column 1 | Leg. Adopted Budget (Z-01) Column 2 | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4300 Professional Services** | | | | |
| 6400 Federal Funds Ltd | 375,000 | 375,000 | 0 | 0.00% |
| **SERVICES & SUPPLIES** | | | | |
| 6400 Federal Funds Ltd | 375,000 | 375,000 | 0 | 0.00% |
| **TOTAL SERVICES & SUPPLIES** | **$375,000** | **$375,000** | **$0** | **0.00%** |
| **EXPENDITURES** | | | | |
| 6400 Federal Funds Ltd | 375,000 | 375,000 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$375,000** | **$375,000** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 6400 Federal Funds Ltd | (375,000) | (375,000) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($375,000)** | **($375,000)** | **$0** | **0.00%** |

| Description | Governor's Budget (Y-01) | Leg. Adopted Budget (Z-01) | Column 2 Minus Column 1 | % Change from Column 1 to Column 2 |
|---|---|---|---|---|
| | Column 1 | Column 2 | | |
| **EXPENDITURES** | | | | |
| **SERVICES & SUPPLIES** | | | | |
| **4475 Facilities Maintenance** | | | | |
| 3010 Other Funds Cap Improve | 14,900 | 14,900 | 0 | 0.00% |
| **CAPITAL OUTLAY** | | | | |
| **5700 Building Structures** | | | | |
| 3010 Other Funds Cap Improve | 9,129 | 9,129 | 0 | 0.00% |
| **EXPENDITURES** | | | | |
| 3010 Other Funds Cap Improve | 24,029 | 24,029 | 0 | 0.00% |
| **TOTAL EXPENDITURES** | **$24,029** | **$24,029** | **$0** | **0.00%** |
| **ENDING BALANCE** | | | | |
| 3010 Other Funds Cap Improve | (24,029) | (24,029) | 0 | 0.00% |
| **TOTAL ENDING BALANCE** | **($24,029)** | **($24,029)** | **$0** | **0.00%** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total Salary** | | | | | | | | | | | 262,800 | - | 25,147,685 | 1,464,876 | 26,875,361 |
| **Total OPE** | | | | | | | | | | | 143,776 | - | 12,767,539 | 802,879 | 13,714,194 |
| **Total Personal Services** | | | | | **144** | **138.42** | | | | | **406,576** | **-** | **37,915,224** | **2,267,755** | **40,589,555** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 0816001 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 10 | 10063 | SAL | - | - | 241,512 | - | 241,512 |
| | | | | | | | | | | OPE | - | - | 112,778 | - | 112,778 |
| 0817014 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 9 | 9587 | SAL | - | - | 230,088 | - | 230,088 |
| | | | | | | | | | | OPE | - | - | 109,455 | - | 109,455 |
| 1411081 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 3 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 1411087 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 3 | 6243 | SAL | - | - | 149,832 | - | 149,832 |
| | | | | | | | | | | OPE | - | - | 86,108 | - | 86,108 |
| 3092001 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 10 | 10063 | SAL | - | - | 241,512 | - | 241,512 |
| | | | | | | | | | | OPE | - | - | 112,778 | - | 112,778 |
| 7006091 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 9 | 9587 | SAL | - | - | 230,088 | - | 230,088 |
| | | | | | | | | | | OPE | - | - | 109,455 | - | 109,455 |
| 8503096 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 0.50 | 12 | 10 | 10063 | SAL | - | - | 120,756 | - | 120,756 |
| | | | | | | | | | | OPE | - | - | 56,389 | - | 56,389 |
| 8504901 | MMS X7464 AP | NATURAL RESOURCE PROTECTION ANI | 33X | PF | 1 | 1.00 | 24 | 10 | 12165 | SAL | - | - | 291,960 | - | 291,960 |
| | | | | | | | | | | OPE | - | - | 127,453 | - | 127,453 |
| **Total Salary** | | | | | | | | | | | - | - | 1,678,548 | - | 1,678,548 |
| **Total OPE** | | | | | | | | | | | - | - | 807,205 | - | 807,205 |
| **Total Personal Services** | | | | | **8** | **7.50** | | | | | **-** | **-** | **2,485,753** | **-** | **2,485,753** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 0004001 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 0009002 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 0.50 | 12 | 7 | 4715 | SAL | - | - | 56,580 | - | 56,580 |
