

# DEPARTMENT OF STATE LANDS

Governor's Budget

2025-2027



*Vicki L. Walker, Director*

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2025-27 GOVERNOR’S BUDGET**

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## 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

**AGENCY NAME**

775 Summer St. NE Suite #100, Salem OR 97301

**AGENCY ADDRESS**



**SIGNATURE**

Chair, Oregon State Land Board

**TITLE**

**Vicki L. Walker**

Digitally signed by Vicki L. Walker  
Date: 2025.02.10 21:54:56 -08'00'

**SIGNATURE**

Director

**TITLE**

☐ Agency Request

☒ Governor's Budget

☐ 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.

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# 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.

### 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 Vessel

**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.

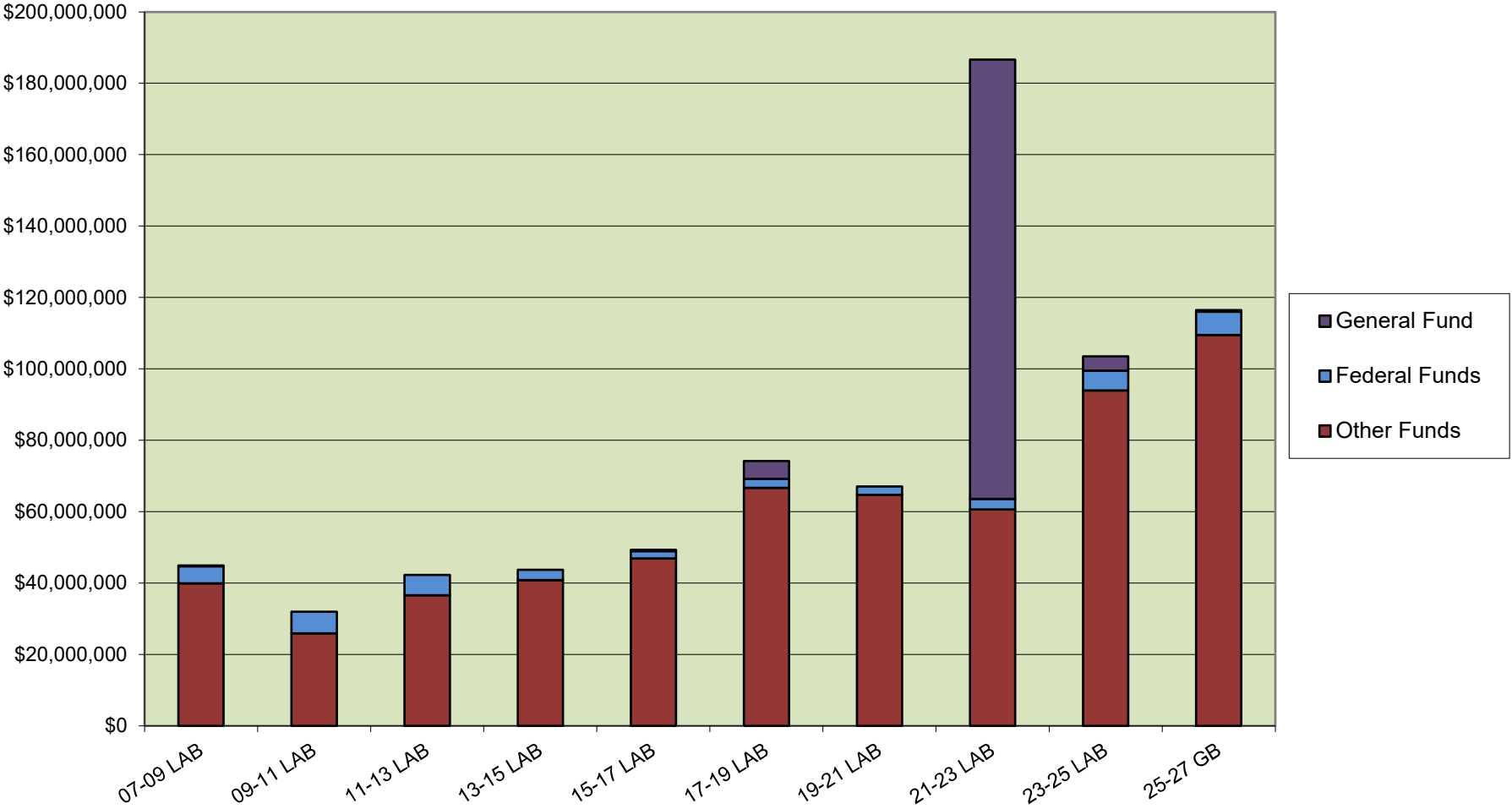
**Link:** <https://olis.oregonlegislature.gov/liz/2023R1/Measures/Overview/HB5048>

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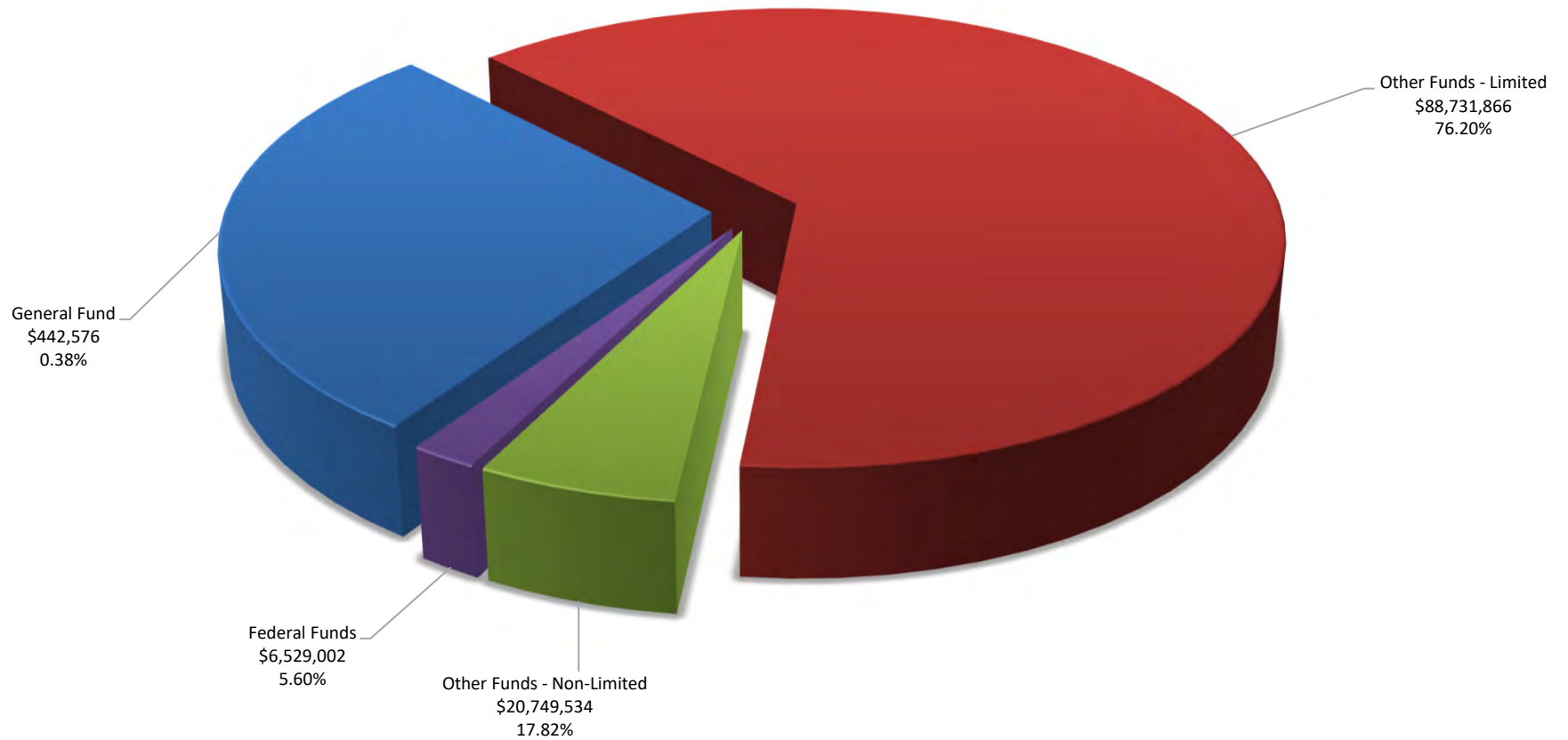


# AGENCY SUMMARY

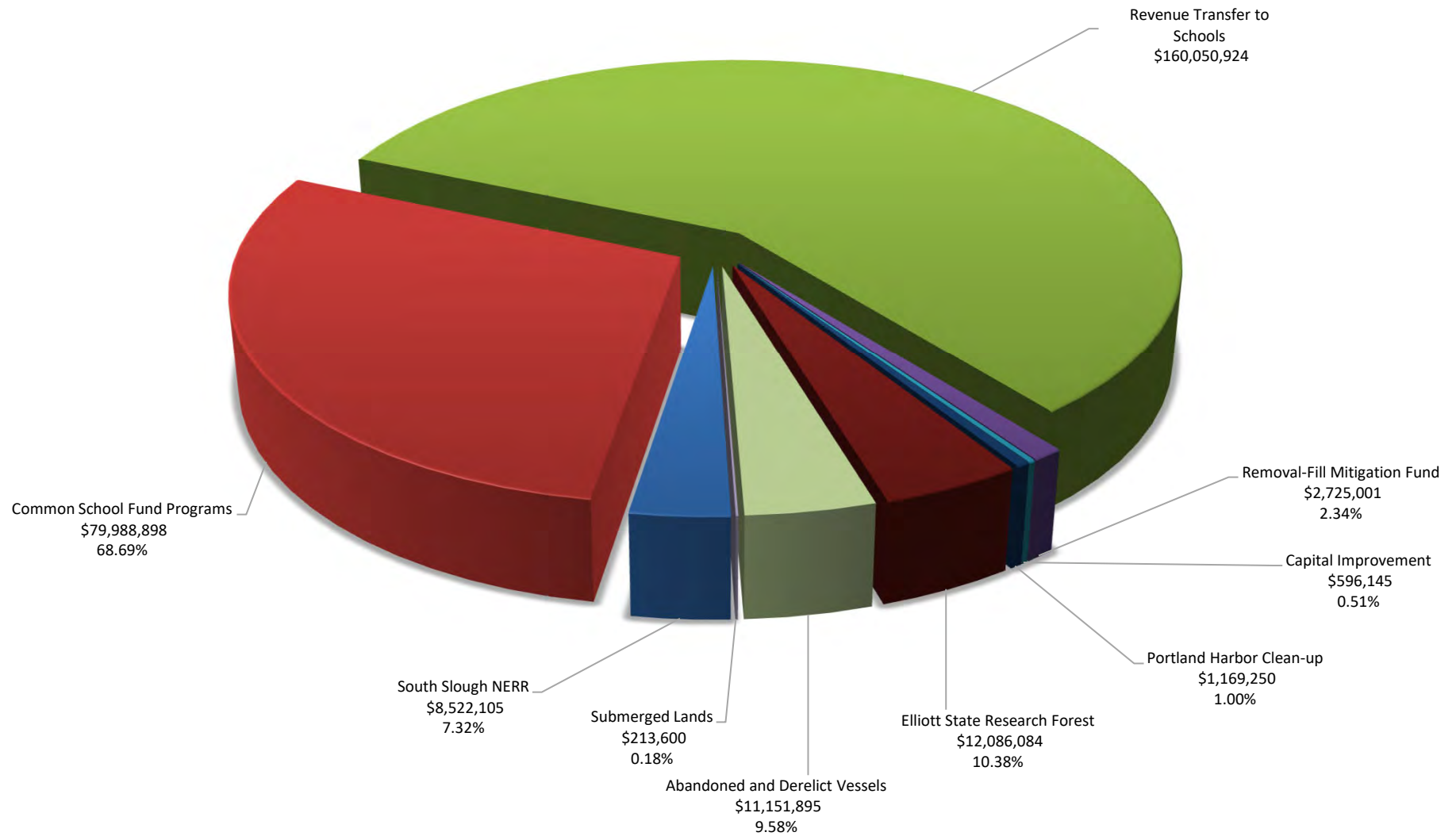
Department of State Lands  
Budget History -- Agency Wide



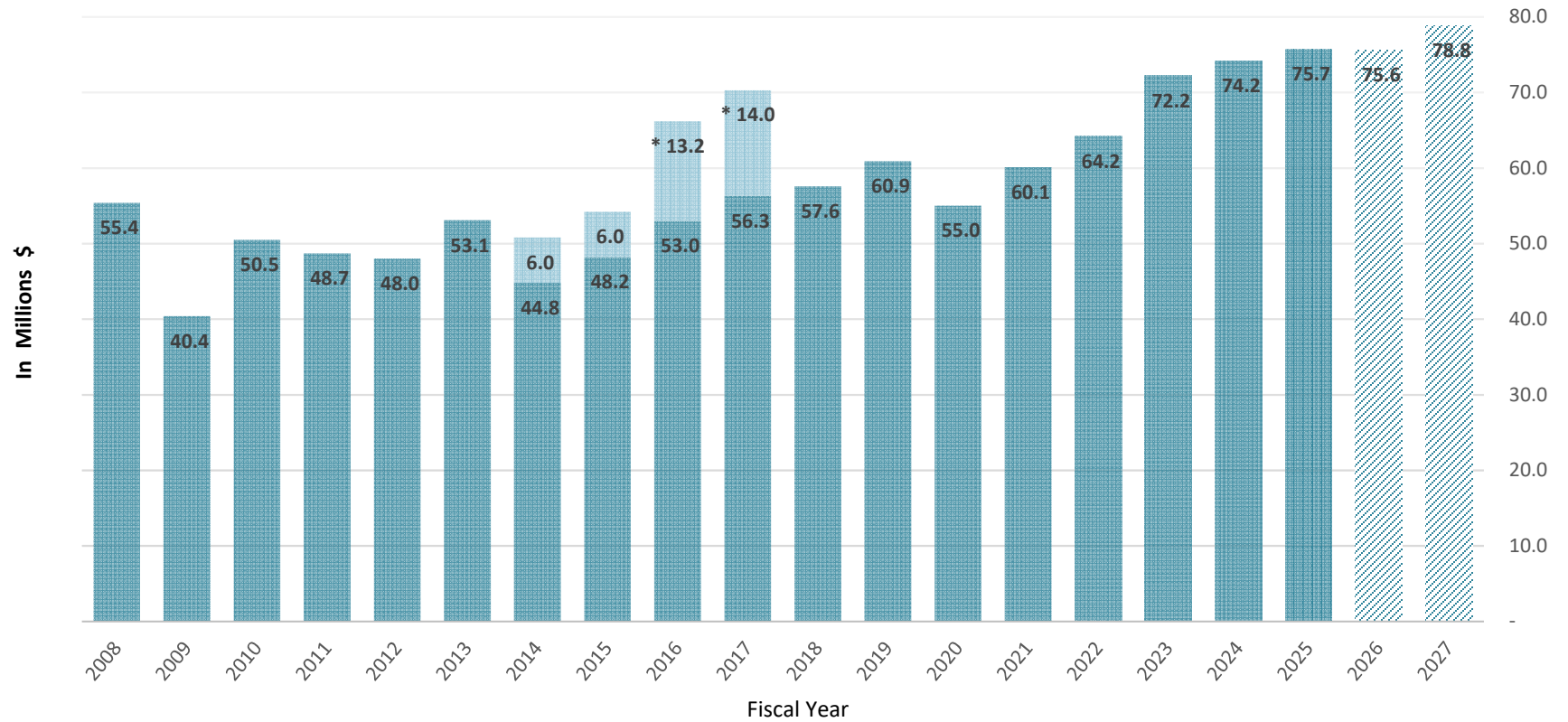
*Department of State Lands  
2025-27 Governor's Budget  
Expenditures by Fund  
(Including Packages)*



*Department of State Lands  
2025-27 Governor's Budget  
Expenditures: Program Units  
(Including Packages)*



## COMMON SCHOOL FUND DISTRIBUTION TO SCHOOLS



\* 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 138 positions/132.66 full-time equivalent (FTE) employees with a Total Funds budget of \$116,452,978. 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:

<b><u>Funding Source</u></b>	<b><u>Amount</u></b>
General Funds	\$442,576
Other Funds Capital Improvement	\$ 596,145
Other Funds – Non-limited	\$ 20,749,534
Other Funds – Limited	\$ 88,135,721
<u>Federal Funds</u>	<u>\$ 6,529,002</u>
<b>Total Funds</b>	<b>\$ 116,452,978</b>

### **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

### **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. Proposed 2025-27 policy packages also align with and seek to advance one or more strategic goals. The Department's four strategic goals are:

### **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



**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 proposed KPM #16 – People served at South Slough Reserve.

**Related Policy Packages:** Supporting Housing Production – POP 500 and 502; 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 Two New 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.
- **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 the 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 Department is proposing changes to six KPMs – desired revisions 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.
  - *Proposed 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.
  - *Proposed 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.
  - *The Department is requesting to 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.

- *The Department is requesting to 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.
  - *Proposed 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
  - *Proposed KPM #16 - Total number of people served annually through South Slough programs.* This proposed 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 a 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

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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.

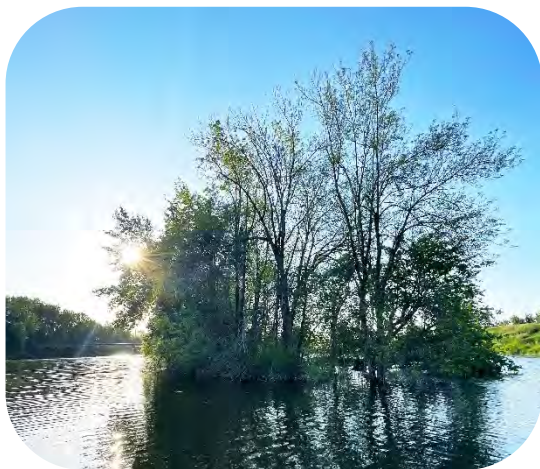


## Introduction

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](http://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

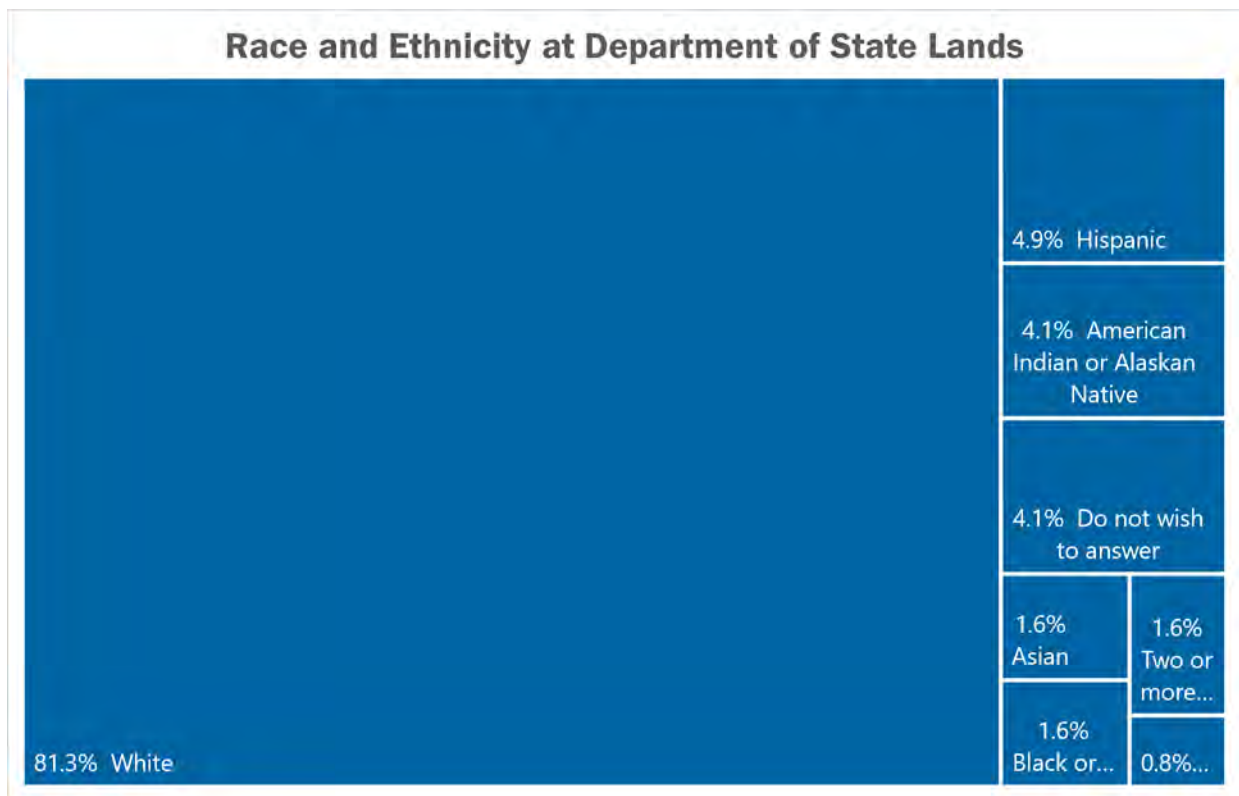
**1%** of Department employees report a disability in Workday. However, there may be staff who do not wish to report a disability to their employer.

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](http://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](http://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” hoards 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.

## Summary of 2025-27 Biennium Budget

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

Governor's Budget  
Cross Reference Number: 14100-000-00-00-00000

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	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	-
<b>2023-25 Leg Approved Budget</b>	<b>113</b>	<b>110.78</b>	<b>103,485,592</b>	<b>4,002,152</b>	<b>-</b>	<b>74,850,091</b>	<b>5,580,888</b>	<b>19,052,461</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>108</b>	<b>106.50</b>	<b>106,547,567</b>	<b>4,002,152</b>	<b>-</b>	<b>76,285,258</b>	<b>5,510,623</b>	<b>20,749,534</b>	<b>-</b>
<b>Essential Packages</b>									
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)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(782,220)</b>	<b>-</b>	<b>-</b>	<b>(732,505)</b>	<b>(49,715)</b>	<b>-</b>	<b>-</b>
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)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(41,399,427)</b>	<b>(4,002,152)</b>	<b>-</b>	<b>(34,484,818)</b>	<b>(2,912,457)</b>	<b>-</b>	<b>-</b>
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	-	-	-

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## Summary of 2025-27 Biennium Budget

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

Governor's Budget  
Cross Reference Number: 14100-000-00-00-00000

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

## Summary of 2025-27 Biennium Budget

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

Governor's Budget  
Cross Reference Number: 14100-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	<b>108</b>	<b>106.50</b>	<b>65,685,572</b>	-	-	<b>42,370,516</b>	2,565,522	<b>20,749,534</b>	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	<b>108</b>	<b>106.50</b>	<b>65,685,572</b>	-	-	<b>42,370,516</b>	2,565,522	<b>20,749,534</b>	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	10,000,000	-	-	10,000,000	-	-	-
092 - Statewide AG Adjustment	-	-	(50,224)	-	-	(50,224)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(69,089)	-	-	(69,089)	-	-	-
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	2	1.52	423,662	-	-	423,662	-	-	-
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	-	-	1,169,250	-	-	1,169,250	-	-	-
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	-	-

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## Summary of 2025-27 Biennium Budget

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

Governor's Budget  
Cross Reference Number: 14100-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
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	1	0.76	221,288	221,288	-	-	-	-	-
501 - HH-Wetland Planning Support	-	-	-	-	-	-	-	-	-
502 - HH-Single Point of Contact	1	0.76	221,288	221,288	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>30</b>	<b>26.16</b>	<b>50,767,406</b>	<b>442,576</b>	-	<b>46,361,350</b>	3,963,480	-	-
<b>Total 2025-27 Governor's Budget</b>	<b>138</b>	<b>132.66</b>	<b>116,452,978</b>	<b>442,576</b>	-	<b>88,731,866</b>	6,529,002	<b>20,749,534</b>	-
Percentage Change From 2023-25 Leg Approved Budget	22.12%	19.75%	12.53%	-88.94%	-	18.55%	16.99%	8.91%	-
Percentage Change From 2025-27 Current Service Level	27.78%	24.56%	77.29%	-	-	109.42%	154.49%	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-010-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
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	-
<b>2023-25 Leg Approved Budget</b>	<b>93</b>	<b>91.28</b>	<b>65,858,146</b>	<b>-</b>	<b>-</b>	<b>46,565,053</b>	<b>240,632</b>	<b>19,052,461</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>89</b>	<b>88.00</b>	<b>68,813,885</b>	<b>-</b>	<b>-</b>	<b>47,823,719</b>	<b>240,632</b>	<b>20,749,534</b>	<b>-</b>
<b>Essential Packages</b>									
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	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(654,992)</b>	<b>-</b>	<b>-</b>	<b>(654,779)</b>	<b>(213)</b>	<b>-</b>	<b>-</b>
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)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(12,621,186)</b>	<b>-</b>	<b>-</b>	<b>(12,428,438)</b>	<b>(192,748)</b>	<b>-</b>	<b>-</b>
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	-	-	-

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-010-00-00-00000**

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

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-010-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	<b>89</b>	<b>88.00</b>	<b>56,692,300</b>	-	-	<b>35,895,095</b>	47,671	<b>20,749,534</b>	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	<b>89</b>	<b>88.00</b>	<b>56,692,300</b>	-	-	<b>35,895,095</b>	47,671	<b>20,749,534</b>	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(49,443)	-	-	(49,443)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(69,089)	-	-	(69,089)	-	-	-
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	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-010-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>19</b>	<b>16.36</b>	<b>23,296,598</b>	<b>-</b>	<b>-</b>	<b>23,227,324</b>	<b>69,274</b>	<b>-</b>	<b>-</b>
<b>Total 2025-27 Governor's Budget</b>	<b>108</b>	<b>104.36</b>	<b>79,988,898</b>	<b>-</b>	<b>-</b>	<b>59,122,419</b>	<b>116,945</b>	<b>20,749,534</b>	<b>-</b>
Percentage Change From 2023-25 Leg Approved Budget	16.13%	14.33%	21.46%	-	-	26.97%	-51.40%	8.91%	-
Percentage Change From 2025-27 Current Service Level	21.35%	18.59%	41.09%	-	-	64.71%	145.32%	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-011-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	2,121,125	-	-	2,121,125	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>-</b>	<b>-</b>	<b>2,121,125</b>	<b>-</b>	<b>-</b>	<b>2,121,125</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>-</b>	<b>-</b>	<b>2,121,125</b>	<b>-</b>	<b>-</b>	<b>2,121,125</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(2,121,125)	-	-	(2,121,125)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(2,121,125)</b>	<b>-</b>	<b>-</b>	<b>(2,121,125)</b>	<b>-</b>	<b>-</b>	<b>-</b>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2025-27 Current Service Level</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-011-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
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	-	-	1,169,250	-	-	1,169,250	-	-	-
212 - Superfund Site-Protecting State Interests	-	-	-	-	-	-	-	-	-
213 - Lower Willamette River Management Plan	-	-	-	-	-	-	-	-	-
214 - Shutter Creek	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-011-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	<b>1,169,250</b>	-	-	<b>1,169,250</b>	-	-	-
<b>Total 2025-27 Governor's Budget</b>	-	-	<b>1,169,250</b>	-	-	<b>1,169,250</b>	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	-44.88%	-	-	-44.88%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-012-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	200,000	-	-	200,000	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	13,600	-	-	13,600	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>13,600</b>	<b>-</b>	<b>-</b>	<b>13,600</b>	<b>-</b>	<b>-</b>	<b>-</b>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

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Summary of 2025-27 Biennium Budget

Lands, Dept of State  
Submerged Lands  
2025-27 Biennium

Governor's 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
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	-	-	213,600	-	-	213,600	-	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-012-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	-	-	<b>213,600</b>	-	-	<b>213,600</b>	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	-	-	<b>213,600</b>	-	-	<b>213,600</b>	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-012-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-
<b>Total 2025-27 Governor's Budget</b>	-	-	<b>213,600</b>	-	-	<b>213,600</b>	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	6.80%	-	-	6.80%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-



## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-013-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	0.50	2,181,141	-	-	2,181,141	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>-</b>	<b>0.50</b>	<b>2,181,141</b>	<b>-</b>	<b>-</b>	<b>2,181,141</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>-</b>	<b>0.50</b>	<b>2,204,384</b>	<b>-</b>	<b>-</b>	<b>2,204,384</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(6,038)	-	-	(6,038)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(802)	-	-	(802)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(6,840)</b>	<b>-</b>	<b>-</b>	<b>(6,840)</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	84,881	-	-	84,881	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>84,881</b>	<b>-</b>	<b>-</b>	<b>84,881</b>	<b>-</b>	<b>-</b>	<b>-</b>