| | | | | | | | | | | OPE | - | - | 37,719 | - | 37,719 |
| 0031001 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 3 | 6243 | SAL | - | - | 149,832 | - | 149,832 |
| | | | | | | | | | | OPE | - | - | 86,108 | - | 86,108 |
| 0031006 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 0031007 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 0031008 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 0033001 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 3 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 0817002 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 0817007 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 0817015 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 1411004 | MMS X7464 AP | NATURAL RESOURCE PROTECTION ANI | 33X | PF | 1 | 1.00 | 24 | 3 | 8658 | SAL | - | - | 207,792 | - | 207,792 |
| | | | | | | | | | | OPE | - | - | 102,968 | - | 102,968 |
| 1411015 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 8 | 7918 | SAL | - | - | 190,032 | - | 190,032 |
| | | | | | | | | | | OPE | - | - | 97,802 | - | 97,802 |
| 1411016 | MMS X7464 AP | NATURAL RESOURCE PROTECTION ANI | 33X | PF | 1 | 1.00 | 24 | 10 | 12165 | SAL | - | - | 291,960 | - | 291,960 |
| | | | | | | | | | | OPE | - | - | 127,453 | - | 127,453 |
| 1411023 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 0.50 | 12 | 8 | 4942 | SAL | - | - | 59,304 | - | 59,304 |
| | | | | | | | | | | OPE | - | - | 38,513 | - | 38,513 |
| 1411051 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 8 | 7918 | SAL | - | - | 190,032 | - | 190,032 |
| | | | | | | | | | | OPE | - | - | 97,802 | - | 97,802 |
| 1411061 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 8 | 7918 | SAL | - | - | 190,032 | - | 190,032 |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | OPE | - | - | 97,802 | - | 97,802 |
| 1411065 | AX C8502 AP | NATURAL RESOURCE SPECIALIST 2 | 24 | PF | 1 | 1.00 | 24 | 6 | 6243 | SAL | - | - | 149,832 | - | 149,832 |
| | | | | | | | | | | OPE | - | - | 86,108 | - | 86,108 |
| 1411066 | AX C8502 AP | NATURAL RESOURCE SPECIALIST 2 | 24 | PF | 1 | 1.00 | 24 | 5 | 5960 | SAL | - | - | 143,040 | - | 143,040 |
| | | | | | | | | | | OPE | - | - | 84,133 | - | 84,133 |
| 1411067 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 7 | 7557 | SAL | - | - | 181,368 | - | 181,368 |
| | | | | | | | | | | OPE | - | - | 95,282 | - | 95,282 |
| 1411068 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 10 | 10063 | SAL | - | - | 241,512 | - | 241,512 |
| | | | | | | | | | | OPE | - | - | 112,778 | - | 112,778 |
| 1411080 | MMS X7464 AP | NATURAL RESOURCE PROTECTION ANI | 33X | PF | 1 | 1.00 | 24 | 3 | 8658 | SAL | - | - | 207,792 | - | 207,792 |
| | | | | | | | | | | OPE | - | - | 102,968 | - | 102,968 |
| 1411082 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 0.76 | 18.25 | 3 | 6243 | SAL | - | - | 113,935 | - | 113,935 |
| | | | | | | | | | | OPE | - | - | 66,807 | - | 66,807 |
| 1411083 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 0.76 | 18.25 | 3 | 7200 | SAL | - | - | 131,400 | - | 131,400 |
| | | | | | | | | | | OPE | - | - | 71,888 | - | 71,888 |
| 1411084 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 3 | 6243 | SAL | - | - | 149,832 | - | 149,832 |
| | | | | | | | | | | OPE | - | - | 86,108 | - | 86,108 |
| 1411085 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 0.76 | 18.25 | 3 | 6243 | SAL | - | - | 113,935 | - | 113,935 |
| | | | | | | | | | | OPE | - | - | 66,807 | - | 66,807 |
| 1411086 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 0.76 | 18.25 | 3 | 6243 | SAL | - | - | 113,935 | - | 113,935 |
| | | | | | | | | | | OPE | - | - | 66,807 | - | 66,807 |
| 1411114 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 10 | 10063 | SAL | - | - | 241,512 | - | 241,512 |
| | | | | | | | | | | OPE | - | - | 112,778 | - | 112,778 |
| 3002002 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 4 | 6545 | SAL | - | - | 157,080 | - | 157,080 |
| | | | | | | | | | | OPE | - | - | 88,217 | - | 88,217 |
| 3091001 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 3820002 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 8501906 | AX C8501 AP | NATURAL RESOURCE SPECIALIST 1 | 21 | PF | 1 | 1.00 | 24 | 10 | 6545 | SAL | - | - | 157,080 | - | 157,080 |
| | | | | | | | | | | OPE | - | - | 88,217 | - | 88,217 |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 8503013 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 8503076 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 8503077 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 8503092 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 9 | 8309 | SAL | - | - | 199,416 | - | 199,416 |
| | | | | | | | | | | OPE | - | - | 100,532 | - | 100,532 |
| 9113002 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| **Total Salary** | | | | | | | | | | | - | - | 6,526,617 | - | 6,526,617 |
| **Total OPE** | | | | | | | | | | | - | - | 3,351,429 | - | 3,351,429 |
| **Total Personal Services** | | | | | **36** | **34.04** | | | | | **-** | **-** | **9,878,046** | **-** | **9,878,046** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 0009002 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 0 | 0.50 | 12 | 7 | 4715 | SAL | - | - | 56,580 | - | 56,580 |
| | | | | | | | | | | OPE | - | - | 37,719 | - | 37,719 |
| 0816002 | MMS X7464 AP | NATURAL RESOURCE PROTECTION ANI | 33X | PF | 1 | 1.00 | 24 | 6 | 10021 | SAL | - | - | 240,504 | - | 240,504 |
| | | | | | | | | | | OPE | - | - | 112,485 | - | 112,485 |
| 0854071 | AX C1098 AP | PLANNER 3 | 30 | PF | 1 | 1.00 | 24 | 3 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 1411017 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 1411021 | AX C8501 AP | NATURAL RESOURCE SPECIALIST 1 | 21 | SF | 1 | 0.50 | 12 | 5 | 5170 | SAL | - | - | 62,040 | - | 62,040 |
| | | | | | | | | | | OPE | - | - | 39,308 | - | 39,308 |
| 1411023 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 0 | 0.50 | 12 | 8 | 4942 | SAL | - | - | 59,304 | - | 59,304 |
| | | | | | | | | | | OPE | - | - | 38,513 | - | 38,513 |
| 1411052 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 1411053 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 10 | 10063 | SAL | - | - | 241,512 | - | 241,512 |
| | | | | | | | | | | OPE | - | - | 112,778 | - | 112,778 |
| 3002013 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 9 | 8309 | SAL | - | - | 199,416 | - | 199,416 |
| | | | | | | | | | | OPE | - | - | 100,532 | - | 100,532 |
| 7006071 | AX C1099 AP | PLANNER 4 | 32 | PF | 1 | 1.00 | 24 | 10 | 11055 | SAL | - | - | 265,320 | - | 265,320 |
| | | | | | | | | | | OPE | - | - | 119,703 | - | 119,703 |
| 8501072 | AX C8501 AP | NATURAL RESOURCE SPECIALIST 1 | 21 | PF | 1 | 1.00 | 24 | 5 | 5170 | SAL | - | - | 124,080 | - | 124,080 |
| | | | | | | | | | | OPE | - | - | 78,616 | - | 78,616 |
| 8501907 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 8502008 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 8502095 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 10 | 10063 | SAL | - | - | 241,512 | - | 241,512 |
| | | | | | | | | | | OPE | - | - | 112,778 | - | 112,778 |
| 8503006 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| **Total Salary** | | | | | | | | | | | - | - | 2,707,908 | - | 2,707,908 |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total OPE** | | | | | | | | | | | - | - | 1,361,776 | - | 1,361,776 |