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-013-00-00-00000**

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

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-013-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	-	0.50	2,282,425	-	-	2,282,425	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	-	0.50	2,282,425	-	-	2,282,425	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-013-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
215 - EPA Grant Carry Forward	-	-	-	-	-	-	-	-	-
216 - NOAA Grant Carry Forward	-	-	-	-	-	-	-	-	-
217 - Geological Carbon Sequestration	-	-	-	-	-	-	-	-	-
500 - HH-Wetland Mitigation Support	1	0.76	221,288	221,288	-	-	-	-	-
501 - HH-Wetland Planning Support	-	-	-	-	-	-	-	-	-
502 - HH-Single Point of Contact	1	0.76	221,288	221,288	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>2</b>	<b>1.52</b>	<b>442,576</b>	<b>442,576</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total 2025-27 Governor's Budget</b>	<b>2</b>	<b>2.02</b>	<b>2,725,001</b>	<b>442,576</b>	<b>-</b>	<b>2,282,425</b>	<b>-</b>	<b>-</b>	<b>-</b>
Percentage Change From 2023-25 Leg Approved Budget	-	304.00%	24.93%	-	-	4.64%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	304.00%	19.39%	-	-	-	-	-	-

## Summary of 2025-27 Biennium Budget

**Lands, Dept of State  
Oregon Ocean Science Trust  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 14100-014-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	600,000	-	-	600,000	-	-	-
2023-25 Emergency Boards	-	-	572,019	-	-	572,019	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>-</b>	<b>-</b>	<b>1,172,019</b>	<b>-</b>	<b>-</b>	<b>1,172,019</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>-</b>	<b>-</b>	<b>1,172,019</b>	<b>-</b>	<b>-</b>	<b>1,172,019</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,172,019)	-	-	(1,172,019)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(1,172,019)</b>	<b>-</b>	<b>-</b>	<b>(1,172,019)</b>	<b>-</b>	<b>-</b>	<b>-</b>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2025-27 Current Service Level</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Summary of 2025-27 Biennium Budget

**Lands, Dept of State  
Oregon Ocean Science Trust  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 14100-014-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

**Lands, Dept of State  
Oregon Ocean Science Trust  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 14100-014-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-
<b>Total 2025-27 Governor's Budget</b>	-	-	-	-	-	-	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	-100.00%	-	-	-100.00%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-015-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	18,763,236	-	-	18,763,236	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>-</b>	<b>-</b>	<b>18,763,236</b>	<b>-</b>	<b>-</b>	<b>18,763,236</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>-</b>	<b>-</b>	<b>18,763,236</b>	<b>-</b>	<b>-</b>	<b>18,763,236</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(18,763,236)	-	-	(18,763,236)	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(18,763,236)</b>	<b>-</b>	<b>-</b>	<b>(18,763,236)</b>	<b>-</b>	<b>-</b>	<b>-</b>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2025-27 Current Service Level</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Summary of 2025-27 Biennium Budget

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

**Governor's Budget**  
**Cross Reference Number: 14100-015-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
<b>Subtotal: 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

Lands, Dept of State

Abandoned and Derelict Vessels

2025-27 Biennium

Governor's Budget

Cross Reference Number: 14100-015-00-00-00000

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>4</b>	<b>3.76</b>	<b>11,151,895</b>	-	-	<b>11,151,895</b>	-	-	-
<b>Total 2025-27 Governor's Budget</b>	<b>4</b>	<b>3.76</b>	<b>11,151,895</b>	-	-	<b>11,151,895</b>	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	-40.57%	-	-	-40.57%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

**Lands, Dept of State  
Elliot State Research Forest  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 14100-016-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
2023-25 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2023-25 Emergency Boards	-	-	4,002,152	4,002,152	-	-	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>-</b>	<b>-</b>	<b>4,002,152</b>	<b>4,002,152</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>-</b>	<b>-</b>	<b>4,002,152</b>	<b>4,002,152</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(4,002,152)	(4,002,152)	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(4,002,152)</b>	<b>(4,002,152)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2025-27 Current Service Level</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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## Summary of 2025-27 Biennium Budget

**Lands, Dept of State  
Elliot State Research Forest  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 14100-016-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	-	-	-	-	-	-	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	10,000,000	-	-	10,000,000	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
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	-	-

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## Summary of 2025-27 Biennium Budget

**Lands, Dept of State  
Elliot State Research Forest  
2025-27 Biennium**

**Governor's Budget  
Cross Reference Number: 14100-016-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>2</b>	<b>2.00</b>	<b>12,086,084</b>	-	-	<b>10,000,000</b>	2,086,084	-	-
<b>Total 2025-27 Governor's Budget</b>	<b>2</b>	<b>2.00</b>	<b>12,086,084</b>	-	-	<b>10,000,000</b>	2,086,084	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	201.99%	-100.00%	-	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget**  
**Cross Reference Number: 14100-030-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
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	-	-
<b>2023-25 Leg Approved Budget</b>	<b>20</b>	<b>19.00</b>	<b>8,615,657</b>	<b>-</b>	<b>-</b>	<b>3,275,401</b>	<b>5,340,256</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>19</b>	<b>18.00</b>	<b>8,698,650</b>	<b>-</b>	<b>-</b>	<b>3,428,659</b>	<b>5,269,991</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
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)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(120,388)</b>	<b>-</b>	<b>-</b>	<b>(70,886)</b>	<b>(49,502)</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(2,719,709)	-	-	-	(2,719,709)	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>(2,719,709)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,719,709)</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	42,549	-	-	25,478	17,071	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>42,549</b>	<b>-</b>	<b>-</b>	<b>25,478</b>	<b>17,071</b>	<b>-</b>	<b>-</b>

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget**  
**Cross Reference Number: 14100-030-00-00-00000**

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

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget**  
**Cross Reference Number: 14100-030-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	<b>19</b>	<b>18.00</b>	<b>5,901,102</b>	-	-	<b>3,383,251</b>	2,517,851	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	<b>19</b>	<b>18.00</b>	<b>5,901,102</b>	-	-	<b>3,383,251</b>	2,517,851	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(781)	-	-	(781)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
201 - Protecting Wetlands & Waterways	-	-	-	-	-	-	-	-	-
202 - Abandoned and Derelict Vessels Program	-	-	-	-	-	-	-	-	-
203 - Resources for South Slough Reserve	2	1.52	423,662	-	-	423,662	-	-	-
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	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget**  
**Cross Reference Number: 14100-030-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	<b>3</b>	<b>2.52</b>	<b>2,621,003</b>	-	-	<b>812,881</b>	1,808,122	-	-
<b>Total 2025-27 Governor's Budget</b>	<b>22</b>	<b>20.52</b>	<b>8,522,105</b>	-	-	<b>4,196,132</b>	4,325,973	-	-
Percentage Change From 2023-25 Leg Approved Budget	10.00%	8.00%	-1.09%	-	-	28.11%	-18.99%	-	-
Percentage Change From 2025-27 Current Service Level	15.79%	14.00%	44.42%	-	-	24.03%	71.81%	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-088-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	572,116	-	-	572,116	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
<b>2023-25 Leg Approved Budget</b>	<b>-</b>	<b>-</b>	<b>572,116</b>	<b>-</b>	<b>-</b>	<b>572,116</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025-27 Base Budget Adjustments</b>									
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			-	-	-	-	-	-	-
<b>Subtotal 2025-27 Base Budget</b>	<b>-</b>	<b>-</b>	<b>572,116</b>	<b>-</b>	<b>-</b>	<b>572,116</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	24,029	-	-	24,029	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>24,029</b>	<b>-</b>	<b>-</b>	<b>24,029</b>	<b>-</b>	<b>-</b>	<b>-</b>
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

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Summary of 2025-27 Biennium Budget

Lands, Dept of State  
Capital Improvements  
2025-27 Biennium

Governor's 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
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	-	-	596,145	-	-	596,145	-	-	-

## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-088-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2025-27 Current Service Level</b>	-	-	<b>596,145</b>	-	-	<b>596,145</b>	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2025-27 Current Service Level</b>	-	-	<b>596,145</b>	-	-	<b>596,145</b>	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-

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## Summary of 2025-27 Biennium Budget

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

**Governor's Budget  
Cross Reference Number: 14100-088-00-00-00000**

<i><b>Description</b></i>	<i><b>Positions</b></i>	<i><b>Full-Time Equivalent (FTE)</b></i>	<i><b>ALL FUNDS</b></i>	<i><b>General Fund</b></i>	<i><b>Lottery Funds</b></i>	<i><b>Other Funds</b></i>	<i><b>Federal Funds</b></i>	<i><b>Nonlimited Other Funds</b></i>	<i><b>Nonlimited Federal Funds</b></i>
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	-	-	-	-	-	-	-	-	-
<b>Subtotal Policy Packages</b>	-	-	-	-	-	-	-	-	-
<b>Total 2025-27 Governor's Budget</b>	-	-	<b>596,145</b>	-	-	<b>596,145</b>	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	4.20%	-	-	4.20%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Agencywide Program Unit Summary  
2025-27 Biennium

Version: Y - 01 - Governor's Budget

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
<b>010-00-00-00000</b>	<b>Common School Fund</b>						
	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	-
	Federal Funds	426,916	740,632	240,632	116,945	116,945	-
	All Funds	183,097,168	48,385,910	65,858,146	91,538,626	79,988,898	-
<b>011-00-00-00000</b>	<b>Portland Harbor Cleanup</b>						
	Other Funds	4,376,417	2,121,125	2,121,125	1,169,250	1,169,250	-
<b>012-00-00-00000</b>	<b>Submerged Lands</b>						
	Other Funds	157,516	200,000	200,000	213,600	213,600	-
<b>013-00-00-00000</b>	<b>Removal-Fill Mitigation Fund</b>						
	General Fund	-	-	-	442,576	442,576	-
	Other Funds	382,113	2,181,141	2,181,141	2,282,425	2,282,425	-
	All Funds	382,113	2,181,141	2,181,141	2,725,001	2,725,001	-
<b>014-00-00-00000</b>	<b>Oregon Ocean Science Trust</b>						
	Other Funds	-	600,000	1,172,019	-	-	-
<b>015-00-00-00000</b>	<b>Abandoned and Derelict Vessels</b>						
	Other Funds	-	18,763,236	18,763,236	11,151,895	11,151,895	-
<b>016-00-00-00000</b>	<b>Elliot State Research Forest</b>						
	General Fund	-	-	4,002,152	-	-	-

\_\_\_\_ Agency Request  
2025-27 Biennium\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_\_\_\_\_ Legislatively Adopted  
Agencywide Program Unit Summary - BPR010

**Agencywide Program Unit Summary  
2025-27 Biennium**

**Version: Y - 01 - Governor's Budget**

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

**Program Prioritization for 2025-27**

<b>Agency Name:</b> DEPARTMENT OF STATE LANDS																					
<b>2025-27 Biennium</b>																			<b>Agency Number: 14100</b>		
<b>AGENCY WIDE</b>																					
<b>Program/Division Priorities for 2025-27 Biennium</b>																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
<b>Priority</b> (ranked with highest priority first)	<b>Agency Initials</b>	<b>Program or Activity Initials</b>	<b>Program Unit/Activity Description</b>	<b>Identify Key Performance Measure(s)</b>	<b>Primary Purpose Program-Activity Code</b>	<b>GF</b>	<b>LF</b>		<b>OF</b>	<b>NL-OF</b>	<b>FF</b>	<b>NL-FF</b>	<b>TOTAL FUNDS</b>	<b>Pos.</b>	<b>FTE</b>	<b>New or Enhanced Program (Y/N)</b>	<b>Included as Reduction Option (Y/N)</b>	<b>Legal Req. Code (C, D, FM, FO, S)</b>	<b>Legal Citation</b>	<b>Explain What is Mandatory (for C, FM, and FO Only)</b>	<b>Comments on Proposed Changes to CSL included in Agency Request</b>
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 Admissions 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 Admissions 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:

[illegible]

- 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

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

Document criteria used to prioritize activities:

<p> <input type="checkbox"/> <b>Elementary</b> <input type="checkbox"/> <b>Intermediate</b> <input type="checkbox"/> <b>Advanced</b> <input type="checkbox"/> <b>Other</b> </p>	
<p> <input type="checkbox"/> <b>Elementary</b> <input type="checkbox"/> <b>Intermediate</b> <input type="checkbox"/> <b>Advanced</b> <input type="checkbox"/> <b>Other</b> </p>	

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												

- 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

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

**Document criteria used to prioritize activities:**

[illegible]

[illegible]

- 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

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

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 improve water quality, increase recreational access, protect habitat, or otherwise enhance Oregon's Public waterways.				213,600				\$ 213,600	0	0.00	N	Y	S								
												\$ -													
												\$ -													
												\$ -													
												\$ -													
												\$ -													
								213,600	-	-	-	\$ 213,600	0	0.00											

- 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

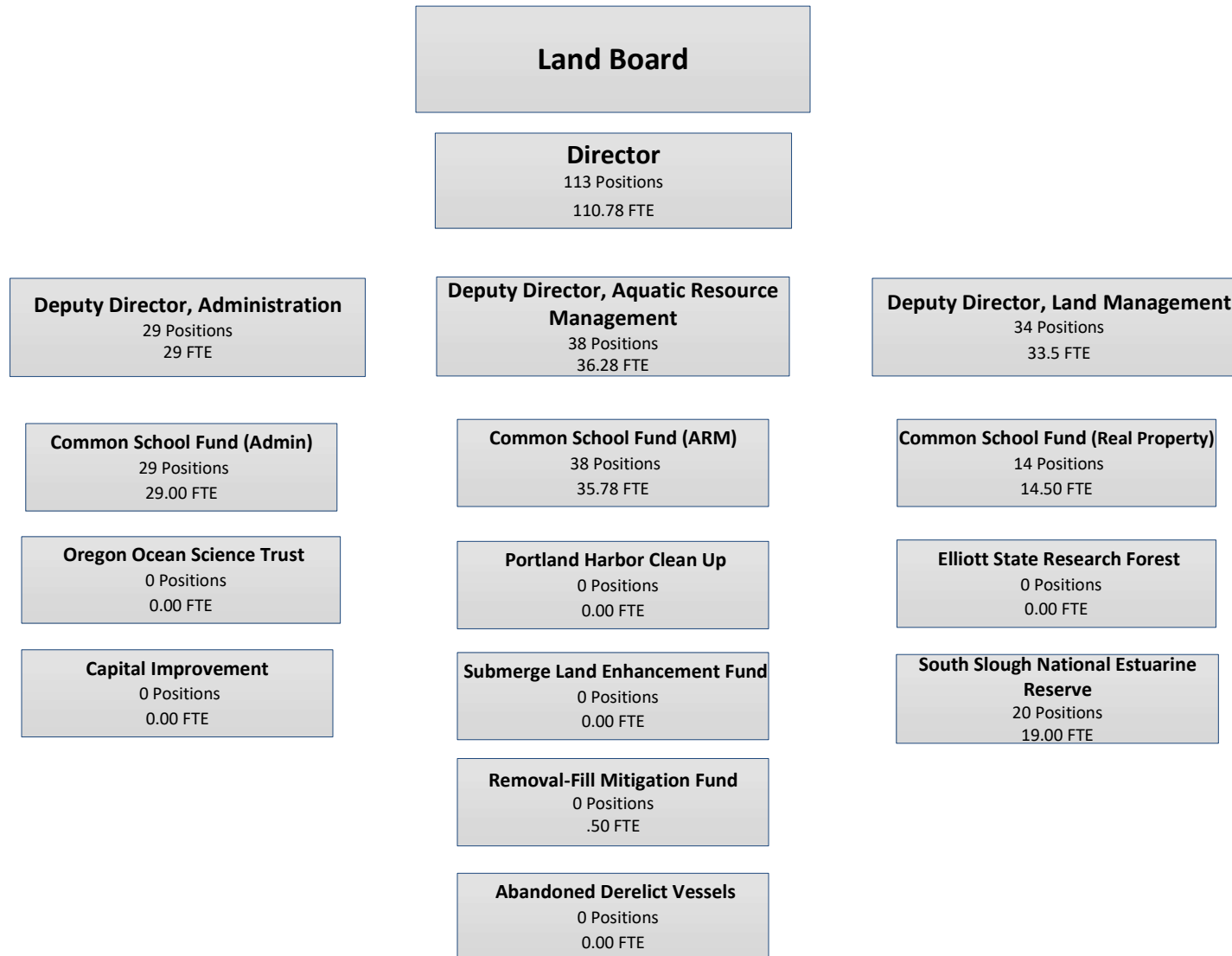
- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

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: •LIMIT ABILITY TO APPLY FOR, RECEIVE AND EXPEND FF MONIES THAT SUPPORT THE MISSION OF THE RESERVE •COMPROMISE ABILITY TO MEET PERFORMANCE STANDARDS REQUIRED BY FEDERAL GRANTS, LIKELY RESULTING IN REDUCED AVAILABILITY OF FEDERAL FUNDS. •LIMIT ABILITY TO APPLY FOR, RECEIVE AND EXPEND GRANT MONIES THAT SUPPORT THE MISSION OF THE RESERVE •REDUCE AVAILABILITY OF OTHER FUND GRANT MONIES USED AS MATCH TO LEVERAGE FEDERAL FUND GRANT AWARDS  OF - DERIVED FROM OTHER FUND GRANTS AND INTRAGENCY TRANSFERS 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: •LIMIT ABILITY TO FUND MITIGATION PROJECTS  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: •DELAY BUILDING AND FACILITY REPAIRS & MAINTENANCE, RESULTING IN INCREASED FUTURE EXPENSES. •LIMIT THE AGENCY’S OVERALL ABILITY TO FULFILL TRUST LAND RESPONSIBILITIES.  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: •ELIMINATE 9 POSITIONS (8.8 FTE) AND THE ASSOCIATED S&S •ELIMINATE THE REVIEW AND APPROVAL OF WETLAND DELINEATION REPORTS •REMOVE OVERSIGHT OF JURISDICTIONAL DETERMINATIONS AND MONITORING OF REPORTS •COMPROMISE ABILITY TO MEASURE THE STATUS OF THE OREGON BENCHMARK OF “NO-NET LOSS OF WETLANDS” •LIMIT THE DEPARTMENT’S ABILITY TO REVIEW AND RESPOND TO WETLAND LAND USE NOTICES FROM LOCAL GOVERNMENTS •HINDER PROGRESS ON ECONOMIC DEVELOPMENT PROJECTS THAT REQUIRE DEPARTMENT PERMITS  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**

<b>Land Board</b>		
<b>Director</b> 145 Positions 137.98 FTE		
<b>Deputy Director, Administration</b> 35 Positions 33.56 FTE	<b>Deputy Director, Aquatic Resource Management</b> 57 Positions 52.64 FTE	<b>Deputy Director, Land Management</b> 37 Positions 36.02 FTE
<b>Common School Fund (Admin)</b> 35 Positions 33.56 FTE	<b>Common School Fund (ARM)</b> 51 Positions 46.86 FTE	<b>Common School Fund (Real Property)</b> 13 Positions 13.50 FTE
<b>Oregon Ocean Science Trust</b> 0 Positions 0.00 FTE	<b>Portland Harbor Clean Up</b> 0 Positions 0.00 FTE	<b>Elliott State Research Forest</b> 2 Positions 2.00 FTE
<b>Capital Improvement</b> 0 Positions 0.00 FTE	<b>Submerge Land Enhancement Fund</b> 0 Positions 0.00 FTE	<b>South Slough National Estuarine Reserve</b> 22 Positions 20.52 FTE
	<b>Removal-Fill Mitigation Fund</b> 2 Positions 2.02 FTE	
	<b>Abandoned Derelict Vessels</b> 4 Positions 3.76 FTE	



# 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.

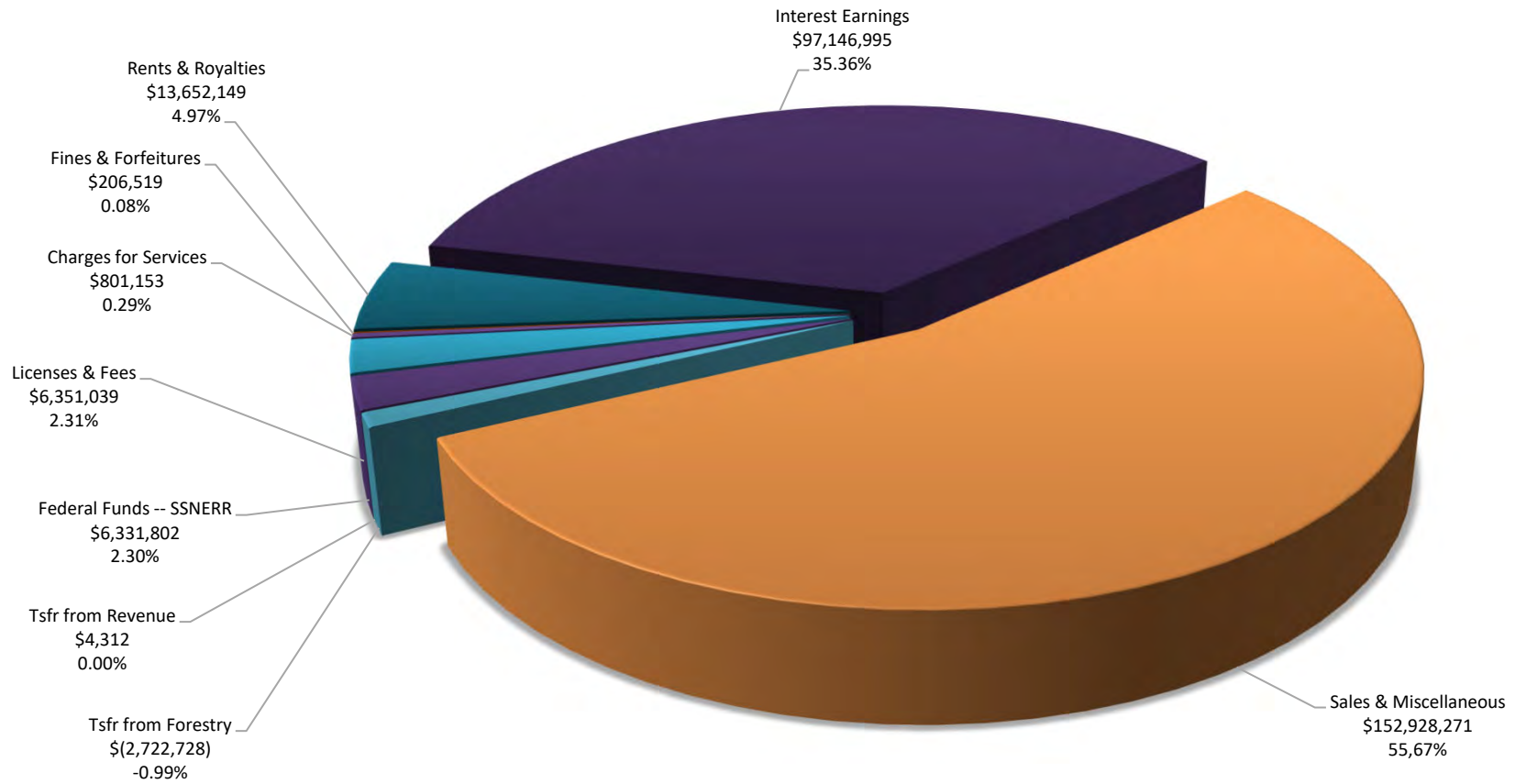
### **South Slough National Estuarine Research Reserve Program Unit**

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.

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 Governor's Budget**  
**Revenues: All Funds**



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

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

**Agency Number: 14100**

**Cross Reference Number: 14100-000-00-00-00000**

<i>Source</i>	<b>2021-23 Actuals</b>	<b>2023-25 Leg Adopted Budget</b>	<b>2023-25 Leg Approved Budget</b>	<b>2025-27 Agency Request Budget</b>	<b>2025-27 Governor's Budget</b>	<b>2025-27 Leg. Adopted Budget</b>
<b>Other Funds</b>						
Business Lic and Fees	7,500	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	-
Federal Revenues	1,397,947	1,000,000	1,000,000	1,085,000	1,085,000	-
Charges for Services	728,191	800,000	800,000	801,153	801,153	-
Fines and Forfeitures	212,389	200,000	200,000	206,519	206,519	-
Rents and Royalties	10,405,243	14,960,000	14,960,000	13,552,149	13,552,149	-
Interest Income	1,193,372	2,000,001	2,000,001	2,368,083	2,368,083	-
Sales Income	138,617	25,000	25,000	770,000	770,000	-
Common School Lands Sales	4,095	3,000,000	3,000,000	10,000,000	10,000,000	-
Donations	30,000	-	-	282,000	282,000	-
Other Revenues	2,535,807	2,967,660	3,152,548	1,876,271	1,876,271	-
Transfer In - Intrafund	24,090,307	16,496,629	16,668,648	39,595,721	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	-
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	-
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)	-
Tsfr To Forestry, Dept of	(4,166,066)	(4,819,961)	(4,819,961)	(5,424,732)	(5,424,732)	-
Tsfr To Water Resources Dept	-	(118,918)	(118,918)	(136,161)	(136,161)	-
<b>Total Other Funds</b>	<b>\$24,636,551</b>	<b>\$52,898,668</b>	<b>\$53,583,556</b>	<b>\$34,437,637</b>	<b>\$34,437,637</b>	<b>-</b>

\_\_\_\_ **Agency Request**  
**2025-27 Biennium**

\_\_\_\_ **Governor's Budget**  
Page \_\_\_\_\_

\_\_\_\_ **Legislatively Adopted**  
**Detail of LF, OF, and FF Revenues - BPR012**

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

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

**Agency Number: 14100**

**Cross Reference Number: 14100-000-00-00-00000**

<i>Source</i>	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
<b>Federal Funds</b>						
Federal Funds	2,481,981	5,500,000	5,655,619	6,331,802	6,331,802	-
<b>Total Federal Funds</b>	<b>\$2,481,981</b>	<b>\$5,500,000</b>	<b>\$5,655,619</b>	<b>\$6,331,802</b>	<b>\$6,331,802</b>	<b>-</b>
<b>Nonlimited Other Funds</b>						
Rents and Royalties	-	40,000	40,000	100,000	100,000	-
Interest Income	71,405,214	78,000,000	78,000,000	94,778,912	94,778,912	-
Other Revenues	165,767,957	137,032,340	148,032,340	140,000,000	140,000,000	-
Transfer In - Intrafund	-	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)	-
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)	-
<b>Total Nonlimited Other Funds</b>	<b>\$176,280,342</b>	<b>\$65,246,341</b>	<b>\$76,246,341</b>	<b>\$74,827,988</b>	<b>\$74,827,988</b>	<b>-</b>

\_\_\_\_ Agency Request  
2025-27 Biennium

\_\_\_\_ Governor's Budget  
Page \_\_\_\_\_

\_\_\_\_ Legislatively Adopted  
Detail of LF, OF, and FF Revenues - BPR012

# COMMON SCHOOL FUND

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

**Director**

113 Positions

110.78 FTE

**Deputy Director, Administration**

29 Positions

29 FTE

**Deputy Director, Aquatic Resource  
Management**

38 Positions

35.78 FTE

**Deputy Director, Land Management**

14 Positions

14.50 FTE

**Finance & Budget**

9 Positions

9.00 FTE

**Support Services**

9 Positions

9.00 FTE

**Information Tech**

9 Positions

9.00 FTE

**Policy & Planning**

7 Positions

6.50 FTE

**Aquatic Rsrc Mgmt**

25 Positions

24.00 FTE

**Real Property**

13 Positions

13.50 FTE

**POP #105**

1 Positions (PERM)

1.00 FTE

**POP #106**

1 Positions (LD)

1.00 FTE

**POP #104**

1 Positions (LD)

0.76 FTE

**POP #101**

1 Positions (LD)

1.00 FTE

**POP #104**

4 Positions (PERM)

3.52FTE

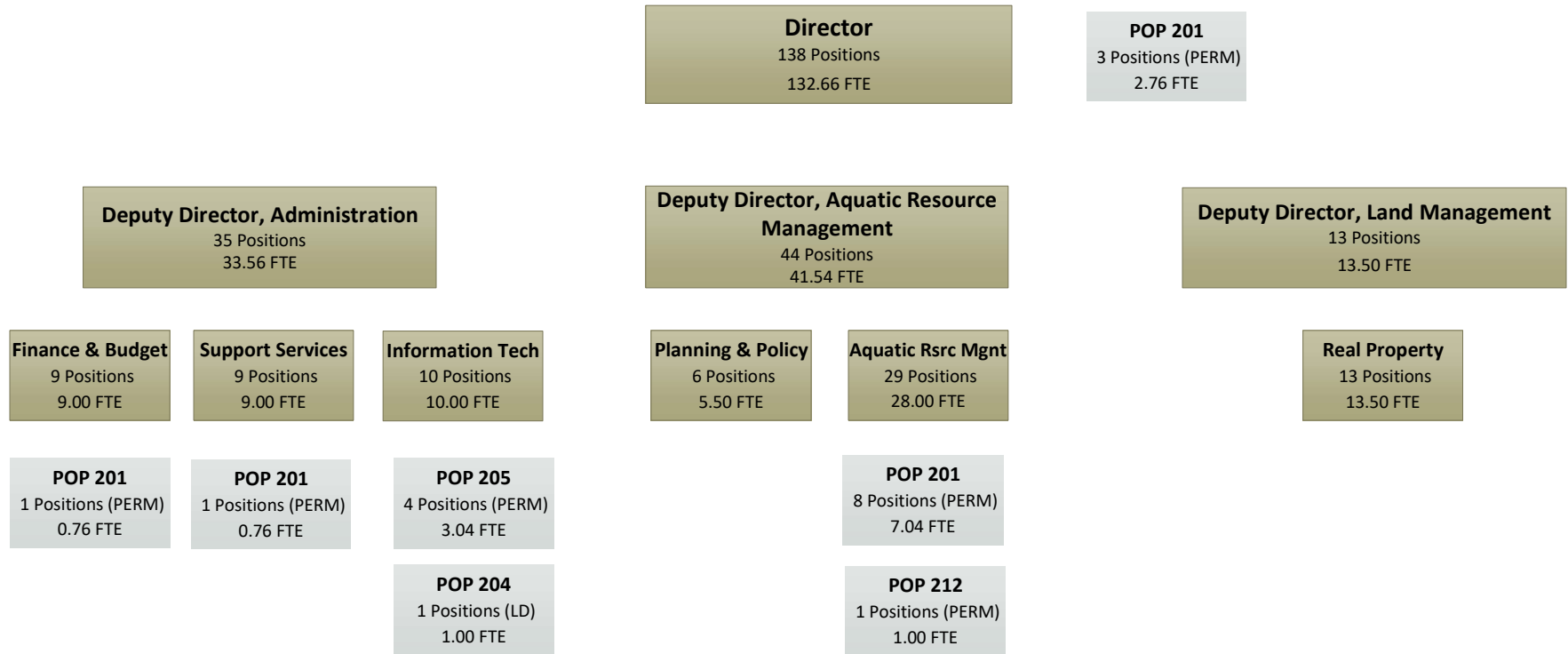
**POP #108**

1 Positions (LD)

1.00 FTE



# 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

Vicki Walker, 503-871-4323, [vicki.walker@dsl.oregon.gov](mailto:vicki.walker@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 requested budget of \$79,871,953 in Other Funds and \$116,945 in Federal Funds for a total of \$ 79,988,898. 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 38 positions/36.04 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

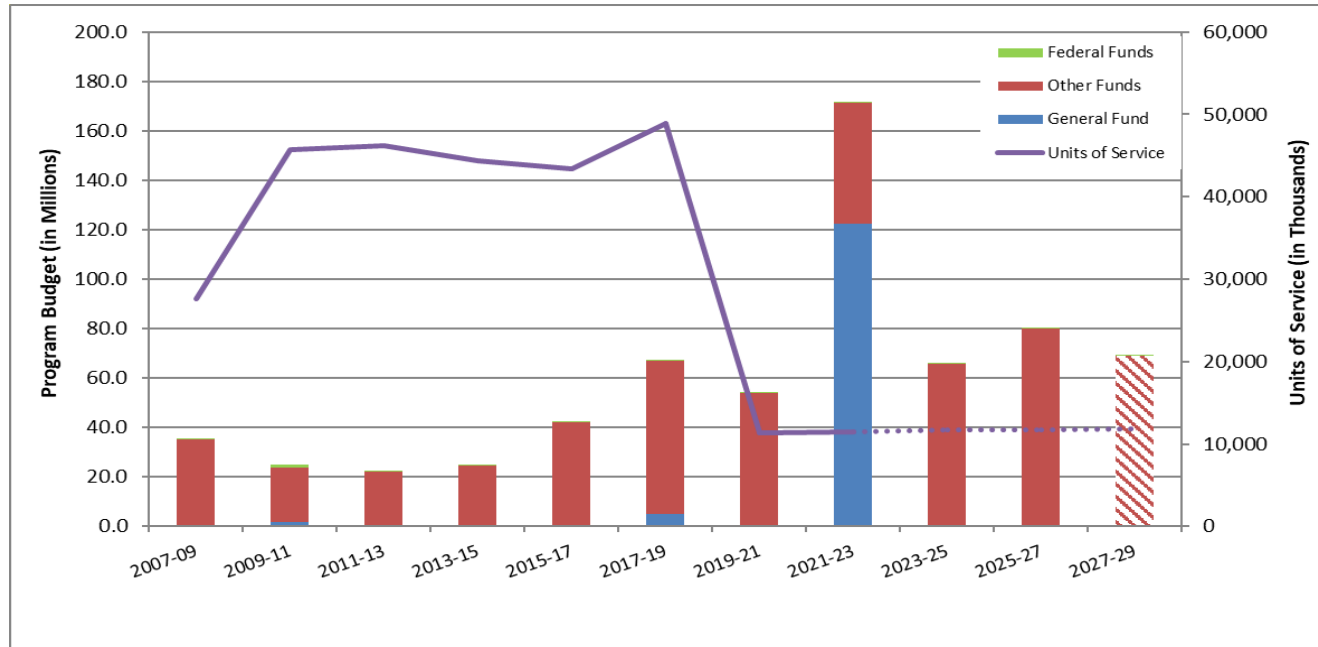
- Outcomes: Enhanced lands and waters; widespread stewardship of lands and waters.
- Progress Objectives:
  - *Developing and sharing stewardship tools and best practices:* Increase availability of tools and best practices for managing and restoring wetlands, waterways, and lands.

- *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.

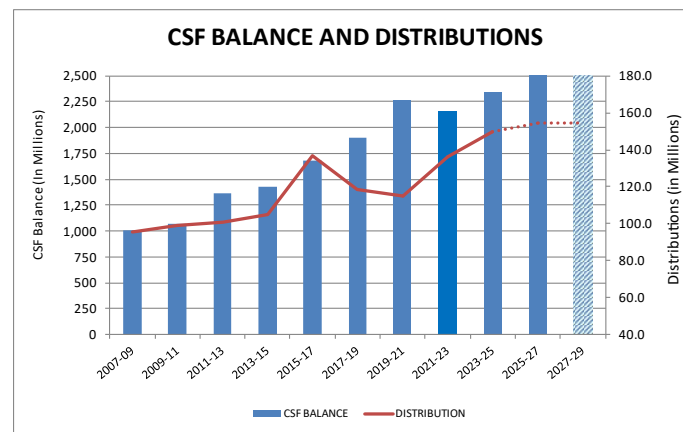
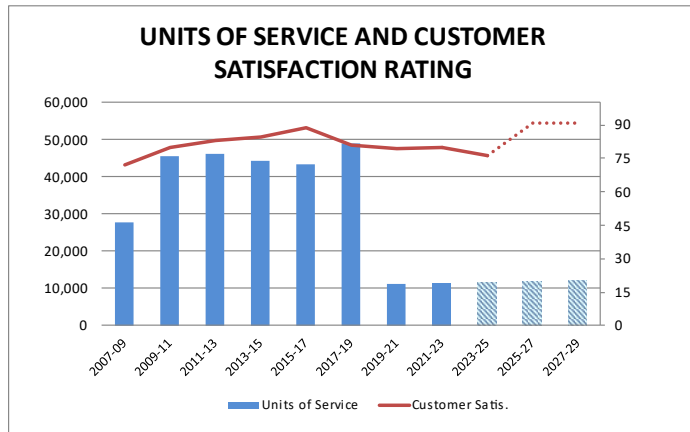
### Great Workplace

- 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 Proposed Program Changes from 2023-25

### Addressing Impacts of Inadequate Funding

As discussed in the Agency Summary Narrative, the Department is requesting 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 Department is advancing two 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 requested 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 requested is \$1 million Other Funds. This is an ongoing request.

# BUDGET NARRATIVE

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## 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 092:** adjusts for Attorney General costs. The resulting Other Funds increase is \$49,443.

**Package 093:** adjusts for enterprise service fees. The resulting Other Funds increase is \$69,089

#### Staffing Impact

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

#### Revenue Source

Other Funds, General Funds, 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: Common School Fund**

**Cross Reference Number: 14100-010-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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)
<b>Total Personal Services</b>	-	-	<b>(\$654,779)</b>	<b>(\$213)</b>	-	-	<b>(\$654,992)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(654,779)	(213)	-	-	(654,992)
<b>Total Expenditures</b>	-	-	<b>(\$654,779)</b>	<b>(\$213)</b>	-	-	<b>(\$654,992)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	654,779	213	-	-	654,992
<b>Total Ending Balance</b>	-	-	<b>\$654,779</b>	<b>\$213</b>	-	-	<b>\$654,992</b>

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## 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
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)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$11,728,438)</b>	<b>(\$192,748)</b>	-	-	<b>(\$11,921,186)</b>
<b>Capital Outlay</b>							
Data Processing Software	-	-	(700,000)	-	-	-	(700,000)
<b>Total Capital Outlay</b>	-	-	<b>(\$700,000)</b>	-	-	-	<b>(\$700,000)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(12,428,438)	(192,748)	-	-	(12,621,186)
<b>Total Expenditures</b>	-	-	<b>(\$12,428,438)</b>	<b>(\$192,748)</b>	-	-	<b>(\$12,621,186)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	12,428,438	192,748	-	-	12,621,186
<b>Total Ending Balance</b>	-	-	<b>\$12,428,438</b>	<b>\$192,748</b>	-	-	<b>\$12,621,186</b>

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## 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$1,135,122</b>	-	-	-	<b>\$1,135,122</b>

### Capital Outlay

Office Furniture and Fixtures	-	-	969	-	-	-	969
Data Processing Software	-	-	3,571	-	-	-	3,571

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## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Capital Outlay</b>							
Data Processing Hardware	-	-	48	-	-	-	48
<b>Total Capital Outlay</b>	-	-	<b>\$4,588</b>	-	-	-	<b>\$4,588</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	1,139,710	-	-	-	1,139,710
<b>Total Expenditures</b>	-	-	<b>\$1,139,710</b>	-	-	-	<b>\$1,139,710</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(1,139,710)	-	-	-	(1,139,710)
<b>Total Ending Balance</b>	-	-	<b>(\$1,139,710)</b>	-	-	-	<b>(\$1,139,710)</b>

## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Fuels and Utilities	-	-	14,883	-	-	-	14,883
<b>Total Services &amp; Supplies</b>	-	-	<b>\$14,883</b>	-	-	-	<b>\$14,883</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	14,883	-	-	-	14,883
<b>Total Expenditures</b>	-	-	<b>\$14,883</b>	-	-	-	<b>\$14,883</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(14,883)	-	-	-	(14,883)
<b>Total Ending Balance</b>	-	-	<b>(\$14,883)</b>	-	-	-	<b>(\$14,883)</b>

## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Lands, Dept of State  
Pkg: 092 - Statewide AG Adjustment

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Attorney General	-	-	(49,443)	-	-	-	(49,443)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$49,443)</b>	-	-	-	<b>(\$49,443)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(49,443)	-	-	-	(49,443)
<b>Total Expenditures</b>	-	-	<b>(\$49,443)</b>	-	-	-	<b>(\$49,443)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	49,443	-	-	-	49,443
<b>Total Ending Balance</b>	-	-	<b>\$49,443</b>	-	-	-	<b>\$49,443</b>



## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Lands, Dept of State  
Pkg: 093 - Statewide Adjustment DAS Chgs

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
State Gov. Service Charges	-	-	(68,157)	-	-	-	(68,157)
Professional Services	-	-	(932)	-	-	-	(932)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$69,089)</b>	-	-	-	<b>(\$69,089)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(69,089)	-	-	-	(69,089)
<b>Total Expenditures</b>	-	-	<b>(\$69,089)</b>	-	-	-	<b>(\$69,089)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	69,089	-	-	-	69,089
<b>Total Ending Balance</b>	-	-	<b>\$69,089</b>	-	-	-	<b>\$69,089</b>

# BUDGET NARRATIVE

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## **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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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
<b>Total Personal Services</b>	-	-	<b>\$2,906,261</b>	-	-	-	<b>\$2,906,261</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$234,000</b>	-	-	-	<b>\$234,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	3,140,261	-	-	-	3,140,261
<b>Total Expenditures</b>	-	-	<b>\$3,140,261</b>	-	-	-	<b>\$3,140,261</b>

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## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(3,140,261)	-	-	-	(3,140,261)
<b>Total Ending Balance</b>	-	-	<b>(\$3,140,261)</b>	-	-	-	<b>(\$3,140,261)</b>
<b>Total Positions</b>							
Total Positions							13
<b>Total Positions</b>	-	-	-	-	-	-	<b>13</b>
<b>Total FTE</b>							
Total FTE							11.32
<b>Total FTE</b>	-	-	-	-	-	-	<b>11.32</b>

# BUDGET NARRATIVE

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## **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 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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
<b>Total Personal Services</b>	-	-	<b>\$265,589</b>	-	-	-	<b>\$265,589</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$2,518,000</b>	-	-	-	<b>\$2,518,000</b>
<b>Capital Outlay</b>							
Data Processing Software	-	-	700,000	-	-	-	700,000
<b>Total Capital Outlay</b>	-	-	<b>\$700,000</b>	-	-	-	<b>\$700,000</b>

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**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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	-	-	3,483,589	-	-	-	3,483,589
<b>Total Expenditures</b>	-	-	<b>\$3,483,589</b>	-	-	-	<b>\$3,483,589</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(3,483,589)	-	-	-	(3,483,589)
<b>Total Ending Balance</b>	-	-	<b>(\$3,483,589)</b>	-	-	-	<b>(\$3,483,589)</b>
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>



# BUDGET NARRATIVE

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## **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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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
<b>Total Personal Services</b>	-	-	<b>\$737,716</b>	-	-	-	<b>\$737,716</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$72,000</b>	-	-	-	<b>\$72,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	809,716	-	-	-	809,716
<b>Total Expenditures</b>	-	-	<b>\$809,716</b>	-	-	-	<b>\$809,716</b>

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## 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(809,716)	-	-	-	(809,716)
<b>Total Ending Balance</b>	-	-	<b>(\$809,716)</b>	-	-	-	<b>(\$809,716)</b>
<b>Total Positions</b>							
Total Positions							4
<b>Total Positions</b>	-	-	-	-	-	-	<b>4</b>
<b>Total FTE</b>							
Total FTE							3.04
<b>Total FTE</b>	-	-	-	-	-	-	<b>3.04</b>

# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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
<b>Total Personal Services</b>	-	-	<b>\$354,290</b>	-	-	-	<b>\$354,290</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$5,058,000</b>	-	-	-	<b>\$5,058,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	5,412,290	-	-	-	5,412,290
<b>Total Expenditures</b>	-	-	<b>\$5,412,290</b>	-	-	-	<b>\$5,412,290</b>

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## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(5,412,290)	-	-	-	(5,412,290)
<b>Total Ending Balance</b>	-	-	<b>(\$5,412,290)</b>	-	-	-	<b>(\$5,412,290)</b>
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>

# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	500,000	-	-	-	500,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$500,000</b>	-	-	-	<b>\$500,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	500,000	-	-	-	500,000
<b>Total Expenditures</b>	-	-	<b>\$500,000</b>	-	-	-	<b>\$500,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(500,000)	-	-	-	(500,000)
<b>Total Ending Balance</b>	-	-	<b>(\$500,000)</b>	-	-	-	<b>(\$500,000)</b>



# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	-	69,274	-	-	69,274
<b>Total Services &amp; Supplies</b>	-	-	-	<b>\$69,274</b>	-	-	<b>\$69,274</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	69,274	-	-	69,274
<b>Total Expenditures</b>	-	-	-	<b>\$69,274</b>	-	-	<b>\$69,274</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	(69,274)	-	-	(69,274)
<b>Total Ending Balance</b>	-	-	-	<b>(\$69,274)</b>	-	-	<b>(\$69,274)</b>

# BUDGET NARRATIVE

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## **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

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

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

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

**Agency Number: 14100**

**Cross Reference Number: 14100-010-00-00-00000**

<i>Source</i>	<b>2021-23 Actuals</b>	<b>2023-25 Leg Adopted Budget</b>	<b>2023-25 Leg Approved Budget</b>	<b>2025-27 Agency Request Budget</b>	<b>2025-27 Governor's Budget</b>	<b>2025-27 Leg. Adopted Budget</b>
<b>Other Funds</b>						
Business Lic and Fees	7,500	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	-
Federal Revenues	1,282,035	929,195	929,195	1,000,000	1,000,000	-
Charges for Services	604,008	765,924	765,924	736,153	736,153	-
Fines and Forfeitures	212,389	200,000	200,000	206,519	206,519	-
Rents and Royalties	10,399,127	14,950,540	14,950,540	13,547,149	13,547,149	-
Interest Income	569,543	1,368,891	1,368,891	1,615,220	1,615,220	-
Sales Income	138,617	25,000	25,000	770,000	770,000	-
Common School Lands Sales	4,095	3,000,000	3,000,000	10,000,000	10,000,000	-
Other Revenues	2,102,608	2,385,313	2,385,313	1,245,800	1,245,800	-
Transfer In - Intrafund	19,867,565	7,493,886	7,493,886	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	-
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	-
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)	-
Tsfr To Forestry, Dept of	(4,139,940)	(4,819,961)	(4,819,961)	(5,424,732)	(5,424,732)	-
Tsfr To Water Resources Dept	-	(118,918)	(118,918)	(136,161)	(136,161)	-
<b>Total Other Funds</b>	<b>\$18,057,450</b>	<b>\$22,682,707</b>	<b>\$23,010,688</b>	<b>\$2,426,287</b>	<b>(\$7,573,713)</b>	<b>-</b>

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**Detail of LF, OF, and FF Revenues - BPR012**

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

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

**Agency Number: 14100**

**Cross Reference Number: 14100-010-00-00-00000**

<i>Source</i>	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
<b>Federal Funds</b>						
Federal Funds	427,566	104,327	104,327	200,000	200,000	-
<b>Total Federal Funds</b>	<b>\$427,566</b>	<b>\$104,327</b>	<b>\$104,327</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>-</b>
<b>Nonlimited Other Funds</b>						
Rents and Royalties	-	40,000	40,000	100,000	100,000	-
Interest Income	71,405,214	78,000,000	78,000,000	94,778,912	94,778,912	-
Other Revenues	165,767,957	137,032,340	148,032,340	140,000,000	140,000,000	-
Transfer In - Intrafund	-	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)	-
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)	-
<b>Total Nonlimited Other Funds</b>	<b>\$176,280,342</b>	<b>\$65,246,341</b>	<b>\$76,246,341</b>	<b>\$74,827,988</b>	<b>\$74,827,988</b>	<b>-</b>

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# **PORTLAND HARBOR CLEANUP**

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

**Director**

113 Positions

110.78 FTE

**Deputy Director, Aquatic Resource  
Management**

38 Positions

36.28 FTE

**Portland Harbor Clean Up**

0 Positions

0.00 FTE

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

**Director**

145 Positions

137.98 FTE

**Deputy Director, Aquatic Resource  
Management**

57 Positions

52.64 FTE

**Portland Harbor Clean Up**

0 Positions

0.00 FTE

# 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](mailto: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 requested budget of \$1,169,250 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 Proposed Program Changes from 2023-25**

None.

# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	(1,901,125)	-	-	-	(1,901,125)
Attorney General	-	-	(220,000)	-	-	-	(220,000)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$2,121,125)</b>	-	-	-	<b>(\$2,121,125)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(2,121,125)	-	-	-	(2,121,125)
<b>Total Expenditures</b>	-	-	<b>(\$2,121,125)</b>	-	-	-	<b>(\$2,121,125)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	2,121,125	-	-	-	2,121,125
<b>Total Ending Balance</b>	-	-	<b>\$2,121,125</b>	-	-	-	<b>\$2,121,125</b>

# BUDGET NARRATIVE

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## **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**

\$1,169,250 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	869,250	-	-	-	869,250
Attorney General	-	-	300,000	-	-	-	300,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$1,169,250</b>	-	-	-	<b>\$1,169,250</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	1,169,250	-	-	-	1,169,250
<b>Total Expenditures</b>	-	-	<b>\$1,169,250</b>	-	-	-	<b>\$1,169,250</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(1,169,250)	-	-	-	(1,169,250)
<b>Total Ending Balance</b>	-	-	<b>(\$1,169,250)</b>	-	-	-	<b>(\$1,169,250)</b>

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

Lands, Dept of State  
2025-27 Biennium

Agency Number: 14100

Cross Reference Number: 14100-011-00-00-00000

<i>Source</i>	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
<b>Other Funds</b>						
Interest Income	466,149	496,361	496,361	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	-
<b>Total Other Funds</b>	<b>\$1,727,937</b>	<b>\$4,229,361</b>	<b>\$4,229,361</b>	<b>\$4,233,000</b>	<b>\$4,233,000</b>	<b>-</b>

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# **SUBMERGED LANDS ENHANCEMENT FUND**

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

**Director**

113 Positions

110.78 FTE

**Deputy Director, Aquatic Resource  
Management**

38 Positions

36.28 FTE

**Submerge Land Enhancement Fund**

0 Positions

0.00 FTE

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

**Director**

145 Positions

137.98 FTE

**Deputy Director, Aquatic Resource  
Management**

57 Positions

52.64 FTE

**Submerge Land Enhancement Fund**

0 Positions

0.00 FTE

# 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](mailto: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 through 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.

# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	13,600	-	-	-	13,600
<b>Total Services &amp; Supplies</b>	-	-	<b>\$13,600</b>	-	-	-	<b>\$13,600</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	13,600	-	-	-	13,600
<b>Total Expenditures</b>	-	-	<b>\$13,600</b>	-	-	-	<b>\$13,600</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(13,600)	-	-	-	(13,600)
<b>Total Ending Balance</b>	-	-	<b>(\$13,600)</b>	-	-	-	<b>(\$13,600)</b>

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

Lands, Dept of State  
2025-27 Biennium

Agency Number: 14100

Cross Reference Number: 14100-012-00-00-00000

<i>Source</i>	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
<b>Other Funds</b>						
Interest Income	1,454	2,863	2,863	2,863	2,863	-
Transfer In - Intrafund	156,062	200,000	200,000	207,874	207,874	-
<b>Total Other Funds</b>	<b>\$157,516</b>	<b>\$202,863</b>	<b>\$202,863</b>	<b>\$210,737</b>	<b>\$210,737</b>	<b>-</b>

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# **REMOVAL-FILL MITIGATION FUND**

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

**Director**

113 Positions

110.78 FTE

**Deputy Director, Aquatic Resource  
Management**

38 Positions

36.28 FTE

**Removal-Fill Mitigation Fund**

0 Positions

0.50 FTE

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

**Director**

145 Positions

137.98 FTE

**Deputy Director, Aquatic Resource  
Management**

57 Positions

52.64 FTE

**Removal-Fill Mitigation Fund**

0 Positions

0.50 FTE

**POP 500**

1 Positions (PERM)

0.76 FTE

**POP 502**

1 Positions (PERM)

0.76 FTE

# 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](mailto: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 requested budget of \$2,725,001. The program provides funding for 2 positions/2.02 full-time equivalent (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 through 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.

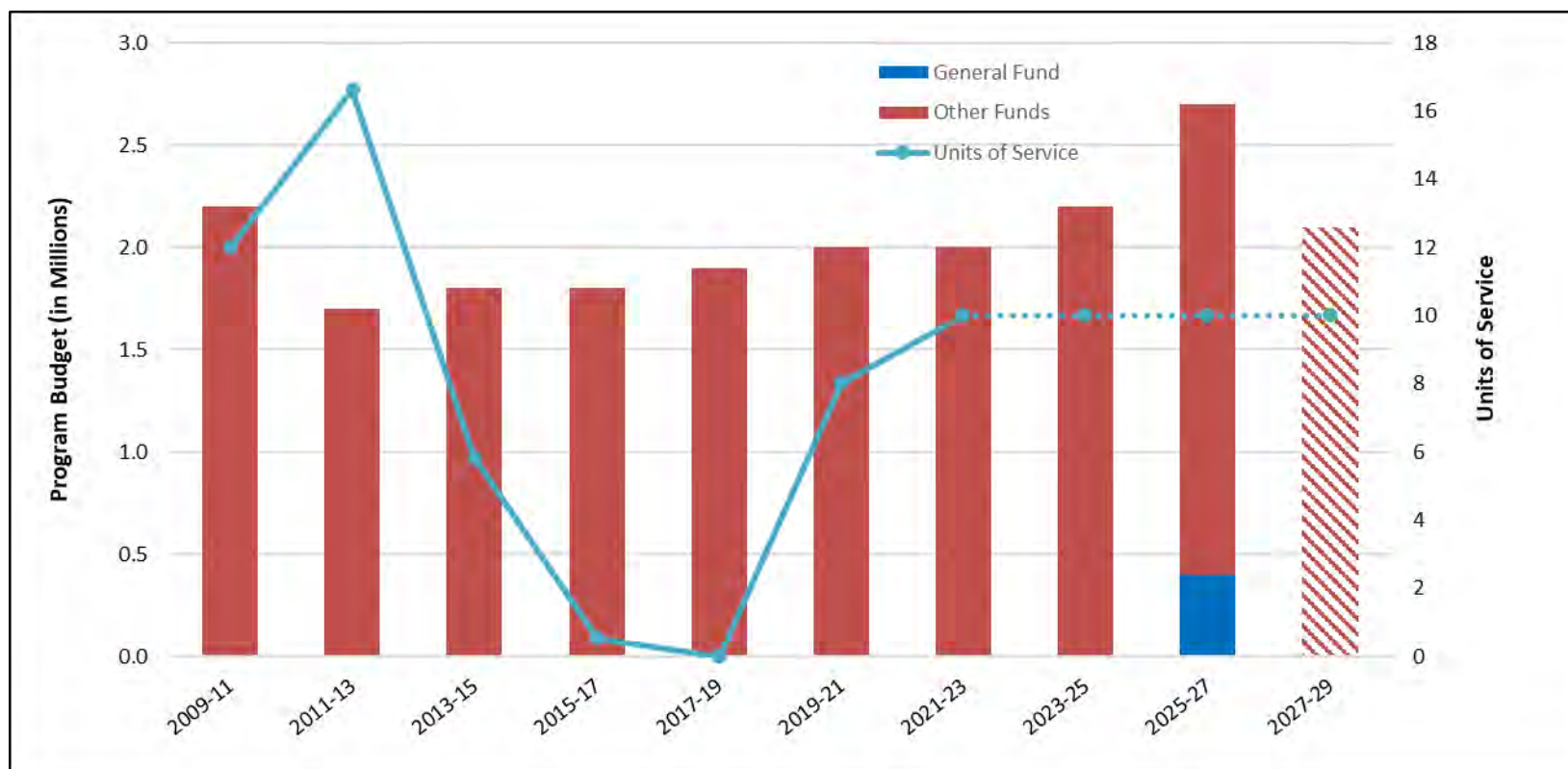
**Cost Drivers:** Demand for mitigation credits and funds available for projects in a specific watershed impact program operation costs. It may take many years to accumulate sufficient funds in some watersheds, and a high level of staff effort is required to locate suitable

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.

The Department has identified multiple strategies for enhancing program performance to specifically support increased housing production and is proposing policy option packages to fund implementation in 2025-27.

### **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 Proposed Program Changes from 2023-25**

#### **Increased Services to Address Housing Production Needs**

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 Governor’s budget includes two packages to advance Housing Production Advisory Council recommendations for expansion of DSL’s in-lieu fee programs in priority areas around the state, as well as to support housing production across the state:

- *Package 500.* This package helps communities prepare land for housing production by ensuring adequate planning assistance and timely review for aquatic resource inventories needed to identify buildable lands and expand urban growth boundaries. The package adds a position to improve service to local jurisdictions for wetland and waterway resource planning. The amount requested is \$221,288 General Fund.
- *Package 502* facilitates regulatory approvals for housing development by adding a dedicated staff position to focus on housing-related permits. The amount requested is \$221,288 General Fund.

# BUDGET NARRATIVE

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## **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

Cross Reference Name: Removal-Fill Mitigation Fund

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Number: 14100-013-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Pension Obligation Bond	-	-	(889)	-	-	-	(889)
Mass Transit Tax	-	-	87	-	-	-	87
Vacancy Savings	-	-	(6,038)	-	-	-	(6,038)
<b>Total Personal Services</b>	-	-	<b>(\$6,840)</b>	-	-	-	<b>(\$6,840)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(6,840)	-	-	-	(6,840)
<b>Total Expenditures</b>	-	-	<b>(\$6,840)</b>	-	-	-	<b>(\$6,840)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	6,840	-	-	-	6,840
<b>Total Ending Balance</b>	-	-	<b>\$6,840</b>	-	-	-	<b>\$6,840</b>

## 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$31,762</b>	-	-	-	<b>\$31,762</b>
<b>Capital Outlay</b>							
Office Furniture and Fixtures	-	-	53	-	-	-	53
<b>Total Capital Outlay</b>	-	-	<b>\$53</b>	-	-	-	<b>\$53</b>
<b>Special Payments</b>							
Dist to Non-Gov Units	-	-	53,066	-	-	-	53,066
<b>Total Special Payments</b>	-	-	<b>\$53,066</b>	-	-	-	<b>\$53,066</b>

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## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	-	-	84,881	-	-	-	84,881
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>\$84,881</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$84,881</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(84,881)	-	-	-	(84,881)
<b>Total Ending Balance</b>	<b>-</b>	<b>-</b>	<b>(\$84,881)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$84,881)</b>

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# BUDGET NARRATIVE

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## **POLICY PACKAGE 500**

### **HH-Wetland Mitigation Support**

#### *Removal-Fill Mitigation Fund Program Unit*

#### **Purpose**

This package helps communities prepare land for housing production by ensuring adequate planning assistance and timely review for aquatic resource inventories needed to identify buildable lands and expand urban growth boundaries.

#### **How Achieved**

Lands within a proposed urban growth boundary expansion area may be restricted from development due to the presence of wetlands.

Land use planning under Goal 5 requires that wetland areas be identified through a Local Wetlands Inventory (LWI), including a determination of which wetlands are locally significant. Locally significant wetlands may be removed from the buildable lands inventory if they are protected from development through local codes.