| **Total Personal Services** | | | | | **13** | **13.50** | | | | | **-** | **-** | **4,069,684** | **-** | **4,069,684** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | GF | LF | OF | FF | AF |
| 0001001 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 9 | 5177 | SAL | - | - | 124,248 | - | 124,248 |
| | | | | | | | | | | OPE | - | - | 78,666 | - | 78,666 |
| 0008002 | AX C0108 AP | ADMINISTRATIVE SPECIALIST 2 | 20 | PF | 1 | 1.00 | 24 | 10 | 6243 | SAL | - | - | 149,832 | - | 149,832 |
| | | | | | | | | | | OPE | - | - | 86,108 | - | 86,108 |
| 0009005 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 9 | 5177 | SAL | - | - | 124,248 | - | 124,248 |
| | | | | | | | | | | OPE | - | - | 78,666 | - | 78,666 |
| 0009006 | AX C4014 AP | FACILITY OPERATIONS SPECIALIST 1 | 24 | PF | 1 | 1.00 | 24 | 10 | 7557 | SAL | - | - | 181,368 | - | 181,368 |
| | | | | | | | | | | OPE | - | - | 95,282 | - | 95,282 |
| 0009009 | AX C1484 IP | INFORMATION SYSTEMS SPECIALIST 4 | 25 | PF | 1 | 1.00 | 24 | 10 | 8157 | SAL | - | - | 195,768 | - | 195,768 |
| | | | | | | | | | | OPE | - | - | 99,471 | - | 99,471 |
| 0012001 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 7 | 4715 | SAL | - | - | 113,160 | - | 113,160 |
| | | | | | | | | | | OPE | - | - | 75,441 | - | 75,441 |
| 0012003 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 7 | 4715 | SAL | - | - | 113,160 | - | 113,160 |
| | | | | | | | | | | OPE | - | - | 75,441 | - | 75,441 |
| 0023004 | AX C1486 IP | INFORMATION SYSTEMS SPECIALIST 6 | 29 | PF | 1 | 1.00 | 24 | 8 | 8892 | SAL | - | - | 213,408 | - | 213,408 |
| | | | | | | | | | | OPE | - | - | 104,603 | - | 104,603 |
| 0102001 | AX C0437 AP | PROCUREMENT & CONTRACT SPECIAL | 27 | PF | 1 | 1.00 | 24 | 3 | 6243 | SAL | - | - | 149,832 | - | 149,832 |
| | | | | | | | | | | OPE | - | - | 86,108 | - | 86,108 |
| 0103001 | AX C0103 AP | OFFICE SPECIALIST 1 | 13C | PF | 1 | 1.00 | 24 | 8 | 4294 | SAL | - | - | 103,056 | - | 103,056 |
| | | | | | | | | | | OPE | - | - | 72,501 | - | 72,501 |
| 0103011 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 9 | 5177 | SAL | - | - | 124,248 | - | 124,248 |
| | | | | | | | | | | OPE | - | - | 78,666 | - | 78,666 |
| 0104001 | AX C1216 AP | ACCOUNTANT 1 | 23 | PF | 1 | 1.00 | 24 | 10 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 0105001 | MMS X7074 AP | BUDGET AND FISCAL MANAGER 2 | 33X | PF | 1 | 1.00 | 24 | 10 | 12165 | SAL | - | - | 291,960 | - | 291,960 |
| | | | | | | | | | | OPE | - | - | 127,453 | - | 127,453 |
| 0116001 | AX C1217 AP | ACCOUNTANT 2 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 0211091 | AX C0212 AP | ACCOUNTING TECHNICIAN | 19 | PF | 1 | 1.00 | 24 | 10 | 5960 | SAL | - | - | 143,040 | - | 143,040 |
| | | | | | | | | | | OPE | - | - | 84,133 | - | 84,133 |
| 0501002 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 10 | 5415 | SAL | - | - | 129,960 | - | 129,960 |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | OPE | - | - | 80,328 | - | 80,328 |
| 1411007 | AX C1244 AP | FISCAL ANALYST 2 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 1411008 | MMS X7086 AP | BUSINESS OPERATIONS SUPERVISOR : | 28X | PF | 1 | 1.00 | 24 | 10 | 9542 | SAL | - | - | 229,008 | - | 229,008 |
| | | | | | | | | | | OPE | - | - | 109,140 | - | 109,140 |
| 1411009 | MMN X1218 AP | ACCOUNTANT 3 | 30 | PF | 1 | 1.00 | 24 | 9 | 10512 | SAL | - | - | 252,288 | - | 252,288 |
| | | | | | | | | | | OPE | - | - | 115,912 | - | 115,912 |
| 1411028 | AX C1488 IP | INFORMATION SYSTEMS SPECIALIST 8 | 34 | PF | 1 | 1.00 | 24 | 10 | 12340 | SAL | - | - | 296,160 | - | 296,160 |
| | | | | | | | | | | OPE | - | - | 128,675 | - | 128,675 |
| 1411055 | AX C1488 IP | INFORMATION SYSTEMS SPECIALIST 8 | 34 | PF | 1 | 1.00 | 24 | 10 | 12340 | SAL | - | - | 296,160 | - | 296,160 |
| | | | | | | | | | | OPE | - | - | 128,675 | - | 128,675 |
| 1411070 | AX C0872 AP | OPERATIONS & POLICY ANALYST 3 | 30 | PF | 1 | 1.00 | 24 | 7 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 1411088 | AX C1244 AP | FISCAL ANALYST 2 | 27 | PF | 1 | 0.76 | 18.25 | 3 | 6243 | SAL | - | - | 113,935 | - | 113,935 |
| | | | | | | | | | | OPE | - | - | 66,807 | - | 66,807 |
| 1411089 | AX C0107 AP | ADMINISTRATIVE SPECIALIST 1 | 17 | PF | 1 | 0.76 | 18.25 | 3 | 3951 | SAL | - | - | 72,106 | - | 72,106 |
| | | | | | | | | | | OPE | - | - | 54,638 | - | 54,638 |
| 1411099 | AX C0872 AP | OPERATIONS & POLICY ANALYST 3 | 30 | LF | 1 | 1.00 | 24 | 3 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 1411100 | AX C0872 AP | OPERATIONS & POLICY ANALYST 3 | 30 | PF | 1 | 0.76 | 18.25 | 3 | 7200 | SAL | - | - | 131,400 | - | 131,400 |
| | | | | | | | | | | OPE | - | - | 71,888 | - | 71,888 |
| 1411101 | AX C1484 IP | INFORMATION SYSTEMS SPECIALIST 4 | 25 | PF | 1 | 0.76 | 18.25 | 3 | 5912 | SAL | - | - | 107,894 | - | 107,894 |
| | | | | | | | | | | OPE | - | - | 65,050 | - | 65,050 |
| 1411102 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 0.76 | 18.25 | 3 | 6243 | SAL | - | - | 113,935 | - | 113,935 |
| | | | | | | | | | | OPE | - | - | 66,807 | - | 66,807 |
| 1411103 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 0.76 | 18.25 | 3 | 6243 | SAL | - | - | 113,935 | - | 113,935 |
| | | | | | | | | | | OPE | - | - | 66,807 | - | 66,807 |
| 1444001 | MMS X7884 IP | INFORMATION TECHNOLOGY MANAGEF | 33X | PF | 1 | 1.00 | 24 | 10 | 14065 | SAL | - | - | 337,560 | - | 337,560 |
| | | | | | | | | | | OPE | - | - | 140,695 | - | 140,695 |
| 1484072 | AX C1484 IP | INFORMATION SYSTEMS SPECIALIST 4 | 25 | PF | 1 | 1.00 | 24 | 10 | 8157 | SAL | - | - | 195,768 | - | 195,768 |
| | | | | | | | | | | OPE | - | - | 99,471 | - | 99,471 |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1484091 | AX C1484 IP | INFORMATION SYSTEMS SPECIALIST 4 | 25 | PF | 1 | 1.00 | 24 | 10 | 8157 | SAL | - | - | 195,768 | - | 195,768 |
| | | | | | | | | | | OPE | - | - | 99,471 | - | 99,471 |
| 1484093 | AX C1484 IP | INFORMATION SYSTEMS SPECIALIST 4 | 25 | PF | 1 | 1.00 | 24 | 10 | 8157 | SAL | - | - | 195,768 | - | 195,768 |
| | | | | | | | | | | OPE | - | - | 99,471 | - | 99,471 |
| 3001001 | AX C1486 IP | INFORMATION SYSTEMS SPECIALIST 6 | 29 | PF | 1 | 1.00 | 24 | 10 | 9742 | SAL | - | - | 233,808 | - | 233,808 |
| | | | | | | | | | | OPE | - | - | 110,536 | - | 110,536 |
| 5641002 | AX C0212 AP | ACCOUNTING TECHNICIAN | 19 | PF | 1 | 1.00 | 24 | 10 | 5960 | SAL | - | - | 143,040 | - | 143,040 |
| | | | | | | | | | | OPE | - | - | 84,133 | - | 84,133 |
| **Total Salary** | | | | | | | | | | | - | - | 6,158,325 | - | 6,158,325 |
| **Total OPE** | | | | | | | | | | | - | - | 3,226,554 | - | 3,226,554 |
| **Total Personal Services** | | | | | **35** | **33.56** | | | | | **-** | **-** | **9,384,879** | **-** | **9,384,879** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | GF | LF | OF | FF | AF |
| 0012004 | MENN Z0830 AF | EXECUTIVE ASSISTANT | 25 | PF | 1 | 1.00 | 24 | 9 | 8254 | SAL | - | - | 198,096 | - | 198,096 |
| | | | | | | | | | | OPE | - | - | 100,147 | - | 100,147 |
| 0103902 | AX C0118 AP | EXECUTIVE SUPPORT SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 10 | 5415 | SAL | - | - | 129,960 | - | 129,960 |
| | | | | | | | | | | OPE | - | - | 80,328 | - | 80,328 |
| 0107001 | MESN Z7082 AF | BUSINESS OPERATIONS ADMINISTRATC | 38X | PF | 1 | 1.00 | 24 | 10 | 15502 | SAL | - | - | 372,048 | - | 372,048 |
| | | | | | | | | | | OPE | - | - | 148,451 | - | 148,451 |
| 0141001 | MEAH Z7585 HF | AGENCY HEAD 5 | 41X | PF | 1 | 1.00 | 24 | 10 | 19111 | SAL | - | - | 458,664 | - | 458,664 |