Many communities do not have a LWI, and will need one for the urban growth boundary expansion process. Additionally, more than half of the approximately 100 existing DSL-approved LWIs are at least 20 years old and need to be updated. DSL currently has only one Aquatic Resource Planner coordinating on Goal 5 requirements with the Department of Land Conservation and Development (DLCD) and serving as a wetland planning resource for all regional and local governments statewide.

This package adds an Aquatic Resource Planner position to improve service to local jurisdictions for wetland and waterway resource planning, including timely review of LWIs and identification of locally significant wetlands needed for urban growth boundary expansions and more accurate buildable lands inventories.

#### **Staffing Impact**

This package adds 1 FTE permanent Natural Resource Specialist 4 position.

#### **Quantifying Results**

The overall goal is timely review of LWIs submitted for DSL review and approval and increased technical support and planning assistance for local communities. DSL will establish new metrics to track and evaluate both timeliness of review and availability of planning assistance. New aquatic resource planning metrics will be reported in the Aquatic Resource Management Program annual report. Results are anticipated to include the number of local governments engaged, outreach opportunities held, new LWIs approved, new LWIs added to the Statewide Wetlands Inventory, and the timeliness of LWI reviews.

### **Enhanced Racial Equity Analysis**

*Outcomes:* This POP would establish dedicated staffing and technical assistance capacity at DSL to support local governments seeking to increase their housing production with land use processes making land ready for housing production. This POP will improve timely assistance to local jurisdictions that need to update, expand, or create new local wetlands inventories to expand their urban growth boundaries or otherwise increase housing production. The specific intent is to prioritize support, using internal procedures to be developed, for communities with identified affordable housing needs, including underserved or BIPOC communities that have been subject to historic harms with regards to housing opportunities. Increased staffing will improve the number of outreach and engagement meetings and LWI reviews that DSL completes. This will result in better information for local communities to locate and plan development while maintaining significant wetlands and other waters that can help meet climate goals and improve availability of services such as clean and abundant water, green spaces, and reduced flooding.

*Racial Equity Strategy:* Information about communities with high need for affordable housing provided by DLCD or others can be used to prioritize how POP resources are allocated and prioritized. DSL is developing a framework with the help of a steering committee to identify priority areas for establishing mitigation credits based on consideration of housing needs, environmental justice, and state aquatic habitat priorities. This framework can also be used to prioritize support for LWI reviews. Racial disparities in the lack of affordable housing and homelessness are commonly recognized.

*Accountability to Racially Equitable Outcomes:* DSL maintains a repository of approved LWIs on our website and is in process of adding these to the Statewide Wetlands Inventory as a statewide GIS database. New LWIs will be added to the GIS database layer as they are approved. GIS mapping will allow better access to LWIs for community planning, including the ability to overlay information on affordable housing needs and environmental justice to address racial equity. DSL currently responds to requests for technical support and LWI reviews in the order they are received, and DSL has not previously evaluated program outcomes based on race and ethnicity. This POP, and the framework being developed with a steering committee, will incorporate housing needs and environmental justice data, ideally as GIS data layers, to help DSL develop a procedure that considers affordable housing needs, thus improving program evaluation and administration for racial equity.

*Administering Resources:* This POP is in support of a staff position that will assist local communities in planning development to include wetlands and other waters as part of state wetland conservation goals. We anticipate that local jurisdictions will take culturally specific considerations into consideration as part of any urban growth boundary expansion and regional planning work, and work with culturally responsive community-based organizations during the LWI planning and implementation process.

### **Revenue Source**

\$221,288 General Fund.

## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**  
**Pkg: 500 - HH-Wetland Mitigation Support**

**Cross Reference Name: Removal-Fill Mitigation Fund**  
**Cross Reference Number: 14100-013-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	221,288	-	-	-	-	-	221,288
<b>Total Revenues</b>	<b>\$221,288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$221,288</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	131,400	-	-	-	-	-	131,400
Empl. Rel. Bd. Assessments	57	-	-	-	-	-	57
Public Employees' Retire Cont	27,647	-	-	-	-	-	27,647
Social Security Taxes	10,052	-	-	-	-	-	10,052
Paid Family Medical Leave Insurance	526	-	-	-	-	-	526
Worker's Comp. Assess. (WCD)	33	-	-	-	-	-	33
Flexible Benefits	33,573	-	-	-	-	-	33,573
<b>Total Personal Services</b>	<b>\$203,288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$203,288</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	<b>\$18,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$18,000</b>

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## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**  
**Pkg: 500 - HH-Wetland Mitigation Support**

**Cross Reference Name: Removal-Fill Mitigation Fund**  
**Cross Reference Number: 14100-013-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	221,288	-	-	-	-	-	221,288
<b>Total Expenditures</b>	<b>\$221,288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$221,288</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Total FTE</b>							
Total FTE							0.76
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.76</b>

# BUDGET NARRATIVE

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## **POLICY PACKAGE 502**

### **HH - Single Point of Contact**

#### *Removal-Fill Mitigation Fund Program Unit*

#### **Purpose**

This package facilitates regulatory approvals for housing development by adding a dedicated staff position to focus on housing-related permits.

#### **How Achieved**

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. Having a dedicated Housing Liaison position will ensure timely review of housing projects, housing-specific expertise, and coordination with similar staff at other state agencies.

#### **Staffing Impact**

This package adds 1 FTE permanent Natural Resource Specialist 4 position.

#### **Quantifying Results**

The overall goal is quicker processing of housing-related wetland delineation reports and removal-fill permit applications to support increased housing production. DSL will establish metrics to track and evaluate timeliness of housing-related decisions. New removal-fill program housing production metrics will align with agency Key Performance Measures and program progress indicators, and be reported in the Aquatic Resource Management Program annual report. Results are anticipated to include the number of housing-related wetland delineation report reviews and average response time, and the number of housing-related removal-fill permits decisions and average response time.

#### **Enhanced Racial Equity Analysis**

*Outcomes:* A Housing Liaison will improve the timeliness, consistency, communication and interagency coordination for regulatory approvals specific to housing development projects. We will target 60-day reviews for wetland delineations and 90 days for a permit decision for housing development projects. The average response time across all project types in fiscal year 2024 was 81 days for wetland delineations and 94 days for individual permits, and by statute DSL has 120 days for each. The specific intent is to support 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.

*Racial Equity Strategy:* Racial disparities in the lack of affordable housing and houselessness are commonly recognized. Information provided by the applicant in the wetland delineation report or permit application stating that the project is for affordable housing will be used to prioritize review of these documents.

*Accountability to Racially Equitable Outcomes:* DSL has not previously evaluated program outcomes by race and ethnicity. Project location information is collected through the application process for both wetland delineations and permit applications and entered in DSL's database. DSL is also planning to add both historic and new wetland delineation study areas to the Statewide Wetlands Inventory as a GIS database by 2027. This information can be used in a GIS project to overlay information from other sources on affordable housing needs and environmental justice to address racial equity outcomes.

*Administering Resources:* This POP is in support of a staff position that will focus on wetland delineations and permits for housing developments. The permit application process includes local land use review and approval from the appropriate planning body. DSL anticipates that local jurisdictions will include culturally specific considerations as part of their regional planning work.

**Revenue Source**

\$221,288 General Fund.

## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Lands, Dept of State  
Pkg: 502 - HH-Single Point of Contact

Cross Reference Name: Removal-Fill Mitigation Fund  
Cross Reference Number: 14100-013-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	221,288	-	-	-	-	-	221,288
<b>Total Revenues</b>	<b>\$221,288</b>	-	-	-	-	-	<b>\$221,288</b>
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	131,400	-	-	-	-	-	131,400
Empl. Rel. Bd. Assessments	57	-	-	-	-	-	57
Public Employees' Retire Cont	27,647	-	-	-	-	-	27,647
Social Security Taxes	10,052	-	-	-	-	-	10,052
Paid Family Medical Leave Insurance	526	-	-	-	-	-	526
Worker's Comp. Assess. (WCD)	33	-	-	-	-	-	33
Flexible Benefits	33,573	-	-	-	-	-	33,573
<b>Total Personal Services</b>	<b>\$203,288</b>	-	-	-	-	-	<b>\$203,288</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	<b>\$18,000</b>	-	-	-	-	-	<b>\$18,000</b>

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## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

**Lands, Dept of State**  
**Pkg: 502 - HH-Single Point of Contact**

**Cross Reference Name: Removal-Fill Mitigation Fund**  
**Cross Reference Number: 14100-013-00-00-00000**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Total Expenditures</b>							
Total Expenditures	221,288	-	-	-	-	-	221,288
<b>Total Expenditures</b>	<b>\$221,288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$221,288</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Total FTE</b>							
Total FTE							0.76
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.76</b>

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

Lands, Dept of State  
2025-27 Biennium

Agency Number: 14100

Cross Reference Number: 14100-013-00-00-00000

<i>Source</i>	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
<b>Other Funds</b>						
Non-business Lic. and Fees	1,049,246	1,121,104	1,121,104	1,121,104	1,121,104	-
Interest Income	156,226	131,886	131,886	150,000	150,000	-
Transfer In - Intrafund	-	1,203,059	1,203,059	1,203,059	1,203,059	-
<b>Total Other Funds</b>	<b>\$1,205,472</b>	<b>\$2,456,049</b>	<b>\$2,456,049</b>	<b>\$2,474,163</b>	<b>\$2,474,163</b>	-

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# **OREGON OCEAN SCIENCE TRUST**

**DEPARTMENT OF STATE LANDS  
OREGON OCEAN SCIENCE TRUST  
2023-2025**

**Director**

113 Positions

110.78 FTE

**Deputy Director, Administration**

29 Positions

29.00 FTE

**Oregon Ocean Science Trust**

0 Positions

0.00 FTE



**DEPARTMENT OF STATE LANDS  
OREGON OCEAN SCIENCE TRUST  
2025-2027**

**Director**

145 Positions  
137.98 FTE

**Deputy Director, Administration**

35 Positions  
33.56 FTE

**Oregon Ocean Science Trust**

0 Positions  
0.00 FTE

# 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](mailto: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

This program unit has no Agency requested budget. There are no positions or full-time employees in this program area. Past funding has been provided via Legislative action – *see program description below*.

### 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.

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 Proposed Program Changes from 2023-25**

None.

# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	(1,172,019)	-	-	-	(1,172,019)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$1,172,019)</b>	-	-	-	<b>(\$1,172,019)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(1,172,019)	-	-	-	(1,172,019)
<b>Total Expenditures</b>	-	-	<b>(\$1,172,019)</b>	-	-	-	<b>(\$1,172,019)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	1,172,019	-	-	-	1,172,019
<b>Total Ending Balance</b>	-	-	<b>\$1,172,019</b>	-	-	-	<b>\$1,172,019</b>

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

Lands, Dept of State  
2025-27 Biennium

Agency Number: 14100

Cross Reference Number: 14100-014-00-00-00000

<i>Source</i>	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
<b>Other Funds</b>						
Interest Income	-	-	-	100,000	100,000	-
Donations	-	-	-	280,000	280,000	-
Transfer In - Intrafund	5,392	1,000,000	1,172,019	1,172,019	1,172,019	-
<b>Total Other Funds</b>	<b>\$5,392</b>	<b>\$1,000,000</b>	<b>\$1,172,019</b>	<b>\$1,552,019</b>	<b>\$1,552,019</b>	<b>-</b>

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# **ABANDONED AND DERELICT VESSELS**

**DEPARTMENT OF STATE LANDS  
ABANDONED DERELICT VESSELS  
2023-2025**

**Director**

113 Positions

110.78 FTE

**Deputy Director, Aquatic Resource  
Management**

38 Positions

36.28 FTE

**Abandoned Derelict Vessel**

0 Positions

0.00 FTE

**DEPARTMENT OF STATE LANDS  
ABANDONED DERELICT VESSELS  
2025-2027**

**Director**

145 Positions

137.98 FTE

**Deputy Director, Aquatic Resource  
Management**

57 Positions

52.64 FTE

**Abandoned Derelict Vessel**

0 Positions

0.00 FTE

**POP 202**

4 Positions (PERM)

3.76 FTE

## Abandoned and Derelict Vessels – Program Unit 015

### EXECUTIVE SUMMARY

#### Long-Term Strategic Focus

The Abandoned and Derelict Vessel 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](mailto: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 and Camping Program Unit 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 an agency request 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 Vessel 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 (ADV) 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 Vessel 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 efforts to address ADVs, long-term camping, and other issues 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 Proposed Program Changes from 2023-25**

None. The Department's requested program budget implements the state's Abandoned and Derelict Vessel Program as initially established in the previous biennium, using funding previously provided.

# BUDGET NARRATIVE

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## **ESSENTIAL PACKAGES**

### **Abandoned and Derelict Vessels**

#### **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
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)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$18,763,236)</b>	-	-	-	<b>(\$18,763,236)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(18,763,236)	-	-	-	(18,763,236)
<b>Total Expenditures</b>	-	-	<b>(\$18,763,236)</b>	-	-	-	<b>(\$18,763,236)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	18,763,236	-	-	-	18,763,236
<b>Total Ending Balance</b>	-	-	<b>\$18,763,236</b>	-	-	-	<b>\$18,763,236</b>

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Essential and Policy Package Fiscal Impact Summary - BPR013



# BUDGET NARRATIVE

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## **POLICY PACKAGE 202**

### **Abandoned and Derelict Vessels Program**

*Abandoned and Derelict Vessels Program Unit*

#### **Purpose**

This package implements the state's Abandoned and Derelict Vessel 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 (ADV) 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 Vessel Fund.

This package funds program operations for 2025-27, including vessel removal, and makes permanent 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 makes permanent three limited duration positions: 1 Natural Resource Protection & Sustainability Manager 2; 1 Project Manager 3; 1 Procurement Specialist 3. This package adds one permanent 1 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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
<b>Total Personal Services</b>	-	-	<b>\$1,079,895</b>	-	-	-	<b>\$1,079,895</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$10,072,000</b>	-	-	-	<b>\$10,072,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	11,151,895	-	-	-	11,151,895
<b>Total Expenditures</b>	-	-	<b>\$11,151,895</b>	-	-	-	<b>\$11,151,895</b>

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## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(11,151,895)	-	-	-	(11,151,895)
<b>Total Ending Balance</b>	-	-	<b>(\$11,151,895)</b>	-	-	-	<b>(\$11,151,895)</b>
<b>Total Positions</b>							
Total Positions							4
<b>Total Positions</b>	-	-	-	-	-	-	<b>4</b>
<b>Total FTE</b>							
Total FTE							3.76
<b>Total FTE</b>	-	-	-	-	-	-	<b>3.76</b>

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

Lands, Dept of State  
2025-27 Biennium

Agency Number: 14100

Cross Reference Number: 14100-015-00-00-00000

<i>Source</i>	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
<b>Other Funds</b>						
Transfer In - Intrafund	-	-	-	18,763,236	18,763,236	-
Tsfr From Administrative Svcs	-	18,763,236	18,763,236	-	-	-
<b>Total Other Funds</b>	<b>-</b>	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>-</b>

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# ELLIOTT STATE RESEARCH FOREST

**DEPARTMENT OF STATE LANDS  
ELLIOTT STATE RESEARCH FOREST  
2023-2025**

**Director**

113 Positions

110.78 FTE

**Deputy Director, Land Management**

34 Positions

33.5 FTE

**Elliott State Research Forest**

0 Positions

0.00 FTE

**DEPARTMENT OF STATE LANDS  
ELLIOTT STATE RESEARCH FOREST  
2025-2027**

**Director**

145 Positions

137.98 FTE

**Deputy Director, Land Management**

37 Positions

36.02 FTE

**Elliott State Research Forest**

0 Positions

0.00 FTE

**POP 214**

2 Positions (LD)

2.00 FTE

# 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](mailto: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 requested budget of \$10 million Other Funds and \$2.1 million Federal Funds. There are 9 positions/7.52 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. Its management was conscribed by timber revenue production for the State Common School Fund, and 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 Proposed 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.

# BUDGET NARRATIVE

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## **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 adjustment of \$10 million Other Funds included in the Governor's Budget for this program unit.

#### **Staffing Impact**

Adds 7 positions/5.52 FTE

#### **Revenue Source**

General Fund; Other Funds.

## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Lands, Dept of State

Cross Reference Name: Elliot State Research Forest

Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Number: 14100-016-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Revenues</b>							
General Fund Appropriation	(4,002,152)	-	-	-	-	-	(4,002,152)
<b>Total Revenues</b>	<b>(\$4,002,152)</b>	-	-	-	-	-	<b>(\$4,002,152)</b>
<b>Services &amp; Supplies</b>							
Professional Services	(4,002,152)	-	-	-	-	-	(4,002,152)
<b>Total Services &amp; Supplies</b>	<b>(\$4,002,152)</b>	-	-	-	-	-	<b>(\$4,002,152)</b>
<b>Total Expenditures</b>							
Total Expenditures	(4,002,152)	-	-	-	-	-	(4,002,152)
<b>Total Expenditures</b>	<b>(\$4,002,152)</b>	-	-	-	-	-	<b>(\$4,002,152)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

## 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
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	-	-	9,659,082	-	-	-	9,659,082
Attorney General	-	-	48,000	-	-	-	48,000
Other Services and Supplies	-	-	58,708	-	-	-	58,708
IT Expendable Property	-	-	35,000	-	-	-	35,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$10,000,000</b>	-	-	-	<b>\$10,000,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	10,000,000	-	-	-	10,000,000
<b>Total Expenditures</b>	-	-	<b>\$10,000,000</b>	-	-	-	<b>\$10,000,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(10,000,000)	-	-	-	(10,000,000)
<b>Total Ending Balance</b>	-	-	<b>(\$10,000,000)</b>	-	-	-	<b>(\$10,000,000)</b>

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# BUDGET NARRATIVE

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## **POLICY PACKAGE 214**

### **Shutter Creek Carry Forward**

*Elliott State Research Forest Program Unit*

#### **Purpose**

This package carries forward Federal 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 Federal 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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
<b>Total Personal Services</b>	-	-	-	<b>\$340,084</b>	-	-	<b>\$340,084</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	-	<b>\$1,746,000</b>	-	-	<b>\$1,746,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	2,086,084	-	-	2,086,084
<b>Total Expenditures</b>	-	-	-	<b>\$2,086,084</b>	-	-	<b>\$2,086,084</b>

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Essential and Policy Package Fiscal Impact Summary - BPR013



## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	-	(2,086,084)	-	-	(2,086,084)
<b>Total Ending Balance</b>	-	-	-	<b>(\$2,086,084)</b>	-	-	<b>(\$2,086,084)</b>
<b>Total Positions</b>							
Total Positions							2
<b>Total Positions</b>	-	-	-	-	-	-	<b>2</b>
<b>Total FTE</b>							
Total FTE							2.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>2.00</b>

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

Lands, Dept of State  
2025-27 Biennium

Agency Number: 14100

Cross Reference Number: 14100-016-00-00-00000

<i>Source</i>	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
<b>Other Funds</b>						
Transfer In - Intrafund	-	-	-	-	10,000,000	-
<b>Total Other Funds</b>	-	-	-	-	<b>\$10,000,000</b>	-
<b>Federal Funds</b>						
Federal Funds	-	-	-	2,086,084	2,086,084	-
<b>Total Federal Funds</b>	-	-	-	<b>\$2,086,084</b>	<b>\$2,086,084</b>	-

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Detail of LF, OF, and FF Revenues - BPR012

# **SOUTH SLOUGH NATIONAL ESTUARINE RESEARCH RESERVE**

**DEPARTMENT OF STATE LANDS  
SOUTH SLOUGH NATIONAL ESTUARINE  
RESEARCH RESERVE  
2023 - 2025**

**Director**

113 Positions

110.78 FTE

**Deputy Director, Land Management**

34 Positions

33.5 FTE

**South Slough National Estuarine**

20 Positions

19.00 FTE

**Operations**

7 Positions

7.00 FTE

**Education**

11 Positions

10.00 FTE

**POP 107**

1 Positions (PERM)

1.00 FTE

**Pkg. 801**

1 Positions (LD)

1.00 FTE

**DEPARTMENT OF STATE LANDS  
SOUTH SLOUGH NATIONAL ESTUARINE  
RESEARCH RESERVE  
2025-2027**

**Director**

145 Positions

137.98 FTE

**Deputy Director, Land Management**

37 Positions

36.02 FTE

**South Slough National Estuarine**

22 Positions

20.52 FTE

**Operations**

7 Positions

7.00 FTE

**Education**

12 Positions

11.00 FTE

**POP 203**

2 Positions (PERM)

1.52 FTE

**Pkg. 210**

1 Positions (LD)

1.00 FTE

# 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](mailto: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 requested budget of \$4,196,132 Other Funds and \$4,325,973 Federal Funds for a total budget of \$8,522,105. There are 22 positions and 20.52 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.

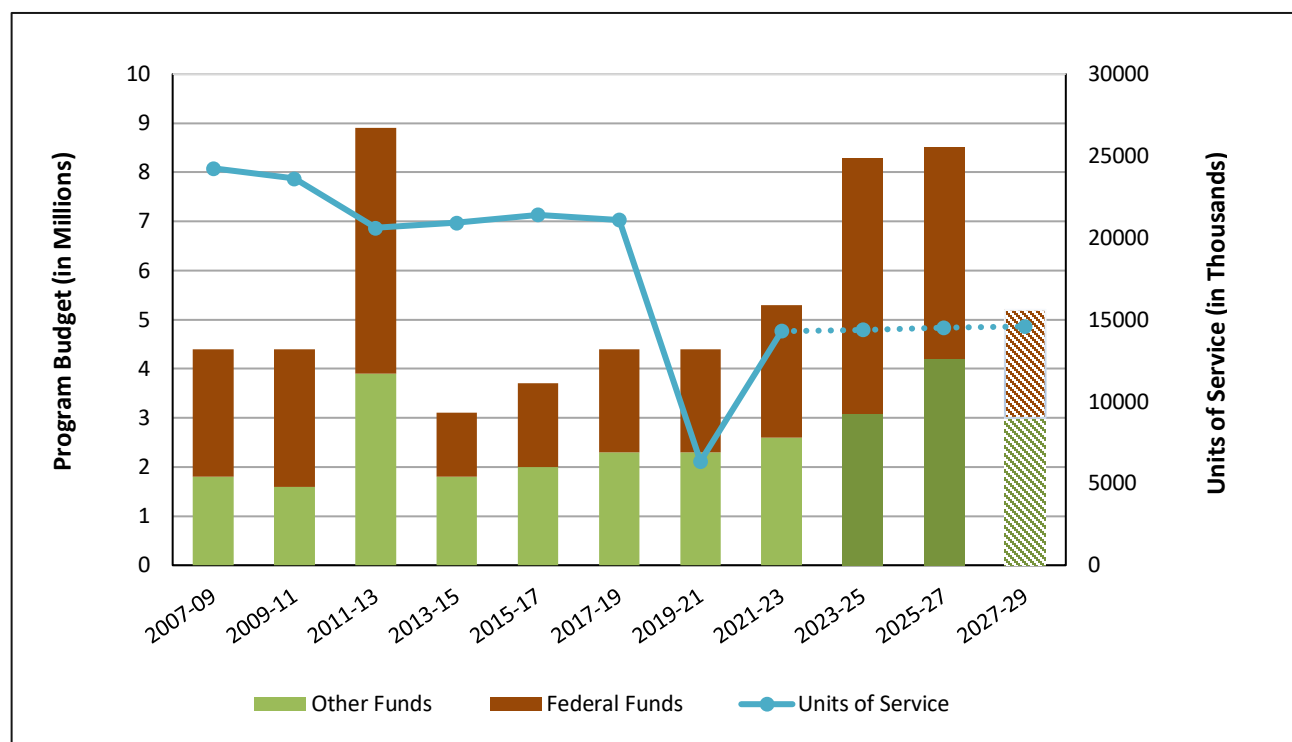
***Increased Opportunities for Teachers and Students:*** Reserve programs, classes, workshops, events, research and stewardship projects are geared toward improved understanding of coastal wetlands and watersheds, and improved management of natural resources. The Reserve directly serves K-12 and university 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 Proposed 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 Department is proposing two 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 two permanent positions 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.*

# BUDGET NARRATIVE

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## 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.

**Package 092:** adjusts for Attorney General costs. The resulting Other Funds increase is \$781.

#### 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

Cross Reference Name: South Slough National Estuarine

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Number: 14100-030-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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)
<b>Total Personal Services</b>	-	-	<b>(\$70,886)</b>	<b>(\$49,502)</b>	-	-	<b>(\$120,388)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(70,886)	(49,502)	-	-	(120,388)
<b>Total Expenditures</b>	-	-	<b>(\$70,886)</b>	<b>(\$49,502)</b>	-	-	<b>(\$120,388)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	70,886	49,502	-	-	120,388
<b>Total Ending Balance</b>	-	-	<b>\$70,886</b>	<b>\$49,502</b>	-	-	<b>\$120,388</b>

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Essential and Policy Package Fiscal Impact Summary - BPR013

## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Lands, Dept of State

Cross Reference Name: South Slough National Estuarine

Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Number: 14100-030-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
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)
<b>Total Services &amp; Supplies</b>	-	-	-	<b>(\$2,719,709)</b>	-	-	<b>(\$2,719,709)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	(2,719,709)	-	-	(2,719,709)
<b>Total Expenditures</b>	-	-	-	<b>(\$2,719,709)</b>	-	-	<b>(\$2,719,709)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	2,719,709	-	-	2,719,709
<b>Total Ending Balance</b>	-	-	-	<b>\$2,719,709</b>	-	-	<b>\$2,719,709</b>

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Essential and Policy Package Fiscal Impact Summary - BPR013

## 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$22,175</b>	<b>\$16,613</b>	-	-	<b>\$38,788</b>

### Capital Outlay

Technical Equipment	-	-	1,967	458	-	-	2,425
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## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Capital Outlay</b>							
Data Processing Hardware	-	-	823	-	-	-	823
<b>Total Capital Outlay</b>	-	-	<b>\$2,790</b>	<b>\$458</b>	-	-	<b>\$3,248</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	24,965	17,071	-	-	42,036
<b>Total Expenditures</b>	-	-	<b>\$24,965</b>	<b>\$17,071</b>	-	-	<b>\$42,036</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(24,965)	(17,071)	-	-	(42,036)
<b>Total Ending Balance</b>	-	-	<b>(\$24,965)</b>	<b>(\$17,071)</b>	-	-	<b>(\$42,036)</b>



## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Fuels and Utilities	-	-	513	-	-	-	513
<b>Total Services &amp; Supplies</b>	-	-	<b>\$513</b>	-	-	-	<b>\$513</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	513	-	-	-	513
<b>Total Expenditures</b>	-	-	<b>\$513</b>	-	-	-	<b>\$513</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(513)	-	-	-	(513)
<b>Total Ending Balance</b>	-	-	<b>(\$513)</b>	-	-	-	<b>(\$513)</b>

## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Lands, Dept of State  
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: South Slough National Estuarine  
Cross Reference Number: 14100-030-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Attorney General	-	-	(781)	-	-	-	(781)
<b>Total Services &amp; Supplies</b>	-	-	<b>(\$781)</b>	-	-	-	<b>(\$781)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	(781)	-	-	-	(781)
<b>Total Expenditures</b>	-	-	<b>(\$781)</b>	-	-	-	<b>(\$781)</b>
<b>Ending Balance</b>							
Ending Balance	-	-	781	-	-	-	781
<b>Total Ending Balance</b>	-	-	<b>\$781</b>	-	-	-	<b>\$781</b>

# BUDGET NARRATIVE

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## **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 two essential staff positions. A project manager position will 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.

The package also adds an administrative position. The Reserve does not currently have a dedicated administrative position, which results in capacity of other positions being used for administrative tasks. That impacts core responsibilities of other positions, including community outreach, visitor services, and seeking and securing funding.

#### **Staffing Impact**

This package adds 2 new positions, a Project Manager and an Administrative Specialist 2; and also 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**

\$423,662 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	248,149	-	-	-	248,149
Empl. Rel. Bd. Assessments	-	-	114	-	-	-	114
Public Employees' Retire Cont	-	-	52,211	-	-	-	52,211
Social Security Taxes	-	-	18,984	-	-	-	18,984
Paid Family Medical Leave Insurance	-	-	992	-	-	-	992
Worker's Comp. Assess. (WCD)	-	-	66	-	-	-	66
Flexible Benefits	-	-	67,146	-	-	-	67,146
<b>Total Personal Services</b>	-	-	<b>\$387,662</b>	-	-	-	<b>\$387,662</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	<b>\$36,000</b>	-	-	-	<b>\$36,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	423,662	-	-	-	423,662
<b>Total Expenditures</b>	-	-	<b>\$423,662</b>	-	-	-	<b>\$423,662</b>

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## 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(423,662)	-	-	-	(423,662)
<b>Total Ending Balance</b>	-	-	<b>(\$423,662)</b>	-	-	-	<b>(\$423,662)</b>
<b>Total Positions</b>							
Total Positions							2
<b>Total Positions</b>	-	-	-	-	-	-	<b>2</b>
<b>Total FTE</b>							
Total FTE							1.52
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.52</b>

# BUDGET NARRATIVE

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## **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

Cross Reference Name: South Slough National Estuarine

Pkg: 206 - South Slough - Operational Funding Gaps

Cross Reference Number: 14100-030-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	390,000	-	-	-	390,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$390,000</b>	-	-	-	<b>\$390,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	390,000	-	-	-	390,000
<b>Total Expenditures</b>	-	-	<b>\$390,000</b>	-	-	-	<b>\$390,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(390,000)	-	-	-	(390,000)
<b>Total Ending Balance</b>	-	-	<b>(\$390,000)</b>	-	-	-	<b>(\$390,000)</b>

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# BUDGET NARRATIVE

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## **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**

\$1.4 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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
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
<b>Total Personal Services</b>	-	-	-	<b>\$188,601</b>	-	-	<b>\$188,601</b>
<b>Services &amp; Supplies</b>							
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
<b>Total Services &amp; Supplies</b>	-	-	-	<b>\$1,244,521</b>	-	-	<b>\$1,244,521</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	1,433,122	-	-	1,433,122
<b>Total Expenditures</b>	-	-	-	<b>\$1,433,122</b>	-	-	<b>\$1,433,122</b>

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## 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**

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	-	(1,433,122)	-	-	(1,433,122)
<b>Total Ending Balance</b>	-	-	-	<b>(\$1,433,122)</b>	-	-	<b>(\$1,433,122)</b>
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>

# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	-	375,000	-	-	375,000
<b>Total Services &amp; Supplies</b>	-	-	-	<b>\$375,000</b>	-	-	<b>\$375,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	375,000	-	-	375,000
<b>Total Expenditures</b>	-	-	-	<b>\$375,000</b>	-	-	<b>\$375,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	-	(375,000)	-	-	(375,000)
<b>Total Ending Balance</b>	-	-	-	<b>(\$375,000)</b>	-	-	<b>(\$375,000)</b>

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

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

**Agency Number: 14100**

**Cross Reference Number: 14100-030-00-00-00000**

<i>Source</i>	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
<b>Other Funds</b>						
Non-business Lic. and Fees	-	1,080	1,080	1,080	1,080	-
Federal Revenues	115,912	70,805	70,805	85,000	85,000	-
Charges for Services	124,183	34,076	34,076	65,000	65,000	-
Rents and Royalties	6,116	9,460	9,460	5,000	5,000	-
Donations	30,000	-	-	2,000	2,000	-
Other Revenues	32,881	1,876	186,764	50,000	50,000	-
Transfer In - Intrafund	2,800,000	2,866,684	2,866,684	3,989,644	3,989,644	-
Tsfr To Forestry, Dept of	(26,126)	-	-	-	-	-
<b>Total Other Funds</b>	<b>\$3,082,966</b>	<b>\$2,983,981</b>	<b>\$3,168,869</b>	<b>\$4,197,724</b>	<b>\$4,197,724</b>	<b>-</b>
<b>Federal Funds</b>						
Federal Funds	2,054,415	5,395,673	5,551,292	4,045,718	4,045,718	-
<b>Total Federal Funds</b>	<b>\$2,054,415</b>	<b>\$5,395,673</b>	<b>\$5,551,292</b>	<b>\$4,045,718</b>	<b>\$4,045,718</b>	<b>-</b>

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# **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](mailto: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.

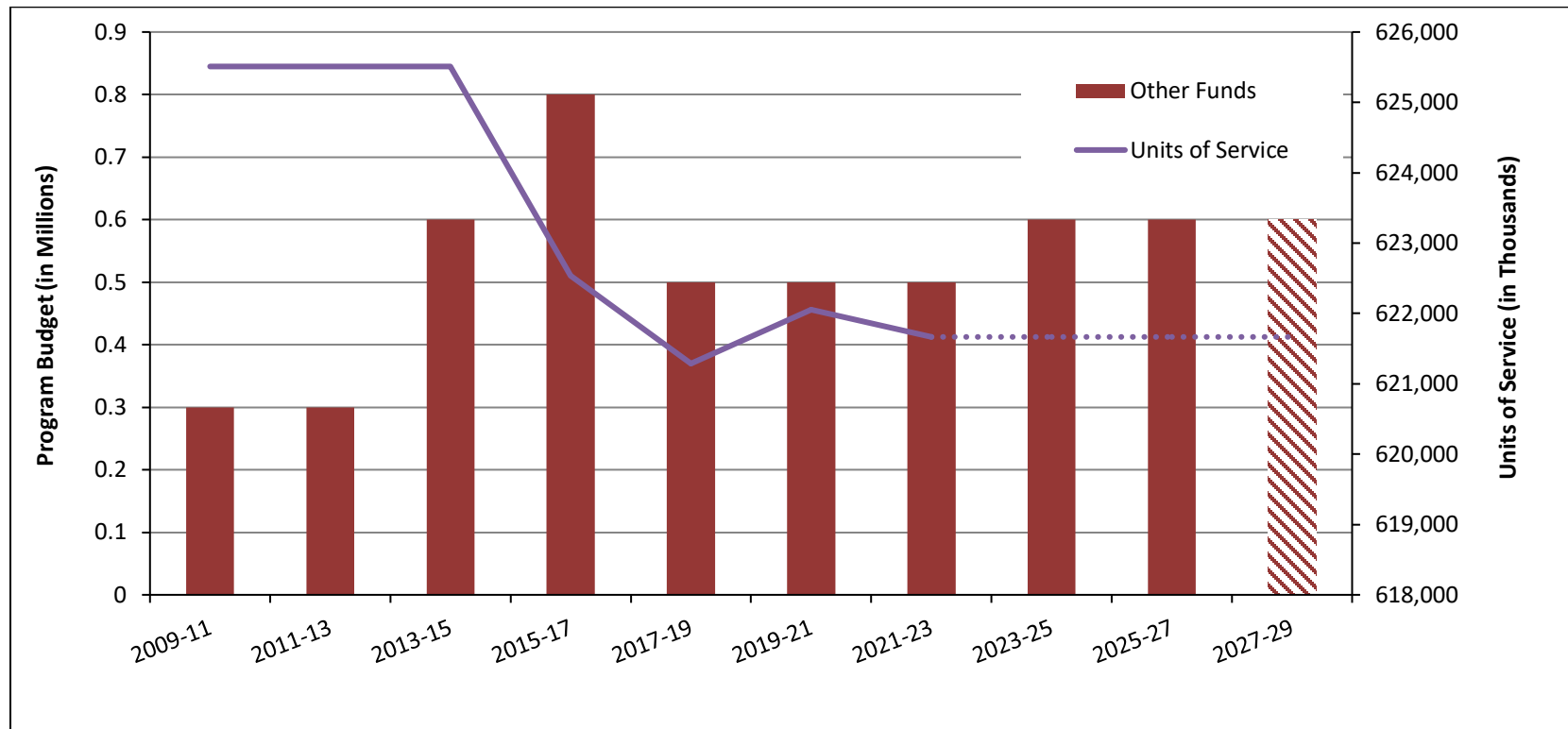
### **Program Justification**

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 Proposed Program Changes from 2023-25**

None.

# BUDGET NARRATIVE

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## **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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Facilities Maintenance	-	-	14,900	-	-	-	14,900
<b>Total Services &amp; Supplies</b>	-	-	<b>\$14,900</b>	-	-	-	<b>\$14,900</b>
<b>Capital Outlay</b>							
Building Structures	-	-	9,129	-	-	-	9,129
<b>Total Capital Outlay</b>	-	-	<b>\$9,129</b>	-	-	-	<b>\$9,129</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	24,029	-	-	-	24,029
<b>Total Expenditures</b>	-	-	<b>\$24,029</b>	-	-	-	<b>\$24,029</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(24,029)	-	-	-	(24,029)
<b>Total Ending Balance</b>	-	-	<b>(\$24,029)</b>	-	-	-	<b>(\$24,029)</b>

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

Lands, Dept of State  
2025-27 Biennium

Agency Number: 14100

Cross Reference Number: 14100-088-00-00-00000

<i>Source</i>	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
<b>Other Funds</b>						
Other Revenues	399,818	580,471	580,471	580,471	580,471	-
<b>Total Other Funds</b>	<b>\$399,818</b>	<b>\$580,471</b>	<b>\$580,471</b>	<b>\$580,471</b>	<b>\$580,471</b>	<b>-</b>

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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.

Agency NameDepartment of State Lands

Table A: Owned Assets Over \$1M CRV			FY 2024 DATA		
Total Number of Facilities Over \$1M			2	Source 4RISKRisk or FCA  Estimate/Actual 515% % USF/GSF Office/Admin USF/PC 6225 or Agency Measure 7	
Current Replacement Value \$ (CRV)	1	\$23,793,191			
Total Gross Square Feet (GSF)		115,120			
Office/Administrative Usable Square Feet (USF)	2	16,911			
Occupants Position Count (PC)	3	75			

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	<i>Estimate/Actual</i>	5	94%	% USF/GSF	
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					
Occupants Position Count (PC)	3	12					
			<b>Office/Admin</b>	<b>USF/PC</b>	6	502	

Definitions

CRV	1	Current Replacement Value Reported to Risk Management <i>or Calculated Replacement Value Reported from iPlan Facility Conditions Assessment (FCA)</i>
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



Agency Name Department of State Lands

Facilities Operations and Maintenance (O&M) Budget excluding  
Capital Improvements and Deferred Maintenance

Personal Services (PS) Operations and Maintenance	1	2021-23 Actual	2023-25 LAB	2025-27 Budgeted	2027-29 Budgeted	Projected a 5% increase.
Services and Supplies (S&S) Operations and Maintenance		\$267,548.00	\$255,336.00	\$268,103	\$281,508	
Utilities not included in PS and S&S above		\$738,286.00	\$635,021.00	\$666,772	\$700,111	
		\$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.
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O&M Estimated Fund Split Percentage %	2	General Fund	Lottery Fund	Other Funds	Federal Funds
				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				2025-27 Budgeted SB 1067 (2% CRV min.)	2027-29 Projected SB 1067 (2% CRV min.)	
	3	Current Costs 2023	Ten Year Projection			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)
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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 maintenance 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**

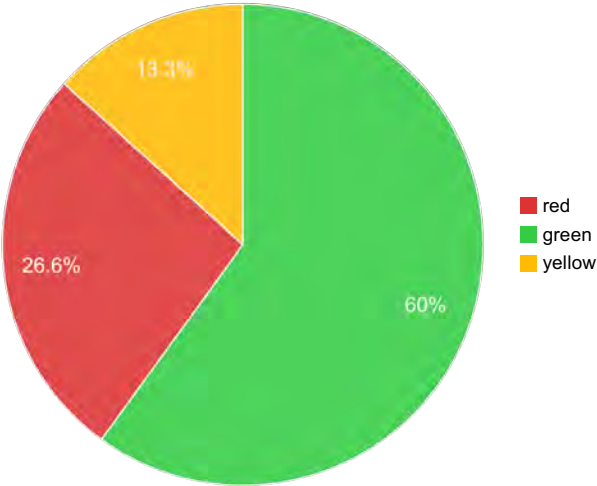
## Department of State Lands

Annual Performance Progress Report

Reporting Year 2024

Published: 10/1/2024 6:48:56 AM

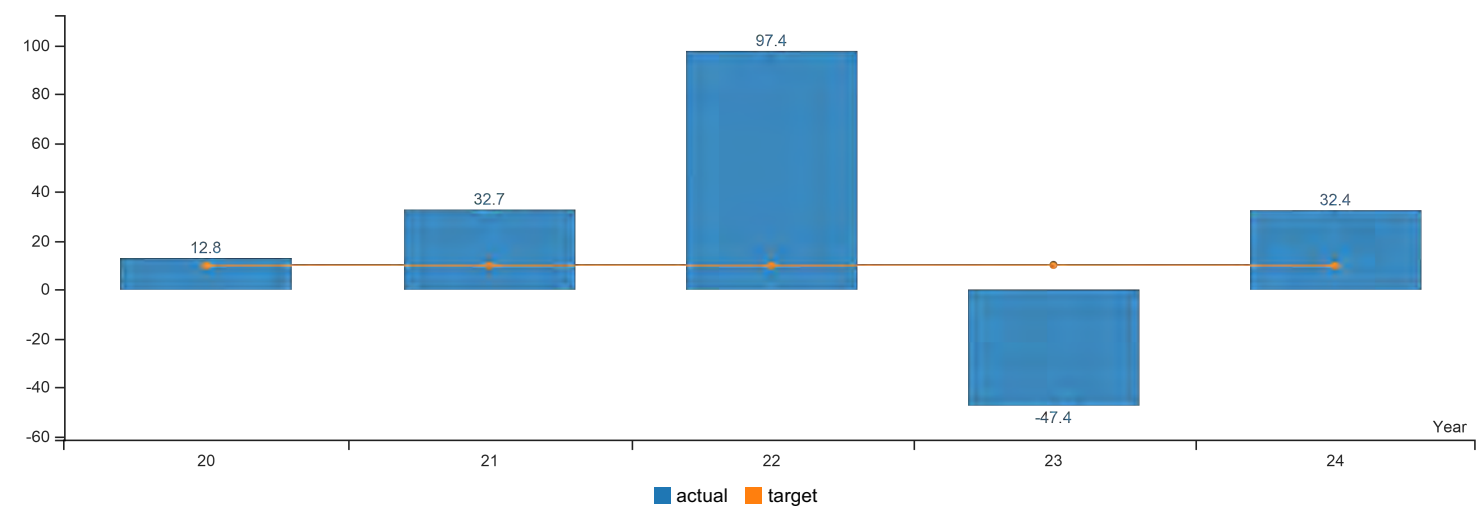
KPM #	Approved Key Performance Measures (KPMs)
1	Increase in Deposits to the Common School Fund - Percent annual increase in amount of cash generated by agency activities deposited to the Common School Fund.
2	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative 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**

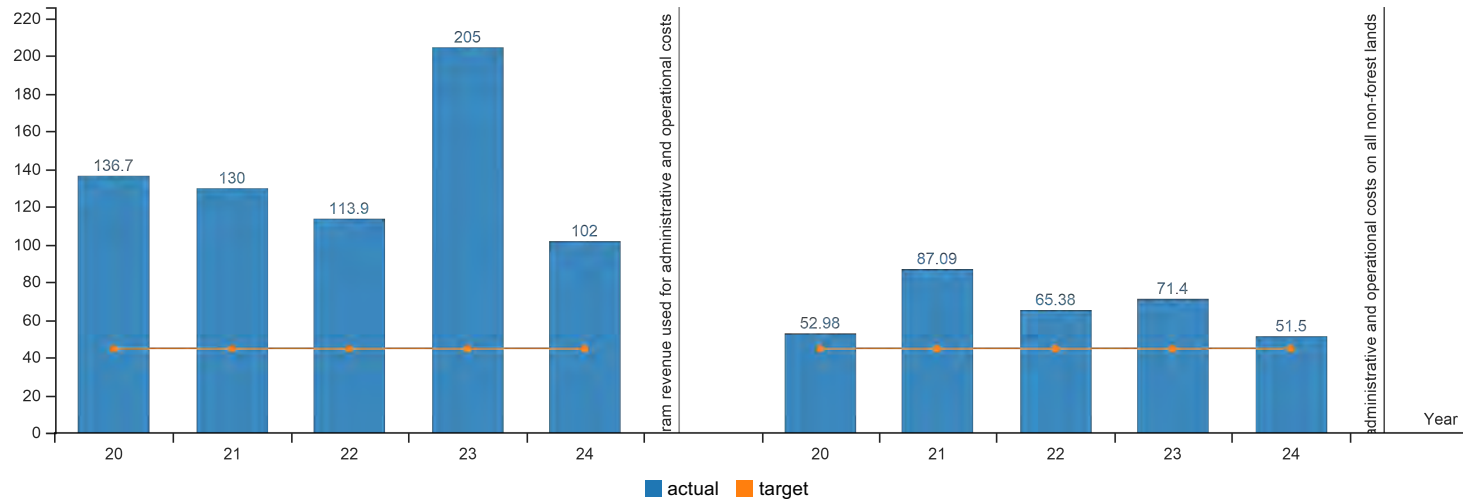
Deposits to the Common School Fund increased by 32.4 percent from the prior year.

**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
<b>a. Percentage of forest lands program revenue used for administrative and operational costs</b>					
Actual	136.70%	130%	113.90%	205%	102%
Target	45%	45%	45%	45%	45%
<b>b. Percentage of program revenue used for administrative and operational costs on all non-forest lands</b>					
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.

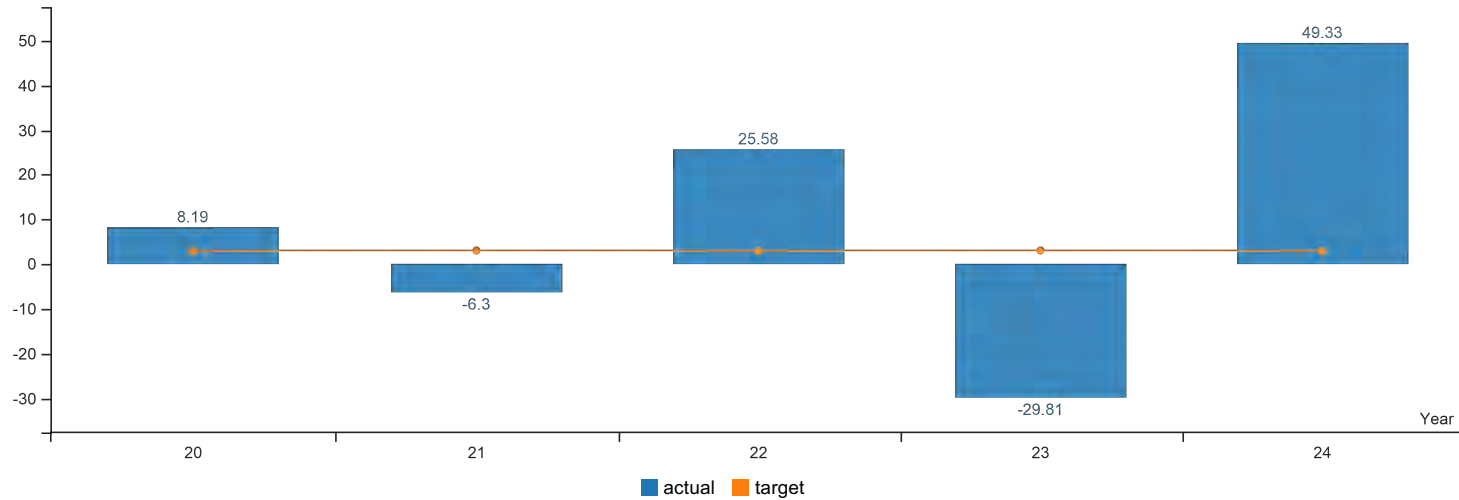
Under KPM 2b, non-forestland management operations revenues were up 49% and expenses were down nearly 57% compared to FY23. Revenues were up largely due to proprietary waterways (easements) but also increases in rangeland revenues.



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
<b>Increase in Revenues from Land Management Activities</b>					
Actual	8.19%	-6.30%	25.58%	-29.81%	49.33%
Target	3%	3%	3%	3%	3%

#### How Are We Doing

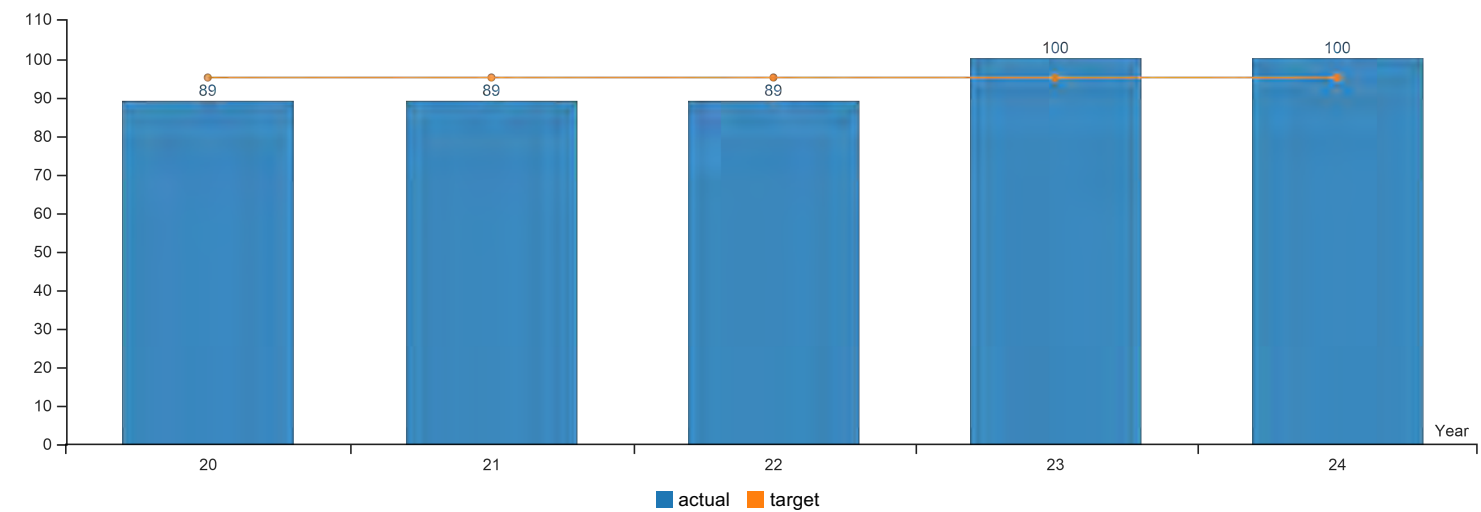
Revenues went up in FY2024 mainly due to proprietary waterway increases (+\$1.8m) of revenue, which may be related to market conditions and easement cycles. Rangelands were also up over \$300,000 when compared to the previous year. The remaining codes exhibited minor changes.

#### 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**

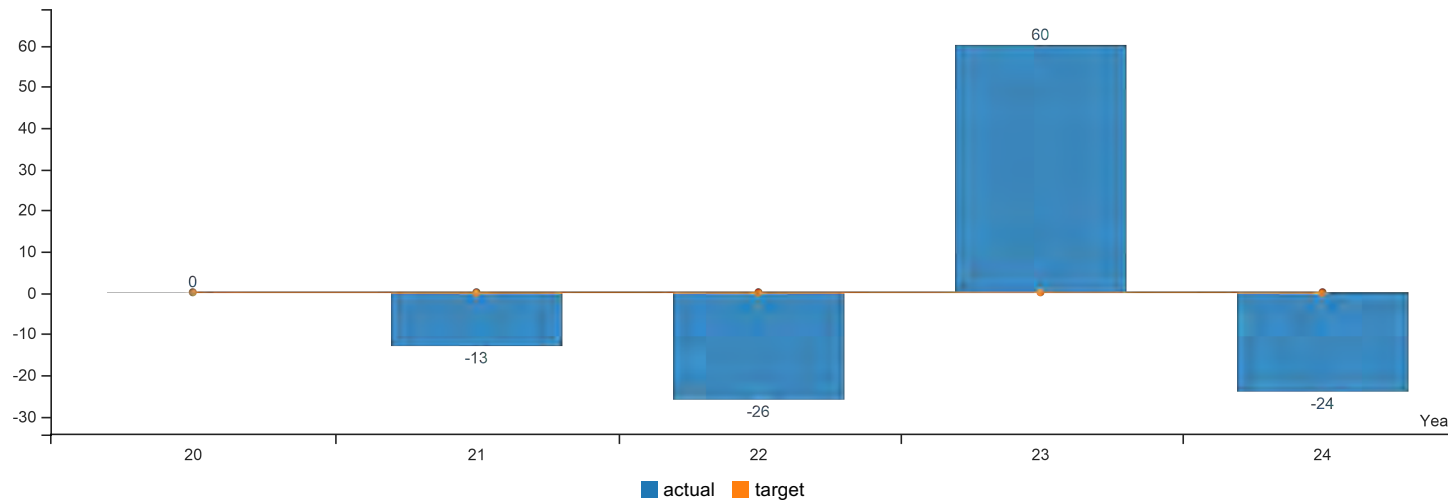
The Department has developed management plans for the largest and highest value parcels. The remaining lands without management plans consist primarily of smaller, geographically scattered parcels, so the return on investment in developing plans is low. The Department will move away from having management 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
<b>No Net Loss of Wetlands - change in wetland acreage due to regulatory actions.</b>					
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.

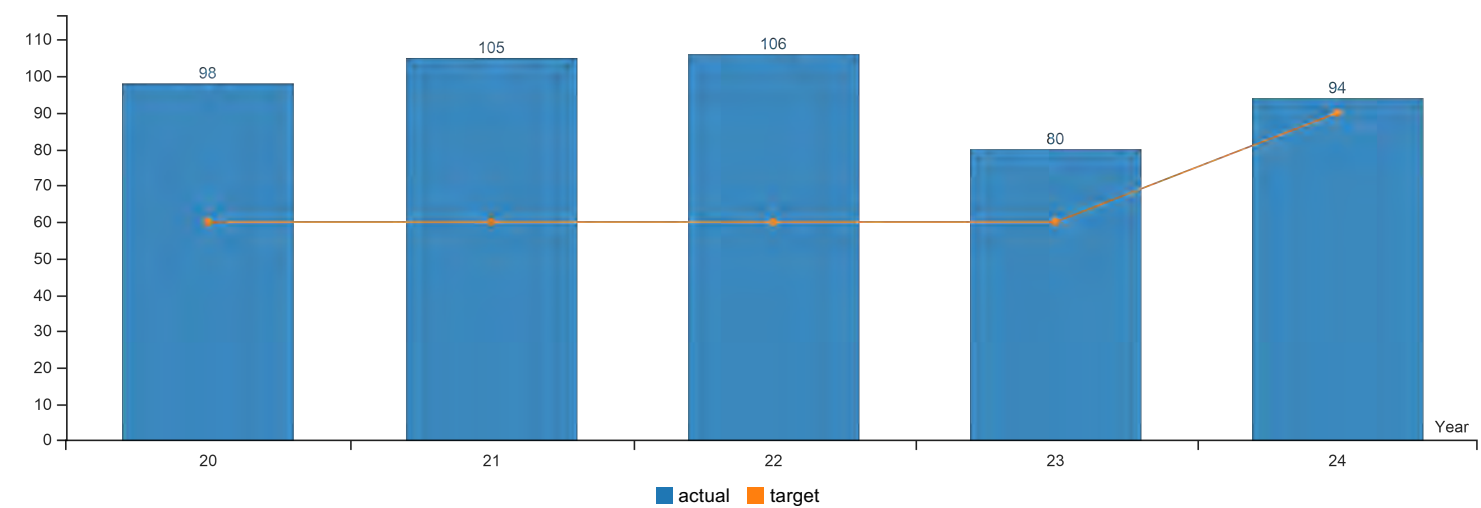
#### Factors Affecting Results

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.

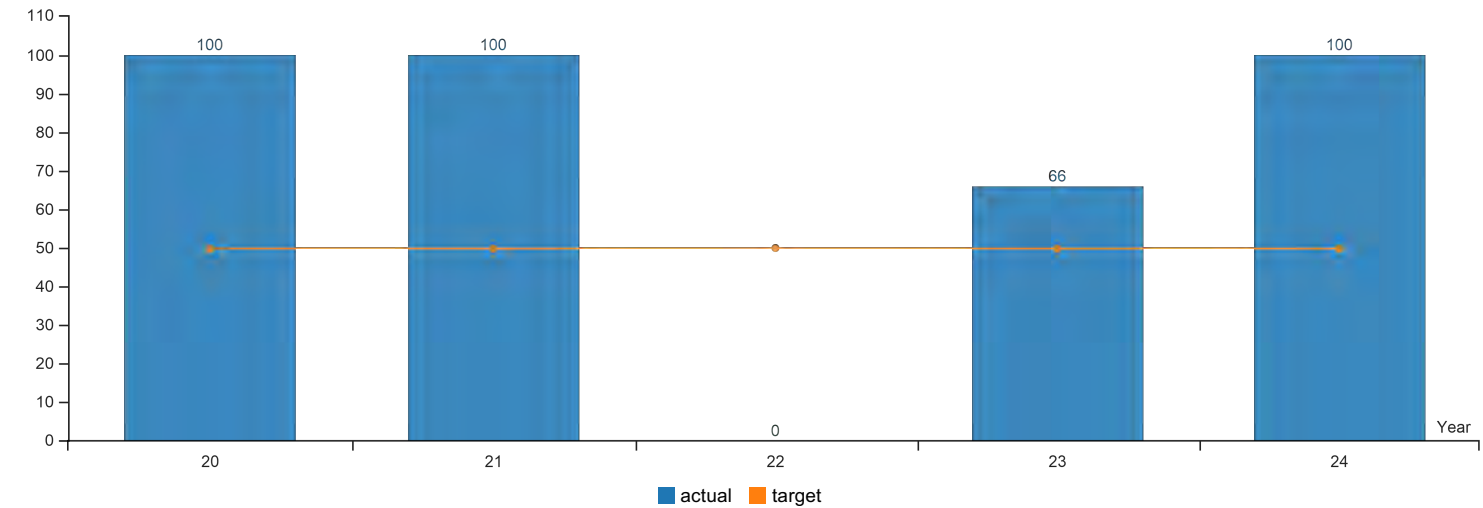
Factors Affecting Results

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
<b>Annual Resolution of Non-Compliance Conditions</b>					
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.