| | | | | | | | | | | OPE | - | - | 167,931 | - | 167,931 |
| 1109001 | MESN Z7082 AF | BUSINESS OPERATIONS ADMINISTRATC | 38X | PF | 1 | 1.00 | 24 | 10 | 15502 | SAL | - | - | 372,048 | - | 372,048 |
| | | | | | | | | | | OPE | - | - | 148,451 | - | 148,451 |
| 1118001 | MMN X0866 AP | PUBLIC AFFAIRS SPECIALIST 3 | 31 | PF | 1 | 1.00 | 24 | 9 | 11028 | SAL | - | - | 264,672 | - | 264,672 |
| | | | | | | | | | | OPE | - | - | 119,515 | - | 119,515 |
| 1319071 | MMC X1321 AP | HUMAN RESOURCE ANALYST 2 | 26 | PF | 1 | 1.00 | 24 | 5 | 7128 | SAL | - | - | 171,072 | - | 171,072 |
| | | | | | | | | | | OPE | - | - | 92,287 | - | 92,287 |
| 1321001 | MMS X7345 AP | HUMAN RESOURCES MANAGER 1 | 31X | PF | 1 | 1.00 | 24 | 10 | 11028 | SAL | - | - | 264,672 | - | 264,672 |
| | | | | | | | | | | OPE | - | - | 119,515 | - | 119,515 |
| 1411005 | MMS X7852 AP | GOVERNMENT RELATIONS ADMINISTRA | 38X | PF | 1 | 1.00 | 24 | 5 | 12165 | SAL | - | - | 291,960 | - | 291,960 |
| | | | | | | | | | | OPE | - | - | 127,453 | - | 127,453 |
| 1411038 | MMN X0856 AP | PROJECT MANAGER 3 | 32 | PF | 1 | 1.00 | 24 | 9 | 11578 | SAL | - | - | 277,872 | - | 277,872 |
| | | | | | | | | | | OPE | - | - | 123,354 | - | 123,354 |
| 1411048 | AX C0865 AP | PUBLIC AFFAIRS SPECIALIST 2 | 29 | PF | 1 | 1.00 | 24 | 10 | 9587 | SAL | - | - | 230,088 | - | 230,088 |
| | | | | | | | | | | OPE | - | - | 109,455 | - | 109,455 |
| 1411049 | MMN X0870 AP | OPERATIONS & POLICY ANALYST 1 | 23 | PF | 1 | 1.00 | 24 | 9 | 7490 | SAL | - | - | 179,760 | - | 179,760 |
| | | | | | | | | | | OPE | - | - | 94,815 | - | 94,815 |
| 1411050 | MMN X0872 AP | OPERATIONS & POLICY ANALYST 3 | 30 | PF | 1 | 1.00 | 24 | 3 | 7863 | SAL | - | - | 188,712 | - | 188,712 |
| | | | | | | | | | | OPE | - | - | 97,418 | - | 97,418 |
| 1411090 | MESN Z7082 AF | BUSINESS OPERATIONS ADMINISTRATC | 38X | PF | 1 | 1.00 | 24 | 3 | 11028 | SAL | - | - | 264,672 | - | 264,672 |
| | | | | | | | | | | OPE | - | - | 119,515 | - | 119,515 |
| 1411091 | AX C0865 AP | PUBLIC AFFAIRS SPECIALIST 2 | 29 | PF | 1 | 1.00 | 24 | 3 | 6861 | SAL | - | - | 164,664 | - | 164,664 |
| | | | | | | | | | | OPE | - | - | 90,423 | - | 90,423 |
| 1411092 | MMN X1320 AP | HUMAN RESOURCE ANALYST 1 | 23 | PF | 1 | 0.76 | 18.25 | 3 | 5607 | SAL | - | - | 102,328 | - | 102,328 |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | OPE | - | - | 63,430 | - | 63,430 |
| **Total Salary** | | | | | | | | | | | - | - | 3,931,288 | - | 3,931,288 |
| **Total OPE** | | | | | | | | | | | - | - | 1,802,488 | - | 1,802,488 |
| **Total Personal Services** | | | | | **16** | **15.76** | | | | | **-** | **-** | **5,733,776** | **-** | **5,733,776** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 8503096 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 0 | 0.50 | 12 | 10 | 10063 | SAL | - | - | 120,756 | - | 120,756 |
| | | | | | | | | | | OPE | - | - | 56,389 | - | 56,389 |
| **Total Salary** | | | | | | | | | | | - | - | 120,756 | - | 120,756 |
| **Total OPE** | | | | | | | | | | | - | - | 56,389 | - | 56,389 |
| **Total Personal Services** | | | | | **0** | **0.50** | | | | | **-** | **-** | **177,145** | **-** | **177,145** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1411093 | AX C0438 AP | PROCUREMENT & CONTRACT SPECIAL | 29 | LF | 1 | 1.00 | 24 | 3 | 6861 | SAL | - | - | 164,664 | - | 164,664 |
| | | | | | | | | | | OPE | - | - | 90,423 | - | 90,423 |
| 1411094 | MMN X0856 AP | PROJECT MANAGER 3 | 32 | LF | 1 | 1.00 | 24 | 3 | 8658 | SAL | - | - | 207,792 | - | 207,792 |
| | | | | | | | | | | OPE | - | - | 102,968 | - | 102,968 |
| 1411095 | MMS X7464 AP | NATURAL RESOURCE PROTECTION ANI | 33X | LF | 1 | 1.00 | 24 | 3 | 8658 | SAL | - | - | 207,792 | - | 207,792 |