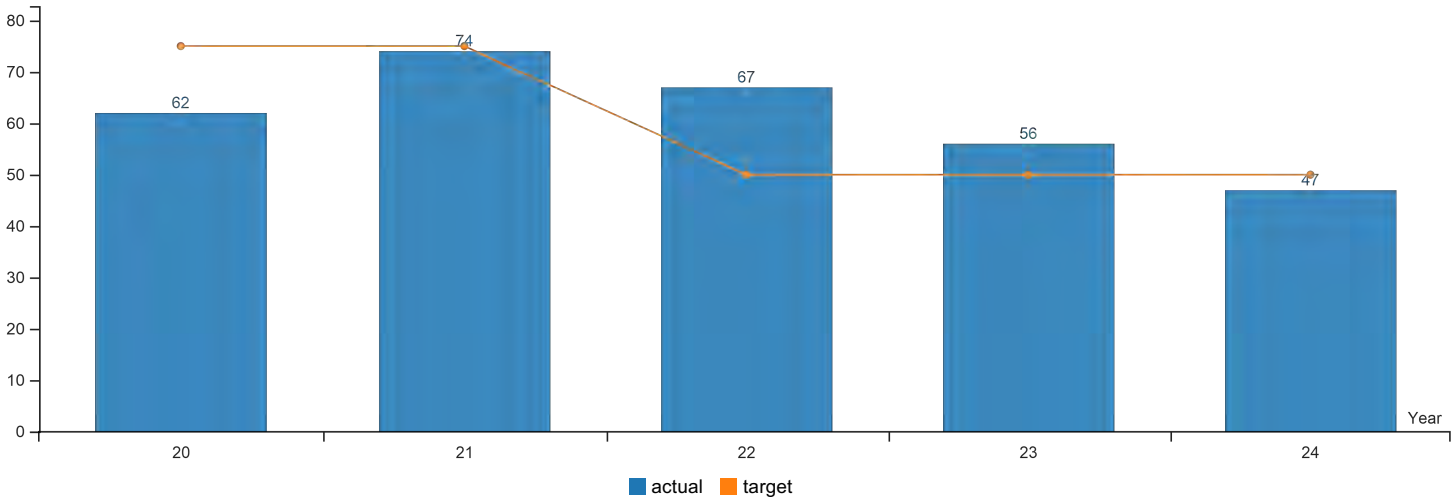
#### Factors Affecting Results

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
<b>Percent of Removal-Fill Violations</b>					
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.

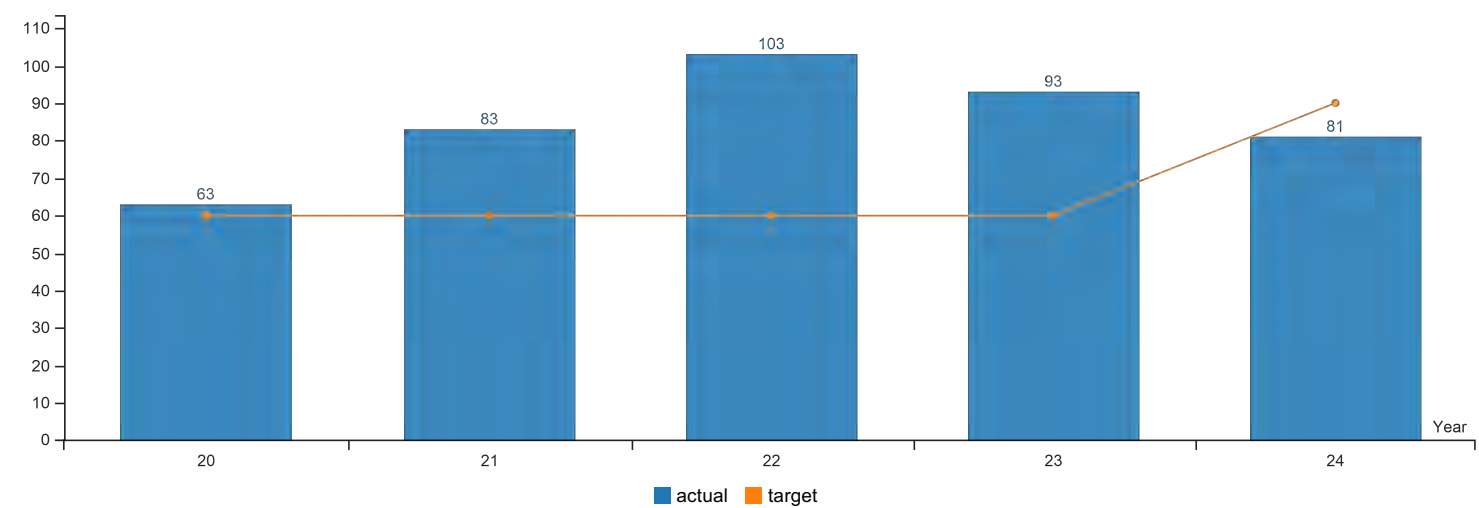
**Factors Affecting Results**

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**

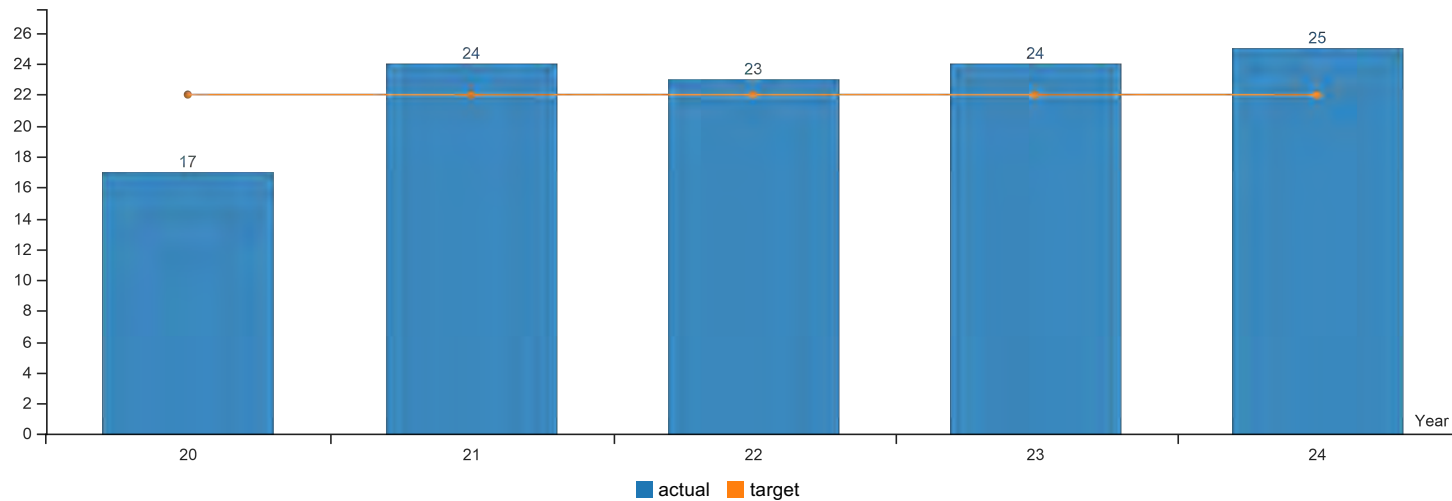
The Department did not meet the target of responding to a wetland delineation report within 60 days. The average agency response time for FY 24 was 81 days, which is 12 days less than FY 23. However, the agency has met the 120-day statutory requirement since FY 2009.

**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
<b>Agency Response Time for Wetland Land Use Notices Within 30 Days</b>					
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

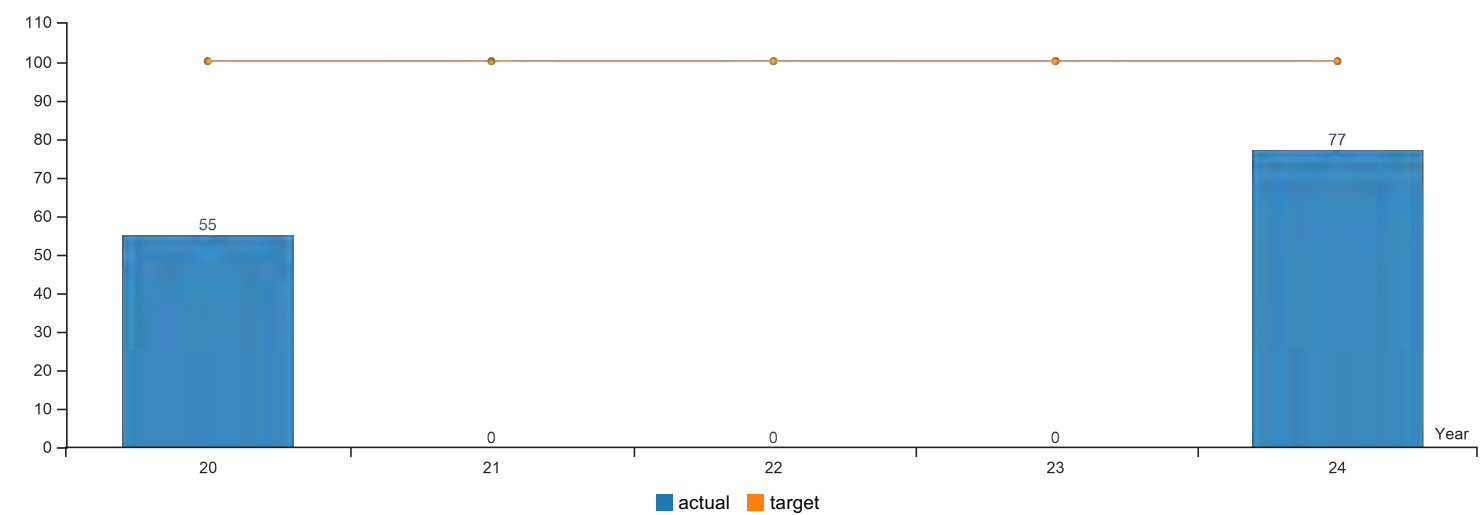
The number of wetland land use notices received is influenced by how well the economy is doing and by how well DSL explains notification requirements to local governments. The Department responded to 861 notices in FY 24. That is a 14 percent decrease from FY 23 and a 30 percent decrease from FY 22.

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**

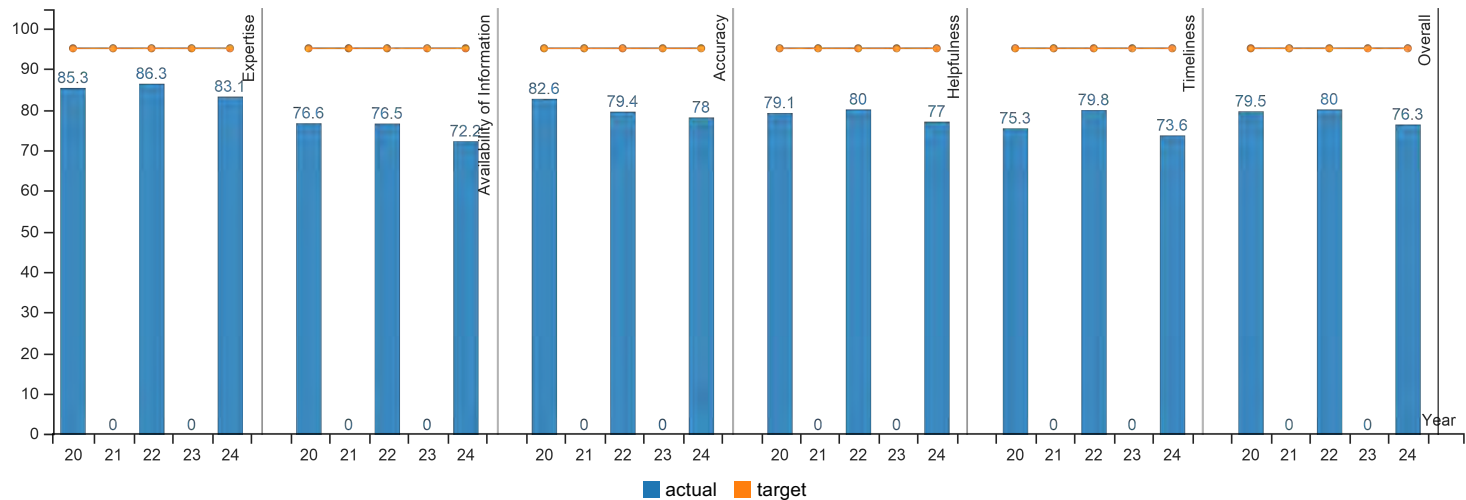
The Department did not meet the target in FY 24. The Department received \$306,206.53 into the Oregon Removal-Fill Mitigation Fund in FY 23 that should be committed to projects within one year, i.e., during FY 24. One new project was funded in FY 24 for \$236,537.

**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
<b>Expertise</b>					
Actual	85.30%		86.30%	0%	83.10%
Target	95%	95%	95%	95%	95%
<b>Availability of Information</b>					
Actual	76.60%		76.50%	0%	72.20%
Target	95%	95%	95%	95%	95%
<b>Accuracy</b>					
Actual	82.60%		79.40%	0%	78%
Target	95%	95%	95%	95%	95%
<b>Helpfulness</b>					
Actual	79.10%		80%	0%	77%
Target	95%	95%	95%	95%	95%
<b>Timeliness</b>					
Actual	75.30%		79.80%	0%	73.60%
Target	95%	95%	95%	95%	95%
<b>Overall</b>					
Actual	79.50%		80%	0%	76.30%
Target	95%	95%	95%	95%	95%

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.

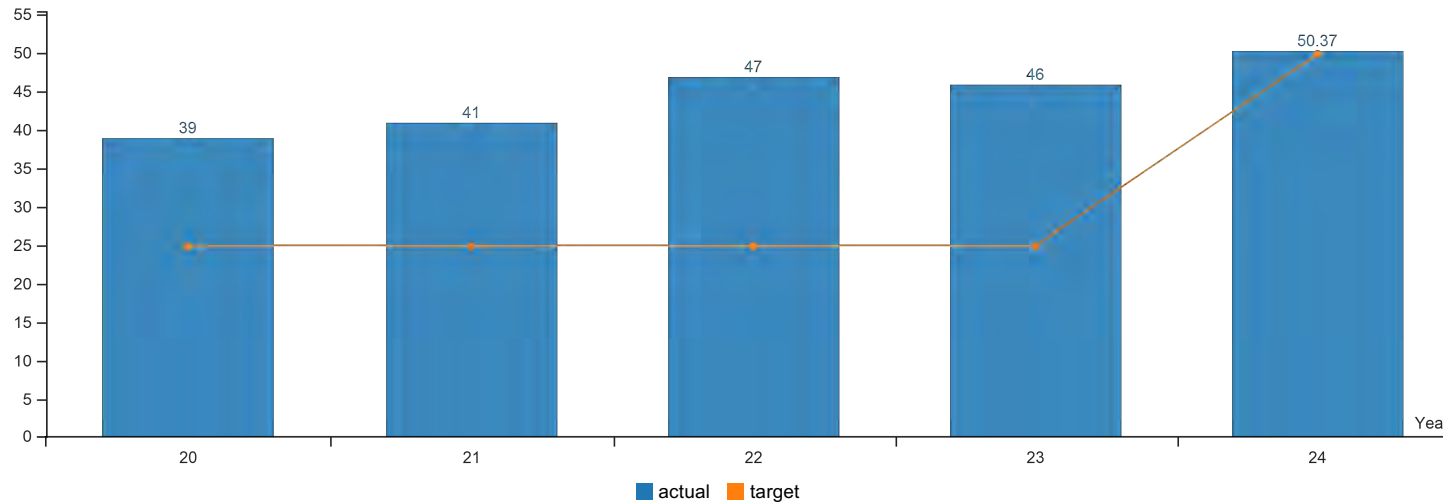
#### Factors Affecting Results

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
<b>Percent of Operations Funded from Non-CSF Sources</b>					
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

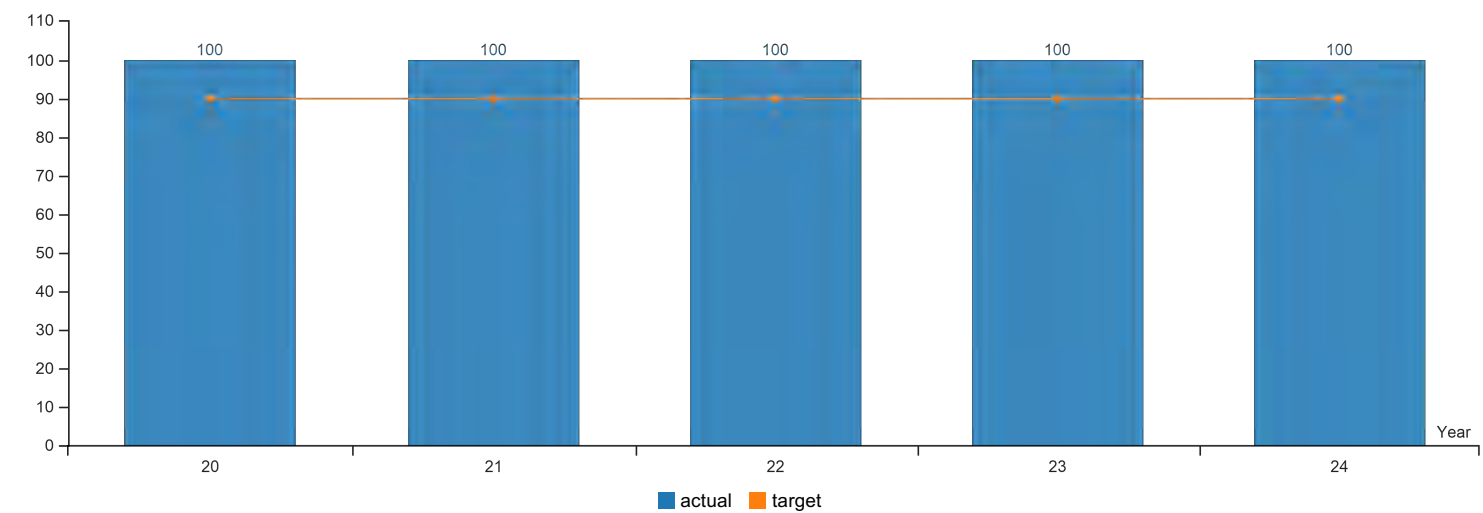
The target was exceeded for FY 24. Staff are continually seeking external grants and other funding opportunities to support Reserve operations and projects. Several successful grant applications over the past year allowed the Reserve to leverage external funding using state budget funds as match. The 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**

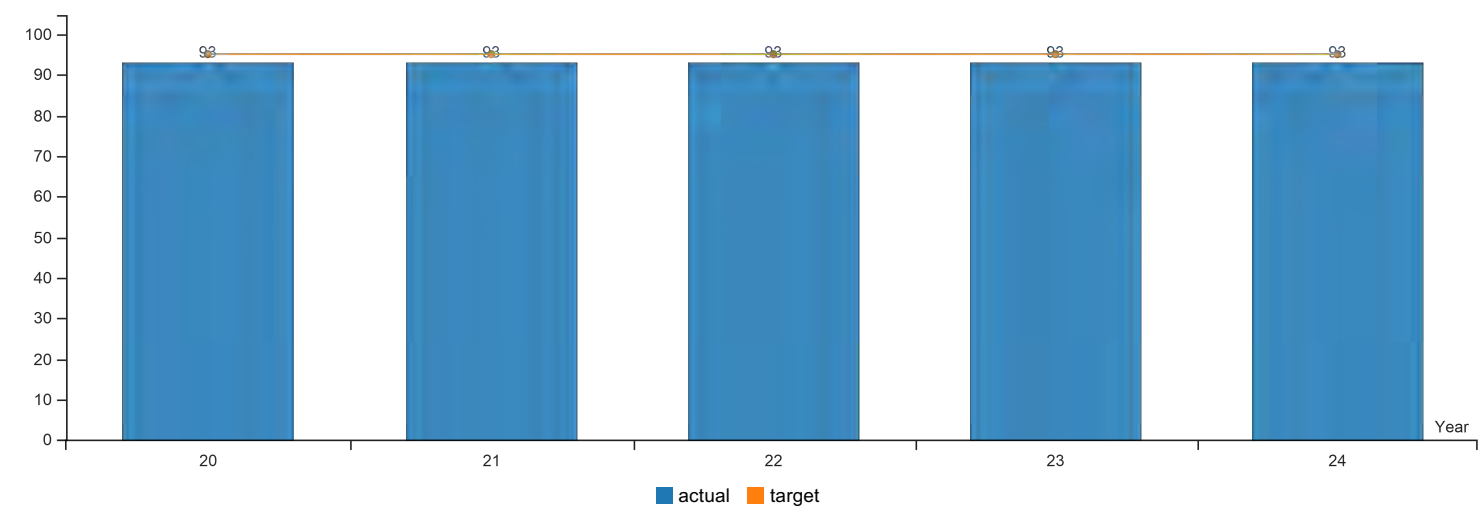
The target was met for FY 24. All South Slough Reserve programs are currently using some form of structured needs assessment and/or evaluation surveys to identify audience-driven needs for program development, information, and services. During the reporting period, the Reserve continued its ongoing assessments 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
<b>Percent of Criteria Being Met</b>					
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

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Common School Fund

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June 30, 2024

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## FINANCIAL SECTION

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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.



Boise Idaho  
November 13, 2024

# **BASIC FINANCIAL STATEMENTS**

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**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
 

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**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**


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 36,664,822
 

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Excess of Revenues Over Expenditures

---

 300,958,944
 

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**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)**


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 (112,231,679)
 

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Net Change in Fund Balances

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 188,727,265
 

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Fund Balances - Beginning

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 2,128,652,426
 

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**Fund Balances - Ending**


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 \$ 2,317,379,691
 

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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.

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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**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.

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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.

<b>Asset Class</b>	<b>Benchmark</b>	<b>Target Allocation</b>	<b>Range</b>
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%
	Weighted aggregate of indexes listed		
Policy Mix	above at target allocation	100%	

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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**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%.

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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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

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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 Type	Credit Rating <sup>1</sup>	Investment Maturities (in years)				Total Market Value
		Less than 1	1 to 5	6 to 10	More than 10 or none	
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

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**Notes to the Financial Statements**  
**June 30, 2024**

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Investment Type	Credit Rating <sup>1</sup>	Investment Maturities (in years)				Total Market Value
		Less than 1	1 to 5	6 to 10	More than 10 or none	
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						<u>\$2,356,548,942</u>

<sup>1</sup> 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.

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

**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)				Total Market Value
		Less than 1	1 to 5	6 to 10	More than 10 years	
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		<u>\$ 2</u>	<u>\$ 4,941</u>	<u>\$ 89,136</u>	<u>\$ 139,699</u>	<u>233,778</u>
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						<u>\$126,646,574</u>

**Common School Fund**  
**Notes to the Financial Statements**  
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**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:

Foreign Currency Denominations	Deposits and Investments (U.S. Dollars)					
	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.

**Common School Fund**  
**Notes to the Financial Statements**  
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- 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 value is 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

**Common School Fund**  
**Notes to the Financial Statements**  
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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.

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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

**Common School Fund**  
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**June 30, 2024**

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 <sup>1</sup>	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	<u>\$ 1,746,844,365</u>	<u>\$166,258,025</u>		

<sup>1</sup> 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.

**Common School Fund**  
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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.

<b>Securities Lending as of June 30, 2024</b>			
<b>Investment Type</b>	<b>Cash and Securities Collateral Received</b>	<b>Securities on Loan at Fair Value</b>	<b>Investments of Cash Collateral at Fair Value</b>
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
<b>Total</b>	<b>\$ 18,816,754</b>	<b>\$ 18,323,612</b>	<b>\$ 15,534,511</b>

### 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:

<b>Currency</b>	<b>Options</b>	<b>Currency Forward Contracts</b>		<b>Total Exposure</b>
		<b>Net Receivables</b>	<b>Net Payables</b>	
Canadian Dollar	\$ -	\$ 6,967	\$ 2,507	\$ 9,474
Mexican Peso	-	(42,224)	433,969	391,745
<b>Total</b>	<b>\$ -</b>	<b>\$ (35,257)</b>	<b>\$ 436,476</b>	<b>\$ 401,219</b>

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.



**Common School Fund**  
**Notes to the Financial Statements**  
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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:

<b>Investment Derivatives</b>	<b>Net Appreciation/ (Depreciation) in Fair Value <sup>1,4</sup></b>	<b>Classification</b>	<b>Fair Value <sup>2</sup></b>	<b>Notional Value <sup>3</sup></b>
Foreign Exchange Forwards	\$ 205,965	Long Term Instruments	\$ 401,219	\$ 13,415,166
Total	<u>\$ 205,965</u>		<u>\$ 401,219</u>	<u>\$ 13,415,166</u>
<sup>1</sup> Negative values (in brackets) refer to losses				
<sup>2</sup> Negative values refer to liabilities				
<sup>3</sup> Notional may be a dollar amount or size of underlying for futures and options				
<sup>4</sup> 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:

<b>Accounts and Interest Receivables</b>	<b>Total</b>
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	<u>\$ 55,620,030</u>

<b>Net Contracts, Notes, and Other Receivables</b>	<b>Total</b>
Contracts, Notes, and Other Receivables	\$ 112,440
Allowance for doubtful accounts	(99,003)
Net Contracts, Notes, and Other Receivables	<u>\$ 13,437</u>

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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**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:

<b>Accounts Payable</b>	<b>Total</b>
General accounts payable	\$ 2,774,597
Investment broker payable	133,761,687
Total payables	<u>\$ 136,536,284</u>

**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:

<b>Year ending June 30,</b>	<b>Principal</b>	<b>Interest</b>
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
<b>Total</b>	<u>\$ 4,180,689</u>	<u>\$ 933,104</u>

**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

**Common School Fund**  
**Notes to the Financial Statements**  
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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:

<b>Year ending June 30,</b>	<b>Principal</b>	<b>Interest</b>
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
<b>Total</b>	<b>\$ 1,408,937</b>	<b>\$ 129,749</b>

**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:

<b>Year ending June 30,</b>	<b>Amount</b>
2025	\$ 65,095
2026	67,048
2027	69,060
2028	71,132
2029	54,540
Total future minimum rental revenues	<b>\$ 326,875</b>

**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

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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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:

<b>Due from Other Funds</b>				
<b>Due to Other Funds</b>	<b>General</b>	<b>Environmental Management</b>	<b>Internal Service</b>	<b>Common School</b>
Environmental Management	\$ -	\$ -	\$ -	\$ 307,004
Common School	35	140,147	1,500	-
Internal Service	-	-	-	141,935
Total	\$ 35	\$ 140,147	\$ 1,500	\$ 448,939

<b>Advances from Other Funds</b>				
<b>Advances to Other Funds</b>				<b>Common School</b>
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.

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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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:

<b>Funding Source</b>	<b>Total</b>
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

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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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

**Common School Fund**  
**Notes to the Financial Statements**  
**June 30, 2024**

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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



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**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.

A handwritten signature in black ink that reads "Eide Bailly LLP". The signature is written in a cursive, flowing style.