| | | | | | | | | | | OPE | - | - | 102,968 | - | 102,968 |
| 1411096 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | LF | 1 | 0.76 | 18.25 | 3 | 7200 | SAL | - | - | 131,400 | - | 131,400 |
| | | | | | | | | | | OPE | - | - | 71,888 | - | 71,888 |
| **Total Salary** | | | | | | | | | | | - | - | 711,648 | - | 711,648 |
| **Total OPE** | | | | | | | | | | | - | - | 368,247 | - | 368,247 |
| **Total Personal Services** | | | | | **4** | **3.76** | | | | | **-** | **-** | **1,079,895** | **-** | **1,079,895** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1411115 | AX C4012 AP | FACILITY MAINTENANCE SPECIALIST | 18 | LF | 1 | 1.00 | 24 | 3 | 4116 | SAL | - | - | 98,784 | - | 98,784 |
| | | | | | | | | | | OPE | - | - | 71,258 | - | 71,258 |
| 1411116 | AX C4012 AP | FACILITY MAINTENANCE SPECIALIST | 18 | LF | 1 | 1.00 | 24 | 3 | 4116 | SAL | - | - | 98,784 | - | 98,784 |
| | | | | | | | | | | OPE | - | - | 71,258 | - | 71,258 |
| 1411119 | MMS X7463 AP | NATURAL RESOURCE PROTECTION ANI | 35X | PF | 1 | 1.00 | 24 | 3 | 9542 | SAL | - | - | 229,008 | - | 229,008 |
| | | | | | | | | | | OPE | - | - | 109,140 | - | 109,140 |
| 1411120 | AX C0118 AP | EXECUTIVE SUPPORT SPECIALIST 1 | 17 | PF | 1 | 1.00 | 24 | 3 | 3951 | SAL | - | - | 94,824 | - | 94,824 |
| | | | | | | | | | | OPE | - | - | 70,106 | - | 70,106 |
| 1411121 | AX C0872 AP | OPERATIONS & POLICY ANALYST 3 | 30 | PF | 1 | 1.00 | 24 | 3 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 1411122 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 3 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 1411123 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 3 | 7200 | SAL | - | - | 172,800 | - | 172,800 |
| | | | | | | | | | | OPE | - | - | 92,789 | - | 92,789 |
| 1411124 | UA C1118 AP | RESEARCH ANALYST 4 | 30 | PF | 1 | 0.76 | 18.25 | 3 | 7200 | SAL | - | - | 131,400 | - | 131,400 |
| | | | | | | | | | | OPE | - | - | 71,888 | - | 71,888 |
| 1411125 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 0.76 | 18.25 | 3 | 7200 | SAL | - | - | 131,400 | - | 131,400 |
| | | | | | | | | | | OPE | - | - | 71,888 | - | 71,888 |
| **Total Salary** | | | | | | | | | | | - | - | 1,302,600 | - | 1,302,600 |
| **Total OPE** | | | | | | | | | | | - | - | 743,905 | - | 743,905 |
| **Total Personal Services** | | | | | **9** | **8.52** | | | | | **-** | **-** | **2,046,505** | **-** | **2,046,505** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1411104 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 0.76 | 18.25 | 3 | 7200 | SAL | 131,400 | - | - | - | 131,400 |
| | | | | | | | | | | OPE | 71,888 | - | - | - | 71,888 |
| 1411112 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 0.76 | 18.25 | 3 | 7200 | SAL | 131,400 | - | - | - | 131,400 |
| | | | | | | | | | | OPE | 71,888 | - | - | - | 71,888 |
| **Total Salary** | | | | | | | | | | | 262,800 | - | - | - | 262,800 |
| **Total OPE** | | | | | | | | | | | 143,776 | - | - | - | 143,776 |
| **Total Personal Services** | | | | | **2** | **1.52** | | | | | **406,576** | **-** | **-** | **-** | **406,576** |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 0007001 | AX C0103 AP | OFFICE SPECIALIST 1 | 13C | PF | 1 | 1.00 | 24 | 10 | 4715 | SAL | - | - | 113,160 | - | 113,160 |
| | | | | | | | | | | OPE | - | - | 75,441 | - | 75,441 |
| 0010002 | MMN X7085 AP | BUSINESS OPERATIONS MANAGER 1 | 31X | PF | 1 | 1.00 | 24 | 1 | 7128 | SAL | - | - | 171,072 | - | 171,072 |
| | | | | | | | | | | OPE | - | - | 92,287 | - | 92,287 |
| 0032001 | AX C0863 AP | PROGRAM ANALYST 4 | 31 | PF | 1 | 1.00 | 24 | 10 | 10561 | SAL | - | - | 253,464 | - | 253,464 |
| | | | | | | | | | | OPE | - | - | 116,255 | - | 116,255 |
| 0435071 | AX C0435 AP | PROCUREMENT AND CONTRACT ASSIS | 19 | PF | 1 | 1.00 | 24 | 10 | 5960 | SAL | - | - | 71,520 | 71,520 | 143,040 |