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

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[www.oregon.gov/dsl](http://www.oregon.gov/dsl)

## State Land Board

September 1, 2024

Tina Kotek

Governor

Ms. Juliet O. Valdez  
Affirmative Action Manager  
The Office of Cultural Change/Affirmative Action  
155 Cottage St. NE  
Salem, OR 97301

LaVonne Griffin-Valade

Secretary of State

Tobias Read

State Treasurer

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

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# 1. Department of State Lands Description

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## 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:

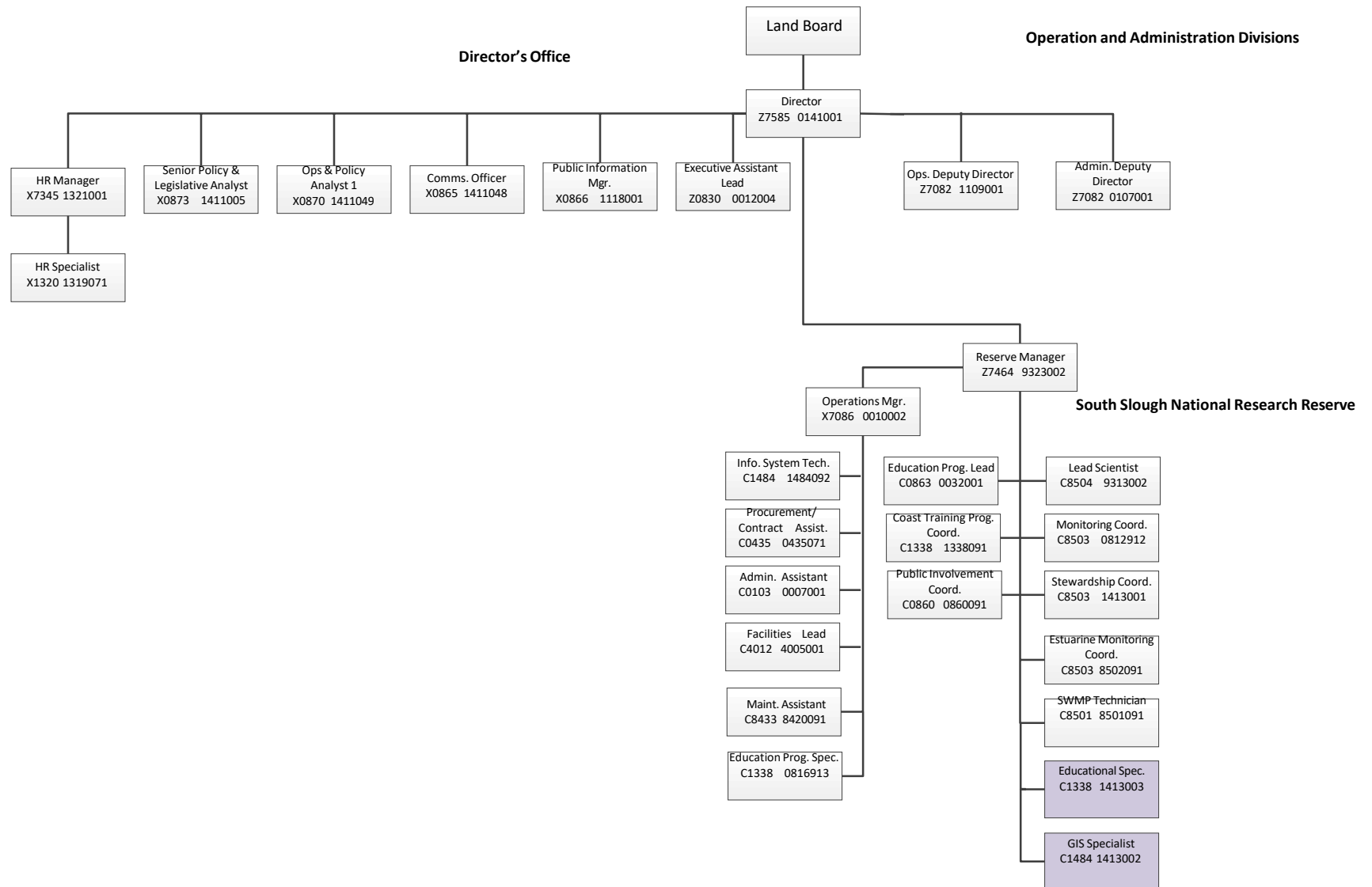
Michelle Johnson  
775 Summer Street NE, Suite 100  
Salem, OR 97301-1279  
(503) 708-7975

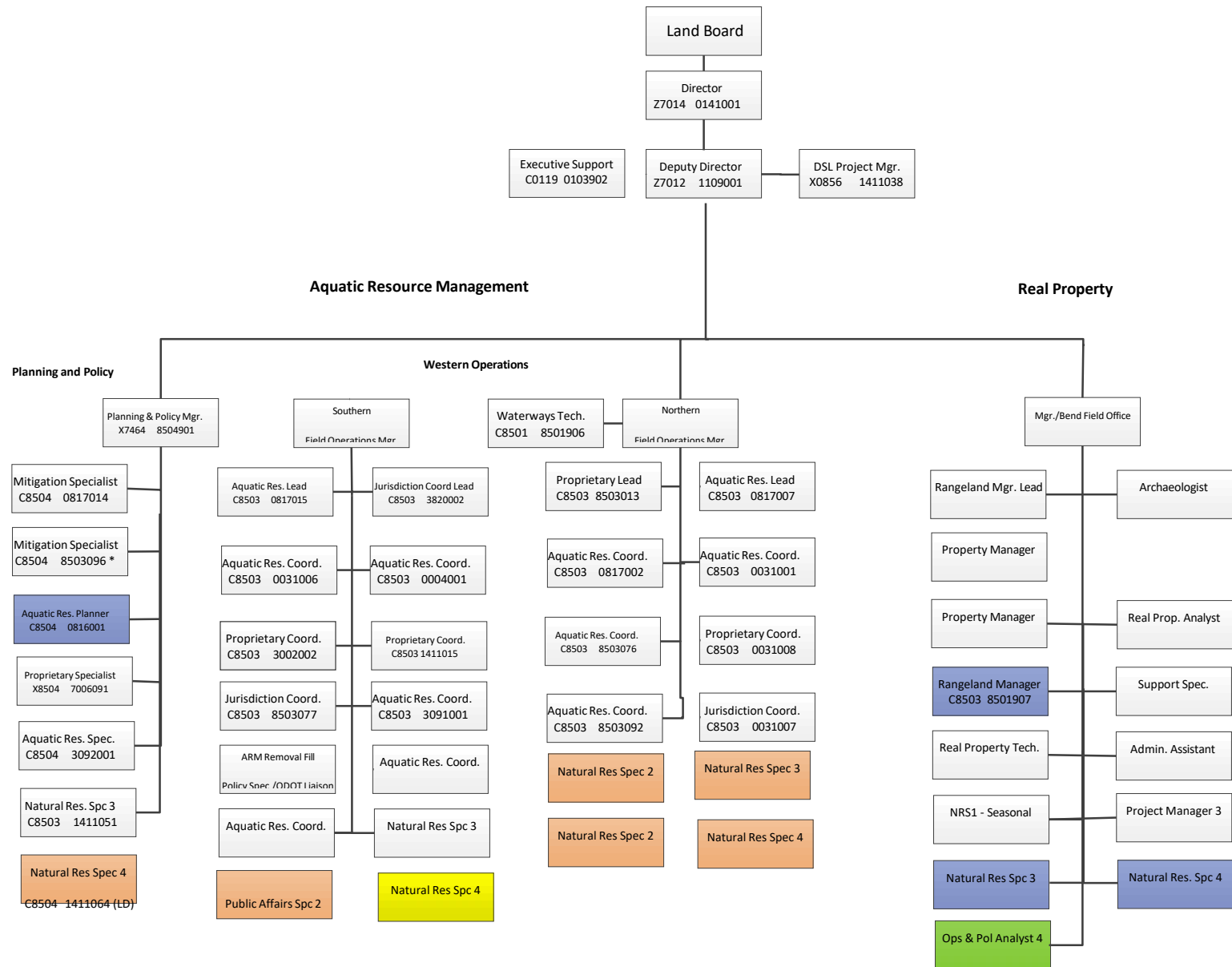
### Diversity and Inclusion Officer

DSL Diversity and Inclusion Officer:

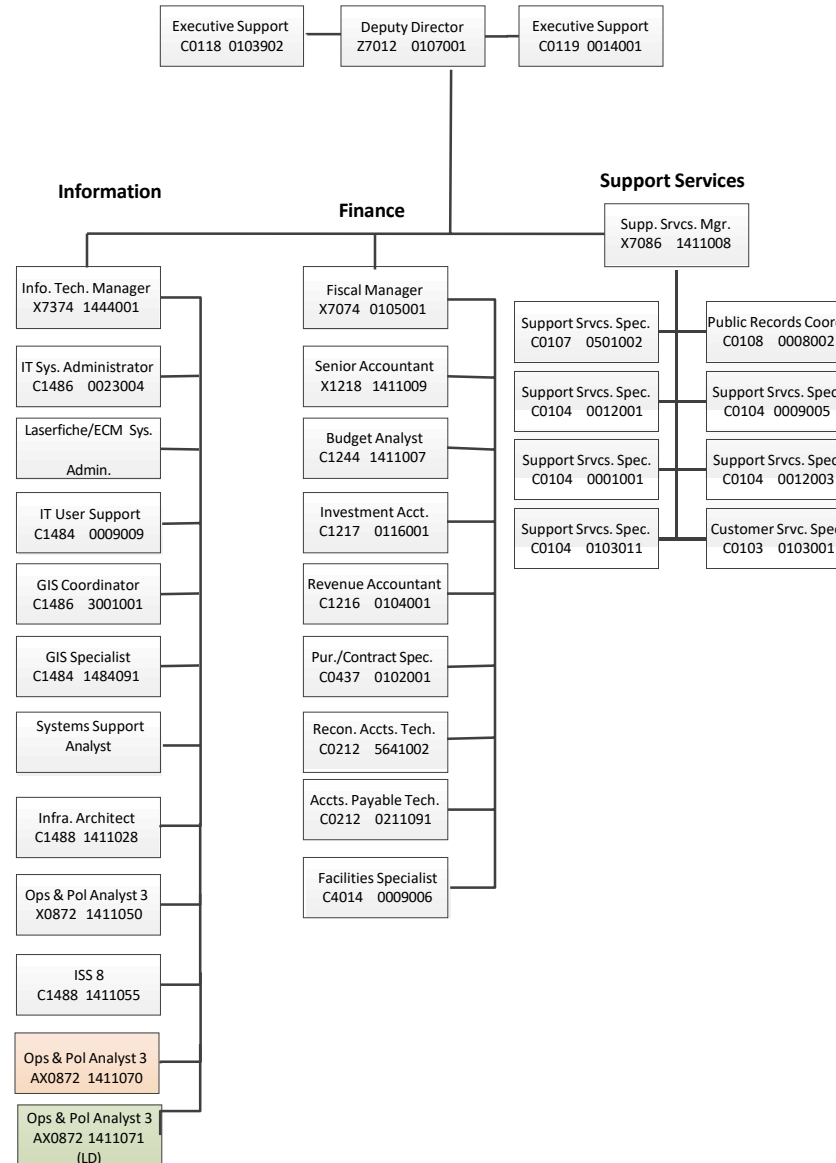
DSL does not have a full-time position dedicated to Diversity and Inclusion.

# DEPARTMENT OF STATE LANDS AGENCY WIDE 2025-2027





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



**Administration Division**  
Business Operations and Support Services

## 2. Affirmative Action Plan

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### 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](mailto: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.

**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

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#### 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
<b>Total</b>	<b>8</b>	<b>6.1%</b>

##### 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	
<b>Totals</b>	<b>132</b>	<b>2</b>	<b>2.2%</b>

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		
<b>Totals</b>	<b>132</b>	<b>2</b>	<b>1.4%</b>

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		
<b>Totals</b>	<b>132</b>	<b>6</b>	<b>4.5%</b>

<b>Job Categories</b>	<b>Native Hawaiian or Pacific Islander</b>		
	<b>Total Employees</b>	<b>Actual</b>	<b>Percentage</b>
Administrative Support	20		
Office and Administrators	16		
Professionals/Paraprofessionals	90	1	1.1%
Service	5		
Skilled Craft Workers	1		
<b>Totals</b>	<b>132</b>	<b>1</b>	<b>.8%</b>

<b>Job Categories</b>	<b>Two or More Races</b>		
	<b>Total Employees</b>	<b>Actual</b>	<b>Percentage</b>
Administrative Support	20	2	10.0%
Office and Administrators	16		
Professionals/Paraprofessionals	90	3	3.3%
Service	5		
Skilled Craft Workers	1		
<b>Totals</b>	<b>132</b>	<b>5</b>	<b>3.8%</b>

<b>Job Categories</b>	<b>Native American</b>		
	<b>Total Employees</b>	<b>Actual</b>	<b>Percentage</b>
Administrative Support	20		
Office and Administrators	16		
Professionals/Paraprofessionals	90	5	5.5%
Service	5		
Skilled Craft Workers	1		
<b>Totals</b>	<b>132</b>	<b>5</b>	<b>3.8%</b>

<b>Job Categories</b>	<b>White</b>		
	<b>Total Employees</b>	<b>Actual</b>	<b>Percentage</b>
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%
<b>Totals</b>	<b>132</b>	<b>109</b>	<b>82.5%</b>

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. Data 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.

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### **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.**

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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 the last biennium.

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### **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.**

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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 DEI 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

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### 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.

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#### **Goal #1**

Provide training, job rotation opportunities, and education to managers and employees to increase diversity and inclusion awareness.

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- 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.

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## Goal #2

Reinforce management's involvement to support DSL's goal to encourage and increase a diverse and inclusive workforce.

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- 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.

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### 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.

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- 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

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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](http://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](http://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

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- [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

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- 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

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- 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

			LAS Replacement (OWLS)	P3 SIPM Score
TOTAL PROJECT SCORE (0-100)			92	92
CRITERIA	WEIGHT	SCORING GUIDE		
Technology and Strategic Alignment	35%	WEIGHTED SUBTOTAL	35	35
<b>Alignment to Strategic Plans</b> <ul style="list-style-type: none"> <li>Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)?</li> <li>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?</li> <li>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?</li> <li>Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems?</li> <li>Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems?</li> <li>Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?</li> </ul>			3	3
<b>Technology Best Practices and Priorities</b> <ul style="list-style-type: none"> <li>Does this investment align with and support the following enterprise information technology priorities? <ul style="list-style-type: none"> <li><b>Information Security</b> . Improving the security and resilience of the state's systems</li> <li><b>Modernization</b> . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation</li> <li><b>A Better Oregon Through Better Data</b> . Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use.</li> <li><b>Cloud Forward</b> . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure</li> </ul> </li> <li>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)?</li> <li>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?</li> <li>Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?</li> </ul>			3	3
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	17	17
<b>People-Centered Approach</b> <ul style="list-style-type: none"> <li>Does this investment put people first—the people who rely on essential services and those working to provide those services?</li> <li>Does this investment help to eradicate racial and other forms of disparities in state government?</li> <li>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?</li> <li>Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities?</li> <li>Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities?</li> <li>Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project?</li> <li>If the investment is for agency use, does it improve the agency users' experience?</li> </ul>			2	2
<b>Business Process Transformation</b> <ul style="list-style-type: none"> <li>Does this investment contribute to business process improvement/transformation?</li> <li>Does this investment improve service delivery to customers, partners, or other stakeholders?</li> <li>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)?</li> <li>Have measurable business outcomes and benefits been established, including the return on investment if applicable?</li> </ul>			2	2
<b>Investment Risk</b> <ul style="list-style-type: none"> <li>Would inaction impact systems or solutions that support critical business functions?</li> <li>Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations?</li> <li>Are there community impacts of not undertaking this project?</li> <li>Has the agency identified an inequity or imbalance in service provision that this initiative would resolve?</li> <li>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)?</li> <li>Does the investment address non-compliance of federal or state requirement, audit finding, or mandate?</li> <li>Does this investment address an identified and documented highly probable agency risk?</li> </ul>			2	2
Agency Readiness and Solution Appropriateness	40%	WEIGHTED SUBTOTAL	40	40

<b>Organizational Change Management (OCM)</b> <ul style="list-style-type: none"> <li>Does the investment significantly impact operations throughout the organization?</li> <li>Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project?</li> <li>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?</li> <li>Has the agency identified community engagement or community involvement as a component of the change management process?</li> <li>Is external outreach or training planned to implement this change with constituents?</li> </ul>	<b>3 - Fully Aligned</b> (all applicable criteria addressed)  <b>2 - Mostly Aligned</b> (most applicable criteria addressed)  <b>1 - Partially Aligned</b> (some applicable criteria addressed)  <b>0 - Not Aligned</b> (no or very few applicable criteria addressed)	3	3
<b>Solution Scale and Approach</b> <ul style="list-style-type: none"> <li>Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes?</li> <li>Does the investment fully address the agency's business problem, benefits and outcomes?</li> <li>Is the solution of the appropriate size and scale?</li> <li>Does this investment adhere to principles in <i>EIS Cloud Forward</i> (p.4) or <i>Modernization Playbook</i> (p.6), etc.?</li> <li>Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution?</li> </ul>	<b>3 - Fully Aligned</b> (all applicable criteria addressed)  <b>2 - Mostly Aligned</b> (most applicable criteria addressed)  <b>1 - Partially Aligned</b> (some applicable criteria addressed)  <b>0 - Not Aligned</b> (no or very few applicable criteria addressed)	3	3
<b>Capacity</b> <ul style="list-style-type: none"> <li>Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative?</li> <li>Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources?</li> <li>Will this investment impact the agency's ability to deliver on its core business functions?</li> <li>Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities?</li> <li>Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices?</li> </ul>	<b>3 - Fully Aligned</b> (all applicable criteria addressed)  <b>2 - Mostly Aligned</b> (most applicable criteria addressed)  <b>1 - Partially Aligned</b> (some applicable criteria addressed)  <b>0 - Not Aligned</b> (no or very few applicable criteria addressed)	3	3
<b>Governance and Project Management Processes</b> <ul style="list-style-type: none"> <li>Does the agency have formal IT governance in place that will oversee this investment?</li> <li>Does the investment have executive sponsorship and steering committee in place?</li> <li>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?</li> <li>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?</li> <li>Are agency DEI staff involved in the IT Governance and prioritization process?</li> <li>Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)?</li> <li>Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan?</li> <li>Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project?</li> <li>Does the agency use mature project management practices (PMBOK)?</li> </ul>	<b>3 - Fully Aligned</b> (all applicable criteria addressed)  <b>2 - Mostly Aligned</b> (most applicable criteria addressed)  <b>1 - Partially Aligned</b> (some applicable criteria addressed)  <b>0 - Not Aligned</b> (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/doi/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interact>

**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 at 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.**

- 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.**

- 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.**

- 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.**

- 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.
- DEI staff is engaged in the IT Governance and prioritization process.
- The agency has acquired PM resources who follow PMBOK and Agile PM practices.



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.



# DSL IT Strategic Plan 2023-27

## 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.

# DSL IT Strategic Plan 2023-27

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

# DSL IT Strategic Plan 2023-27

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.

# DSL IT Strategic Plan 2023-27

## 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.

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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

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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.

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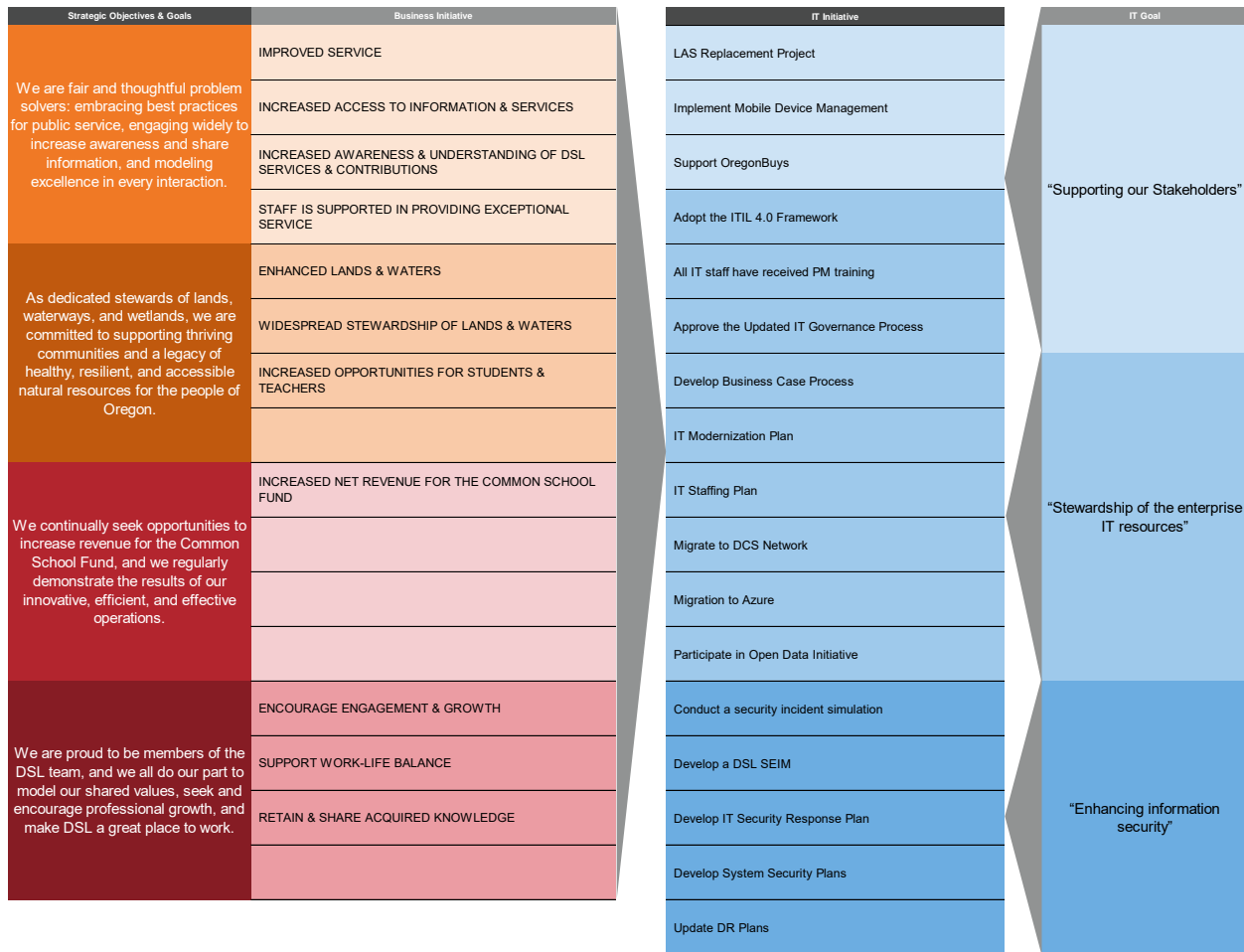


Figure 2- Cascade of Business Goals & Initiatives to IT Initiatives and Goals.

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.



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**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)

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**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 Gantt 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

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

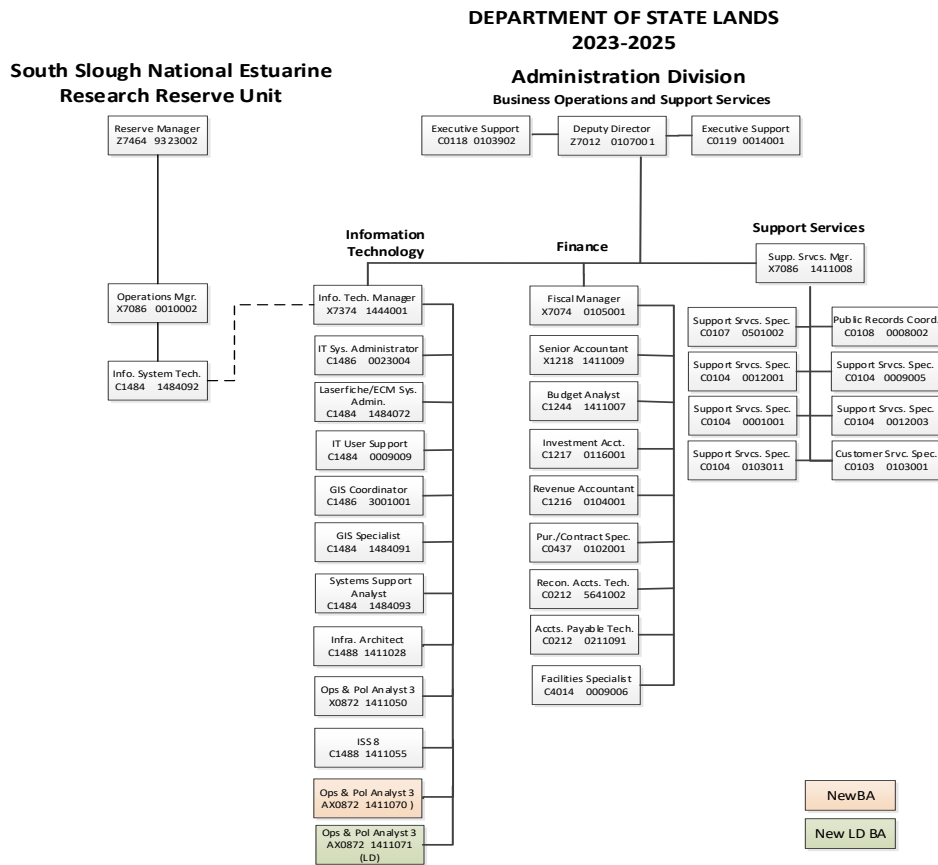


Figure 3- DSL IT Organizational Chart

## 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.

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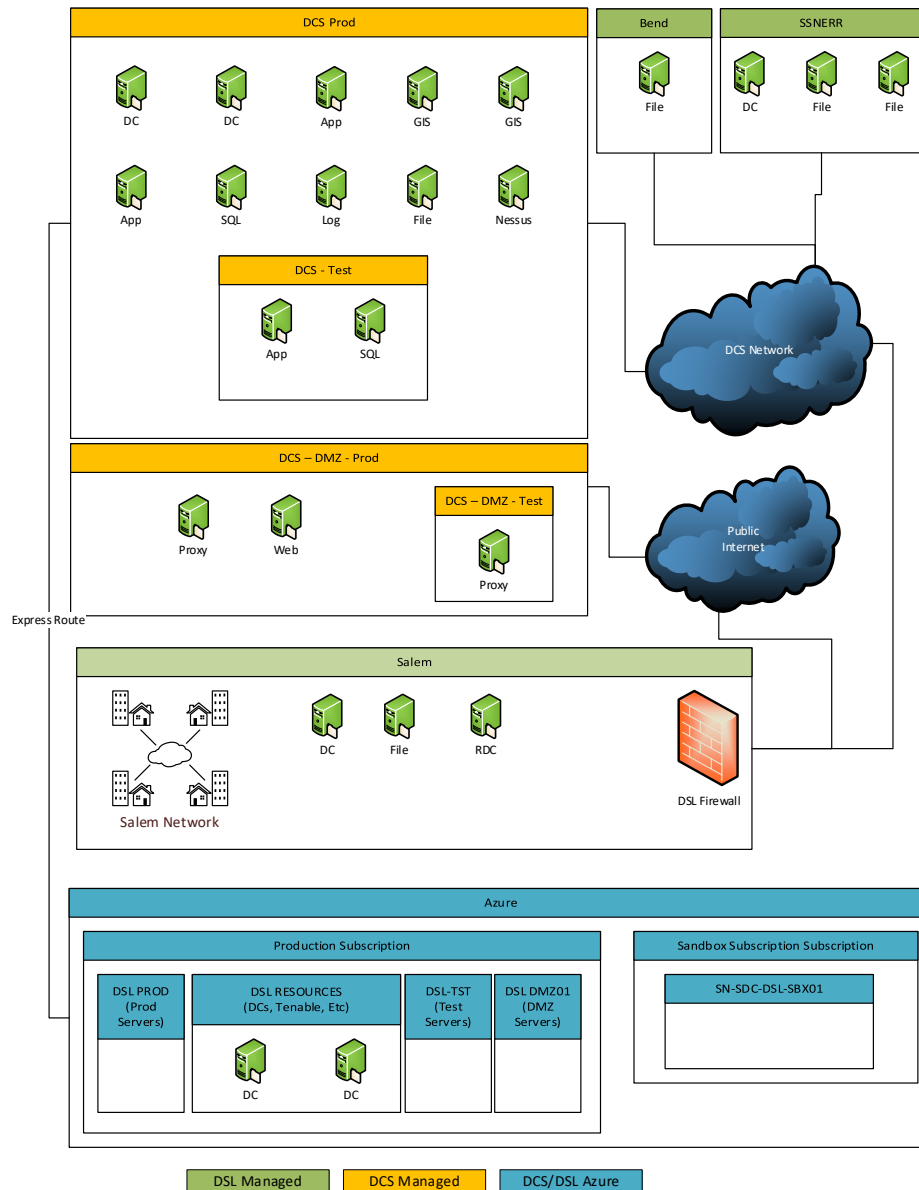


Figure 4 - Overview of the DSL Network and Computing Environment

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 Lab building in Charleston. 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

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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	

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						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)
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	

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						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)
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 applications 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	



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						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)
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	

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						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)
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 reimbursements more timely and accurate.						1000	

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						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	

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						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)
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 detect 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	

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						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	

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						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)
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	

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						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)
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	

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						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)
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	



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						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)
					service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.											