| | | | | | | | | | | OPE | - | - | 42,067 | 42,067 | 84,134 |
| 0812912 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 66,870 | 142,098 | 208,968 |
| | | | | | | | | | | OPE | - | - | 33,060 | 70,251 | 103,311 |
| 0816913 | AX C1338 AP | LEARNING & DEVELOPMENT SPECIALIS | 24 | PF | 1 | 1.00 | 24 | 10 | 7557 | SAL | - | - | 58,038 | 123,330 | 181,368 |
| | | | | | | | | | | OPE | - | - | 30,490 | 64,792 | 95,282 |
| 0860091 | AX C0860 AP | PROGRAM ANALYST 1 | 23 | PF | 1 | 1.00 | 24 | 10 | 7200 | SAL | - | - | - | 172,800 | 172,800 |
| | | | | | | | | | | OPE | - | - | - | 92,789 | 92,789 |
| 1338091 | AX C1338 AP | LEARNING & DEVELOPMENT SPECIALIS | 24 | PF | 1 | 1.00 | 24 | 10 | 7557 | SAL | - | - | - | 181,368 | 181,368 |
| | | | | | | | | | | OPE | - | - | - | 95,282 | 95,282 |
| 1411072 | AX C8433 AP | PARK RANGER ASSISTANT | 12 | PP | 1 | 0.50 | 12 | 8 | 3951 | SAL | - | - | 47,412 | - | 47,412 |
| | | | | | | | | | | OPE | - | - | 35,053 | - | 35,053 |
| 1411097 | AX C0854 AP | PROJECT MANAGER 1 | 27 | LF | 1 | 0.76 | 18.25 | 3 | 6243 | SAL | - | - | 113,935 | - | 113,935 |
| | | | | | | | | | | OPE | - | - | 66,807 | - | 66,807 |
| 1411113 | AX C8501 AP | NATURAL RESOURCE SPECIALIST 1 | 21 | LF | 1 | 1.00 | 24 | 3 | 4715 | SAL | - | - | - | 113,160 | 113,160 |
| | | | | | | | | | | OPE | - | - | - | 75,441 | 75,441 |
| 1413001 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | 208,968 | - | 208,968 |
| | | | | | | | | | | OPE | - | - | 103,311 | - | 103,311 |
| 1413002 | AX C1484 IP | INFORMATION SYSTEMS SPECIALIST 4 | 25 | PF | 1 | 1.00 | 24 | 7 | 7106 | SAL | - | - | 170,544 | - | 170,544 |
| | | | | | | | | | | OPE | - | - | 92,133 | - | 92,133 |
| 1413003 | AX C8501 AP | NATURAL RESOURCE SPECIALIST 1 | 21 | SP | 1 | 0.50 | 12 | 6 | 5415 | SAL | - | - | 64,980 | - | 64,980 |
| | | | | | | | | | | OPE | - | - | 40,164 | - | 40,164 |
| 1484092 | AX C1484 IP | INFORMATION SYSTEMS SPECIALIST 4 | 25 | PF | 1 | 1.00 | 24 | 10 | 8157 | SAL | - | - | - | 195,768 | 195,768 |
| | | | | | | | | | | OPE | - | - | - | 99,471 | 99,471 |
| 4005001 | AX C4012 AP | FACILITY MAINTENANCE SPECIALIST | 18 | PF | 1 | 1.00 | 24 | 10 | 5690 | SAL | - | - | 136,560 | - | 136,560 |

| Position Number | Classification | Classification Name | Sal Rng | Pos Type | Pos Cnt | FTE | Mos | Step | Rate | SAL/ OPE | Salary/OPE GF | LF | OF | FF | AF |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | OPE | - | - | 82,247 | - | 82,247 |
| 8420091 | AX C8433 AP | PARK RANGER ASSISTANT | 12 | PF | 1 | 1.00 | 24 | 9 | 4116 | SAL | - | - | - | 98,784 | 98,784 |
| | | | | | | | | | | OPE | - | - | - | 71,258 | 71,258 |
| 8501091 | AX C8501 AP | NATURAL RESOURCE SPECIALIST 1 | 21 | PF | 1 | 1.00 | 24 | 10 | 6545 | SAL | - | - | - | 157,080 | 157,080 |
| | | | | | | | | | | OPE | - | - | - | 88,217 | 88,217 |
| 8502091 | AX C8503 AP | NATURAL RESOURCE SPECIALIST 3 | 27 | PF | 1 | 1.00 | 24 | 10 | 8707 | SAL | - | - | - | 208,968 | 208,968 |
| | | | | | | | | | | OPE | - | - | - | 103,311 | 103,311 |
| 9313002 | AX C8504 AP | NATURAL RESOURCE SPECIALIST 4 | 30 | PF | 1 | 1.00 | 24 | 10 | 10063 | SAL | - | - | 241,512 | - | 241,512 |
| | | | | | | | | | | OPE | - | - | 112,778 | - | 112,778 |
| 9323002 | MMS X7464 AP | NATURAL RESOURCE PROTECTION ANI | 33X | PF | 1 | 1.00 | 24 | 10 | 12165 | SAL | - | - | 291,960 | - | 291,960 |
| | | | | | | | | | | OPE | - | - | 127,453 | - | 127,453 |
| **Total Salary** | | | | | | | | | | | - | - | 2,009,995 | 1,464,876 | 3,474,871 |
| **Total OPE** | | | | | | | | | | | - | - | 1,049,546 | 802,879 | 1,852,425 |
| **Total Personal Services** | | | | | **21** | **19.76** | | | | | **-** | **-** | **3,059,541** | **2,267,755** | **5,327,296** |