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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

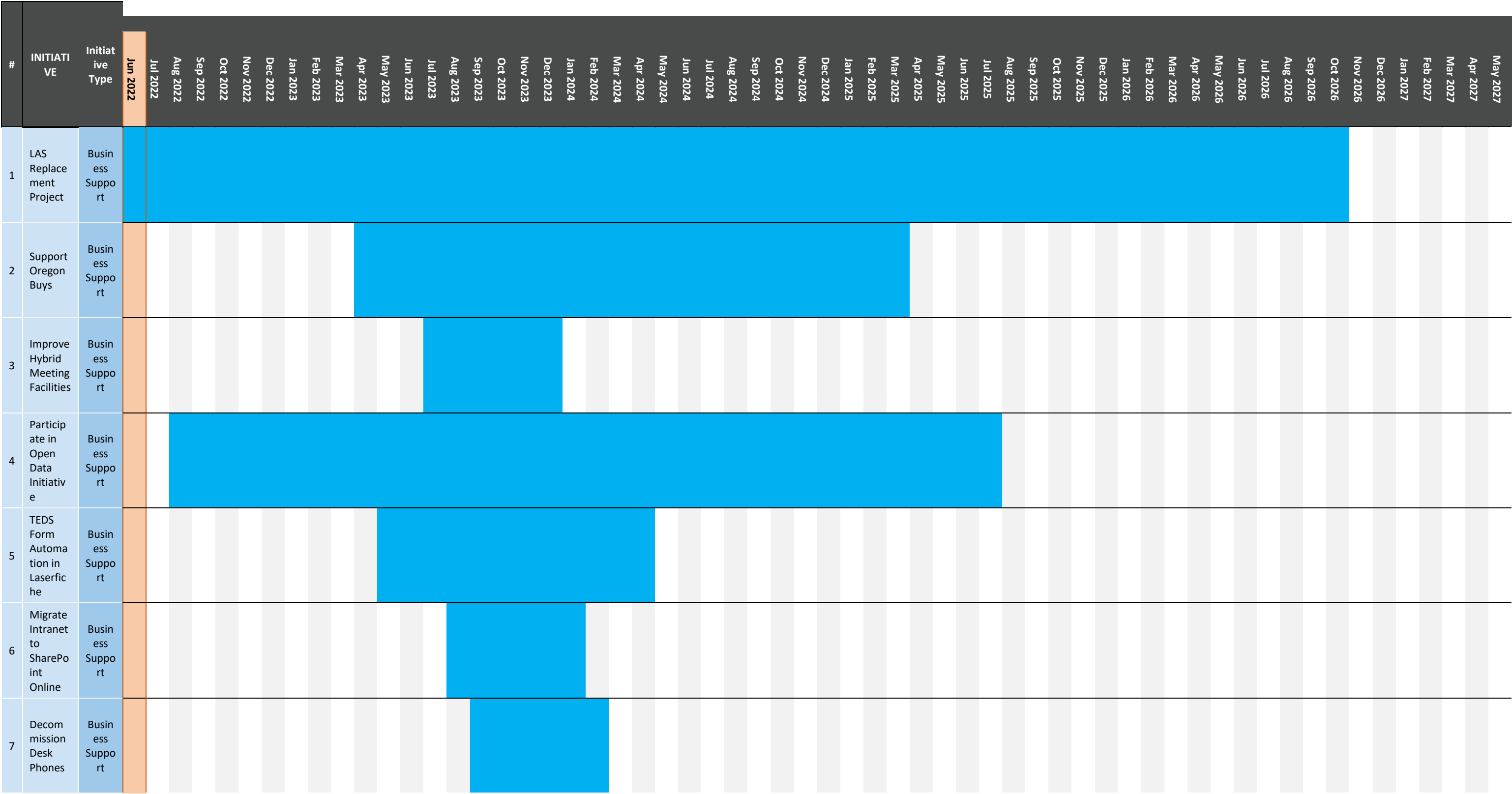
DSL IT Strategic Plan 2023-27

			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



# DSL IT Strategic Plan 2023-27

[illegible]

# DSL IT Strategic Plan 2023-27

[illegible]

# DSL IT Strategic Plan 2023-27

[illegible]



A photograph of a forest scene. In the foreground, a young child wearing a grey hoodie, a blue beanie, and patterned shorts is walking on a dirt path. The path is surrounded by lush green ferns and other forest vegetation. In the background, tall, slender trees rise into the canopy. A blue banner is overlaid on the top of the image, and another blue banner is overlaid on the middle, containing the title. A third blue banner is at the bottom left, containing the years.

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.

**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.

### 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.

### 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 \_\_\_\_\_

## LAS Replacement Business Case Addendum 2025-27

### 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.

**Lands, Dept of State****Summary Cross Reference Listing and Packages  
2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
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	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

**12/30/24  
10:21 AM****Page 1 of 9****Summary Cross Reference Listing and Packages  
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<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
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
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	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
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

**12/30/24****10:21 AM****Page 2 of 9****Summary Cross Reference Listing and Packages****BSU-003A**



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<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
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	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

**12/30/24****10:21 AM****Page 3 of 9****Summary Cross Reference Listing and Packages****BSU-003A**

**Lands, Dept of State****Summary Cross Reference Listing and Packages****2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
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	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
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

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**Lands, Dept of State****Summary Cross Reference Listing and Packages  
2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoeahala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
014-00-00-00000	Oregon Ocean Science Trust	093	0	Statewide Adjustment DAS Chgs	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
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	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

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**Lands, Dept of State****Summary Cross Reference Listing and Packages****2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
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	214	14	Shutter Creek	Policy Packages
016-00-00-00000	Elliot State Research Forest	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
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

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**Lands, Dept of State****Summary Cross Reference Listing and Packages****2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
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
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

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**Lands, Dept of State****Summary Cross Reference Listing and Packages****2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
030-00-00-00000	South Slough National Estuarine	093	0	Statewide Adjustment DAS Chgs	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
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	217	0	Geological Carbon Sequestration	Policy Packages

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**Lands, Dept of State****Summary Cross Reference Listing and Packages  
2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Cross Reference Number</b>	<b>Cross Reference Description</b>	<b>Package Number</b>	<b>Priority</b>	<b>Package Description</b>	<b>Package Group</b>
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	217	0	Geological Carbon Sequestration	Policy Packages

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Lands, Dept of State

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
			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
			020-00-00-00000	Natural Heritage Program
			030-00-00-00000	South Slough National Estuarine
			088-00-00-00000	Capital Improvements
	082	September 2024 Emergency Board	089-00-00-00000	Capital Construction
			010-00-00-00000	Common School Fund



Lands, Dept of State

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	082	September 2024 Emergency Board	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
			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
			020-00-00-00000	Natural Heritage Program
			030-00-00-00000	South Slough National Estuarine
			088-00-00-00000	Capital Improvements
	092	Statewide AG Adjustment	089-00-00-00000	Capital Construction
			010-00-00-00000	Common School Fund
			011-00-00-00000	Portland Harbor Cleanup

**Lands, Dept of State****Policy Package List by Priority  
2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Priority</b>	<b>Policy Pkg Number</b>	<b>Policy Pkg Description</b>	<b>Summary Cross Reference Number</b>	<b>Cross Reference Description</b>
0	092	Statewide AG Adjustment	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
			020-00-00-00000	Natural Heritage Program
			030-00-00-00000	South Slough National Estuarine
			088-00-00-00000	Capital Improvements
	093	Statewide Adjustment DAS Chgs	089-00-00-00000	Capital Construction
			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
			020-00-00-00000	Natural Heritage Program
			030-00-00-00000	South Slough National Estuarine
	217	Geological Carbon Sequestration	088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			010-00-00-00000	Common School Fund
			011-00-00-00000	Portland Harbor Cleanup
			012-00-00-00000	Submerged Lands

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**Lands, Dept of State****Policy Package List by Priority  
2025-27 Biennium****Agency Number: 14100****BAM Analyst: Filimoehala, Sione****Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<b>Priority</b>	<b>Policy Pkg Number</b>	<b>Policy Pkg Description</b>	<b>Summary Cross Reference Number</b>	<b>Cross Reference Description</b>
0	217	Geological Carbon Sequestration	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
			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
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
15	215	EPA Grant Carry Forward	010-00-00-00000	Common School Fund

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**Lands, Dept of State**

**Policy Package List by Priority**  
**2025-27 Biennium**

**Agency Number: 14100**  
**BAM Analyst: Filimoehala, Sione**  
**Budget Coordinator: Atalig, TriciaLynn - (503)986-5253**

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
16	216	NOAA Grant Carry Forward	030-00-00-00000	South Slough National Estuarine

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-000-00-00-00000

2025-27 Biennium

Lands, Dept of State

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
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3010 Other Funds Cap Improve	-	772,898	772,898	781,253	781,253	-
3200 Other Funds Non-Ltd	283,516,840	54,559,285	54,559,285	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	-
6400 Federal Funds Ltd	370,928	1,804,002	1,804,002	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	-
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	(274,735)	(274,735)	(274,735)	(274,735)	-
<b>BEGINNING BALANCE</b>						
3010 Other Funds Cap Improve	-	772,898	772,898	781,253	781,253	-
3200 Other Funds Non-Ltd	283,516,840	54,559,285	54,559,285	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	-
6400 Federal Funds Ltd	370,928	1,804,002	1,804,002	1,875,747	1,875,747	-
<b>TOTAL BEGINNING BALANCE</b>	<b>\$1,339,122,617</b>	<b>\$1,681,690,588</b>	<b>\$1,681,690,588</b>	<b>\$1,717,688,867</b>	<b>\$1,717,688,867</b>	-
<b>REVENUE CATEGORIES</b>						
<b>GENERAL FUND APPROPRIATION</b>						
<b>0050 General Fund Appropriation</b>						
8000 General Fund	123,060,000	-	4,002,152	11,873,772	442,576	-
<b>LICENSES AND FEES</b>						
<b>0205 Business Lic and Fees</b>						
3400 Other Funds Ltd	7,500	25,000	25,000	25,000	25,000	-
<b>0210 Non-business Lic. and Fees</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-000-00-00-00000

2025-27 Biennium

Lands, Dept of State

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	-
<b>LICENSES AND FEES</b>						
3400 Other Funds Ltd	3,215,103	6,025,000	6,025,000	6,351,039	6,351,039	-
<b>TOTAL LICENSES AND FEES</b>	<b>\$3,215,103</b>	<b>\$6,025,000</b>	<b>\$6,025,000</b>	<b>\$6,351,039</b>	<b>\$6,351,039</b>	-
<b>FEDERAL FUNDS AS OTHER FUNDS</b>						
<b>0355 Federal Revenues</b>						
3400 Other Funds Ltd	1,397,947	1,000,000	1,000,000	1,085,000	1,085,000	-
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	728,191	800,000	800,000	801,153	801,153	-
<b>FINES, RENTS AND ROYALTIES</b>						
<b>0505 Fines and Forfeitures</b>						
3400 Other Funds Ltd	212,389	200,000	200,000	206,519	206,519	-
<b>0510 Rents and Royalties</b>						
3200 Other Funds Non-Ltd	-	40,000	40,000	100,000	100,000	-
3400 Other Funds Ltd	10,405,243	14,960,000	14,960,000	13,552,149	13,552,149	-
All Funds	10,405,243	15,000,000	15,000,000	13,652,149	13,652,149	-
<b>FINES, RENTS AND ROYALTIES</b>						
3200 Other Funds Non-Ltd	-	40,000	40,000	100,000	100,000	-
3400 Other Funds Ltd	10,617,632	15,160,000	15,160,000	13,758,668	13,758,668	-
<b>TOTAL FINES, RENTS AND ROYALTIES</b>	<b>\$10,617,632</b>	<b>\$15,200,000</b>	<b>\$15,200,000</b>	<b>\$13,858,668</b>	<b>\$13,858,668</b>	-
<b>INTEREST EARNINGS</b>						
<b>0605 Interest Income</b>						

## Budget Support - Detail Revenues and Expenditures

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Lands, Dept of State

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	-
3400 Other Funds Ltd	1,193,372	2,000,001	2,000,001	2,368,083	2,368,083	-
All Funds	72,598,586	80,000,001	80,000,001	97,146,995	97,146,995	-
<b>SALES INCOME</b>						
<b>0705 Sales Income</b>						
3400 Other Funds Ltd	138,617	25,000	25,000	770,000	770,000	-
<b>0735 Common School Lands Sales</b>						
3400 Other Funds Ltd	4,095	3,000,000	3,000,000	10,000,000	10,000,000	-
<b>SALES INCOME</b>						
3400 Other Funds Ltd	142,712	3,025,000	3,025,000	10,770,000	10,770,000	-
<b>TOTAL SALES INCOME</b>	<b>\$142,712</b>	<b>\$3,025,000</b>	<b>\$3,025,000</b>	<b>\$10,770,000</b>	<b>\$10,770,000</b>	<b>-</b>
<b>DONATIONS AND CONTRIBUTIONS</b>						
<b>0905 Donations</b>						
3400 Other Funds Ltd	30,000	-	-	282,000	282,000	-
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3010 Other Funds Cap Improve	399,818	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	-
3400 Other Funds Ltd	2,135,989	2,387,189	2,572,077	1,295,800	1,295,800	-
All Funds	168,303,764	140,000,000	151,184,888	141,876,271	141,876,271	-
<b>FEDERAL FUNDS REVENUE</b>						
<b>0995 Federal Funds</b>						
6400 Federal Funds Ltd	2,481,981	5,500,000	5,655,619	6,331,802	6,331,802	-

## Budget Support - Detail Revenues and Expenditures

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Lands, Dept of State

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
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3200 Other Funds Non-Ltd	-	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	-
All Funds	24,090,307	18,599,952	18,771,971	41,699,044	51,699,044	-
<b>1060 Transfer from General Fund</b>						
3200 Other Funds Non-Ltd	121,000,000	-	-	-	-	-
3400 Other Funds Ltd	2,060,000	-	-	-	-	-
All Funds	123,060,000	-	-	-	-	-
<b>1107 Tsfr From Administrative Svcs</b>						
3400 Other Funds Ltd	-	18,763,236	19,263,236	-	-	-
<b>1137 Tsfr From Justice, Dept of</b>						
3400 Other Funds Ltd	-	563,172	563,172	-	-	-
<b>1150 Tsfr From Revenue, Dept of</b>						
3400 Other Funds Ltd	2,540	33,478	33,478	4,312	4,312	-
<b>1330 Tsfr From Energy, Dept of</b>						
3400 Other Funds Ltd	4,737	-	-	-	-	-
<b>1629 Tsfr From Forestry, Dept of</b>						
3400 Other Funds Ltd	5,786,105	7,500,000	7,500,000	2,702,004	2,702,004	-
<b>1635 Tsfr From Fish/Wildlife, Dept of</b>						
3400 Other Funds Ltd	293,637	-	-	-	-	-
<b>1839 Tsfr From Labor and Ind, Bureau</b>						
3400 Other Funds Ltd	794,834	-	-	-	-	-



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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
<b>TRANSFERS IN</b>						
3200 Other Funds Non-Ltd	121,000,000	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	-
<b>TOTAL TRANSFERS IN</b>	<b>\$154,032,160</b>	<b>\$45,459,838</b>	<b>\$46,131,857</b>	<b>\$44,405,360</b>	<b>\$54,405,360</b>	-
<b>REVENUE CATEGORIES</b>						
8000 General Fund	123,060,000	-	4,002,152	11,873,772	442,576	-
3010 Other Funds Cap Improve	399,818	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	-
3400 Other Funds Ltd	52,493,106	73,753,705	74,610,612	79,013,780	89,013,780	-
6400 Federal Funds Ltd	2,481,981	5,500,000	5,655,619	6,331,802	6,331,802	-
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$536,608,076</b>	<b>\$297,009,839</b>	<b>\$313,024,517</b>	<b>\$334,782,060</b>	<b>\$333,350,864</b>	-
<b>TRANSFERS OUT</b>						
<b>2010 Transfer Out - Intrafund</b>						
3200 Other Funds Non-Ltd	-	(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)	-
All Funds	(24,090,307)	(18,599,952)	(18,771,971)	(41,699,044)	(51,699,044)	-
<b>2459 Tsfr To Public Emp Ret Sys</b>						
3200 Other Funds Non-Ltd	(45,492,147)	-	-	-	-	-
<b>2581 Tsfr To Education, Dept of</b>						
3200 Other Funds Non-Ltd	(136,400,682)	(149,825,999)	(149,825,999)	(160,050,924)	(160,050,924)	-
<b>2629 Tsfr To Forestry, Dept of</b>						
3400 Other Funds Ltd	(4,166,066)	(4,819,961)	(4,819,961)	(5,424,732)	(5,424,732)	-
<b>2690 Tsfr To Water Resources Dept</b>						

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Lands, Dept of State

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)	-
<b>TRANSFERS OUT</b>						
3200 Other Funds Non-Ltd	(181,892,829)	(151,929,322)	(151,929,322)	(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)	-
<b>TOTAL TRANSFERS OUT</b>	<b>(\$210,149,202)</b>	<b>(\$173,364,830)</b>	<b>(\$173,536,849)</b>	<b>(\$207,310,861)</b>	<b>(\$217,310,861)</b>	-
<b>AVAILABLE REVENUES</b>						
8000 General Fund	123,060,000	-	4,002,152	11,873,772	442,576	-
3010 Other Funds Cap Improve	399,818	1,353,369	1,353,369	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	-
3400 Other Funds Ltd	1,079,471,582	1,676,872,600	1,677,557,488	1,637,135,868	1,637,135,868	-
6400 Federal Funds Ltd	2,852,909	7,304,002	7,459,621	8,207,549	8,207,549	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$1,665,581,491</b>	<b>\$1,805,335,597</b>	<b>\$1,821,178,256</b>	<b>\$1,845,160,066</b>	<b>\$1,833,728,870</b>	-
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
8000 General Fund	-	-	-	1,091,333	262,800	-
3400 Other Funds Ltd	16,373,692	17,915,800	20,179,312	23,955,011	23,955,011	-
6400 Federal Funds Ltd	1,019,150	1,252,049	1,407,668	1,662,444	1,662,444	-
All Funds	17,392,842	19,167,849	21,586,980	26,708,788	25,880,255	-
<b>3160 Temporary Appointments</b>						
3400 Other Funds Ltd	192,635	34,253	34,253	35,692	35,692	-
6400 Federal Funds Ltd	3,799	129,419	129,419	134,854	134,854	-

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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	-
<b>3170 Overtime Payments</b>						
3400 Other Funds Ltd	2,666	75,153	75,153	78,310	78,310	-
6400 Federal Funds Ltd	62	3,657	3,657	3,811	3,811	-
All Funds	2,728	78,810	78,810	82,121	82,121	-
<b>3180 Shift Differential</b>						
3400 Other Funds Ltd	571	9,327	9,327	9,719	9,719	-
6400 Federal Funds Ltd	209	8	8	8	8	-
All Funds	780	9,335	9,335	9,727	9,727	-
<b>3190 All Other Differential</b>						
3400 Other Funds Ltd	289,970	19,852	19,852	20,686	20,686	-
6400 Federal Funds Ltd	6,560	-	-	-	-	-
All Funds	296,530	19,852	19,852	20,686	20,686	-
<b>SALARIES &amp; WAGES</b>						
8000 General Fund	-	-	-	1,091,333	262,800	-
3400 Other Funds Ltd	16,859,534	18,054,385	20,317,897	24,099,418	24,099,418	-
6400 Federal Funds Ltd	1,029,780	1,385,133	1,540,752	1,801,117	1,801,117	-
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$17,889,314</b>	<b>\$19,439,518</b>	<b>\$21,858,649</b>	<b>\$26,991,868</b>	<b>\$26,163,335</b>	-
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	-	-	-	513	114	-
3400 Other Funds Ltd	5,368	5,403	5,403	8,692	8,692	-
6400 Federal Funds Ltd	436	470	470	782	782	-

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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	-
<b>3220 Public Employees' Retire Cont</b>						
8000 General Fund	-	-	-	229,618	55,294	-
3400 Other Funds Ltd	3,042,399	3,229,204	3,229,204	5,063,011	5,063,011	-
6400 Federal Funds Ltd	171,070	225,024	225,024	350,583	350,583	-
All Funds	3,213,469	3,454,228	3,454,228	5,643,212	5,468,888	-
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	918,127	876,813	892,615	797,906	797,906	-
6400 Federal Funds Ltd	54,770	61,089	61,089	53,151	53,151	-
All Funds	972,897	937,902	953,704	851,057	851,057	-
<b>3230 Social Security Taxes</b>						
8000 General Fund	-	-	-	83,487	20,104	-
3400 Other Funds Ltd	1,265,718	1,369,927	1,369,927	1,831,733	1,831,733	-
6400 Federal Funds Ltd	78,235	105,965	105,965	137,788	137,788	-
All Funds	1,343,953	1,475,892	1,475,892	2,053,008	1,989,625	-
<b>3240 Unemployment Assessments</b>						
3400 Other Funds Ltd	223	13,868	13,868	14,451	14,451	-
<b>3241 Paid Family Medical Leave Insurance</b>						
8000 General Fund	-	-	-	4,367	1,052	-
3400 Other Funds Ltd	20,208	70,951	70,951	95,489	95,489	-
6400 Federal Funds Ltd	1,322	5,023	5,023	6,664	6,664	-
All Funds	21,530	75,974	75,974	106,520	103,205	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						

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Lands, Dept of State

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	-
3400 Other Funds Ltd	3,795	4,692	4,692	5,066	5,066	-
6400 Federal Funds Ltd	285	407	407	457	457	-
All Funds	4,080	5,099	5,099	5,820	5,589	-
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	77,876	99,770	99,770	122,323	122,323	-
6400 Federal Funds Ltd	91	-	-	-	-	-
All Funds	77,967	99,770	99,770	122,323	122,323	-
<b>3270 Flexible Benefits</b>						
8000 General Fund	-	-	-	302,157	67,146	-
3400 Other Funds Ltd	3,801,321	4,039,794	4,039,794	5,119,636	5,119,636	-
6400 Federal Funds Ltd	286,982	350,856	350,856	460,550	460,550	-
All Funds	4,088,303	4,390,650	4,390,650	5,882,343	5,647,332	-
<b>OTHER PAYROLL EXPENSES</b>						
8000 General Fund	-	-	-	620,439	143,776	-
3400 Other Funds Ltd	9,135,035	9,710,422	9,726,224	13,058,307	13,058,307	-
6400 Federal Funds Ltd	593,191	748,834	748,834	1,009,975	1,009,975	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$9,728,226</b>	<b>\$10,459,256</b>	<b>\$10,475,058</b>	<b>\$14,688,721</b>	<b>\$14,212,058</b>	-
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(350,918)	(350,918)	(1,019,057)	(1,019,057)	-
6400 Federal Funds Ltd	-	(26,413)	(26,413)	(74,240)	(74,240)	-
All Funds	-	(377,331)	(377,331)	(1,093,297)	(1,093,297)	-

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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
<b>3465 Reconciliation Adjustment</b>						
3400 Other Funds Ltd	-	11,390	11,390	-	-	-
6400 Federal Funds Ltd	-	64,974	64,974	-	-	-
All Funds	-	76,364	76,364	-	-	-
<b>P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	(339,528)	(339,528)	(1,019,057)	(1,019,057)	-
6400 Federal Funds Ltd	-	38,561	38,561	(74,240)	(74,240)	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	<b>(\$300,967)</b>	<b>(\$300,967)</b>	<b>(\$1,093,297)</b>	<b>(\$1,093,297)</b>	-
<b>PERSONAL SERVICES</b>						
8000 General Fund	-	-	-	1,711,772	406,576	-
3400 Other Funds Ltd	25,994,569	27,425,279	29,704,593	36,138,668	36,138,668	-
6400 Federal Funds Ltd	1,622,971	2,172,528	2,328,147	2,736,852	2,736,852	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$27,617,540</b>	<b>\$29,597,807</b>	<b>\$32,032,740</b>	<b>\$40,587,292</b>	<b>\$39,282,096</b>	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	-	-	-	72,000	16,000	-
3400 Other Funds Ltd	308,294	413,214	413,214	576,776	676,526	-
6400 Federal Funds Ltd	9,034	22,043	22,043	41,759	41,759	-
All Funds	317,328	435,257	435,257	690,535	734,285	-
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	18,319	15,472	15,472	16,123	16,123	-
6400 Federal Funds Ltd	15,977	15,272	15,272	15,913	15,913	-
All Funds	34,296	30,744	30,744	32,036	32,036	-

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**Lands, Dept of State**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
<b>4150 Employee Training</b>						
8000 General Fund	-	-	-	27,000	6,000	-
3400 Other Funds Ltd	132,484	102,664	102,664	181,975	202,975	-
6400 Federal Funds Ltd	13,840	24,953	24,953	35,001	35,001	-
All Funds	146,324	127,617	127,617	243,976	243,976	-
<b>4175 Office Expenses</b>						
8000 General Fund	-	-	-	9,000	2,000	-
3400 Other Funds Ltd	89,282	239,314	239,314	263,380	265,880	-
6400 Federal Funds Ltd	8,916	23,208	23,208	26,141	26,141	-
All Funds	98,198	262,522	262,522	298,521	294,021	-
<b>4200 Telecommunications</b>						
8000 General Fund	-	-	-	9,000	2,000	-
3010 Other Funds Cap Improve	1,595	-	-	-	-	-
3400 Other Funds Ltd	215,328	233,872	233,872	255,228	331,188	-
6400 Federal Funds Ltd	11,542	10,553	10,553	12,954	12,954	-
All Funds	228,465	244,425	244,425	277,182	346,142	-
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	2,309,832	1,411,022	1,411,022	2,128,052	2,059,895	-
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	136,049	75,211	75,211	78,370	78,370	-
6400 Federal Funds Ltd	-	11,940	11,940	12,441	12,441	-
All Funds	136,049	87,151	87,151	90,811	90,811	-
<b>4275 Publicity and Publications</b>						

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3400 Other Funds Ltd	13,664	68,076	68,076	70,935	70,935	-
6400 Federal Funds Ltd	2,332	1,745	1,745	1,818	1,818	-
All Funds	15,996	69,821	69,821	72,753	72,753	-
<b>4300 Professional Services</b>						
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	-
6400 Federal Funds Ltd	157,102	3,507,391	3,007,391	2,535,001	2,535,001	-
All Funds	14,290,944	30,126,127	34,646,266	24,986,856	29,645,006	-
<b>4315 IT Professional Services</b>						
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	-
All Funds	1,858,304	3,291,956	7,738,126	2,739,001	2,739,001	-
<b>4325 Attorney General</b>						
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	-
6400 Federal Funds Ltd	5,808	-	-	-	-	-
All Funds	4,911,309	1,815,471	1,815,471	3,272,348	3,270,124	-
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	7,419	24,440	24,440	25,467	25,467	-
6400 Federal Funds Ltd	-	6,914	6,914	7,204	7,204	-
All Funds	7,419	31,354	31,354	32,671	32,671	-
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	22,439	7,762	7,762	8,089	8,089	-



## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-000-00-00-00000

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Lands, Dept of State

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	-
All Funds	37,157	8,738	8,738	9,106	9,106	-
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	218,652	511,575	511,575	531,342	531,342	-
<b>4450 Fuels and Utilities</b>						
3200 Other Funds Non-Ltd	-	194,958	194,958	194,958	194,958	-
3400 Other Funds Ltd	266,198	279,946	279,946	307,101	307,101	-
6400 Federal Funds Ltd	10,963	29,892	29,892	271,147	271,147	-
All Funds	277,161	504,796	504,796	773,206	773,206	-
<b>4475 Facilities Maintenance</b>						
3010 Other Funds Cap Improve	42,514	354,755	354,755	369,655	369,655	-
3400 Other Funds Ltd	629,683	472,936	472,936	492,800	492,800	-
6400 Federal Funds Ltd	90,742	35,642	35,642	757,139	757,139	-
All Funds	762,939	863,333	863,333	1,619,594	1,619,594	-
<b>4575 Agency Program Related S and S</b>						
3200 Other Funds Non-Ltd	14,913,221	7,302,927	18,302,927	20,000,000	20,000,000	-
3400 Other Funds Ltd	2,003,495	698,637	698,637	727,980	727,980	-
6400 Federal Funds Ltd	-	6,390	6,390	6,658	6,658	-
All Funds	16,916,716	8,007,954	19,007,954	20,734,638	20,734,638	-
<b>4650 Other Services and Supplies</b>						
3010 Other Funds Cap Improve	8,414	-	-	-	-	-
3400 Other Funds Ltd	(4,518,199)	464,453	464,453	437,070	495,778	-
6400 Federal Funds Ltd	135,114	18,075	18,075	13,624	13,624	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-000-00-00-00000

2025-27 Biennium

Lands, Dept of State

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	-
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	28,246	27,723	27,723	28,887	28,887	-
6400 Federal Funds Ltd	31,817	25,139	25,139	26,195	26,195	-
All Funds	60,063	52,862	52,862	55,082	55,082	-
<b>4715 IT Expendable Property</b>						
8000 General Fund	-	-	-	45,000	10,000	-
3400 Other Funds Ltd	391,381	196,354	196,354	322,699	357,699	-
6400 Federal Funds Ltd	2,362	1,713	1,713	16,785	16,785	-
All Funds	393,743	198,067	198,067	384,484	384,484	-
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	-	-	4,002,152	5,162,000	36,000	-
3010 Other Funds Cap Improve	62,086	354,755	354,755	369,655	369,655	-
3200 Other Funds Non-Ltd	14,913,221	7,497,885	18,497,885	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	-
6400 Federal Funds Ltd	510,267	3,741,846	3,241,846	3,780,797	3,780,797	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$38,646,224</b>	<b>\$48,563,320</b>	<b>\$68,529,629</b>	<b>\$59,422,888</b>	<b>\$64,177,575</b>	-
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	6,403	24,322	24,322	25,344	25,344	-
<b>5200 Technical Equipment</b>						
3400 Other Funds Ltd	77,298	46,834	46,834	48,801	48,801	-
6400 Federal Funds Ltd	-	10,895	10,895	11,353	11,353	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-000-00-00-00000

2025-27 Biennium

Lands, Dept of State

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	-
<b>5400 Automotive and Aircraft</b>						
3400 Other Funds Ltd	8,095	-	-	-	-	-
<b>5550 Data Processing Software</b>						
3400 Other Funds Ltd	1,517,662	785,023	785,023	788,594	788,594	-
<b>5600 Data Processing Hardware</b>						
3400 Other Funds Ltd	-	20,741	20,741	21,612	21,612	-
<b>5650 Land Improvements</b>						
3200 Other Funds Non-Ltd	-	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	-
<b>5700 Building Structures</b>						
3010 Other Funds Cap Improve	337,732	217,361	217,361	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	-
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	65,537	-	-	-	-	-
6400 Federal Funds Ltd	60,000	-	-	-	-	-
All Funds	125,537	-	-	-	-	-
<b>CAPITAL OUTLAY</b>						
3010 Other Funds Cap Improve	337,732	217,361	217,361	226,490	226,490	-

## Budget Support - Detail Revenues and Expenditures

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Lands, Dept of State

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	-
3400 Other Funds Ltd	2,619,056	876,920	876,920	884,351	884,351	-
6400 Federal Funds Ltd	344,440	10,895	10,895	11,353	11,353	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$3,301,228</b>	<b>\$1,659,752</b>	<b>\$1,659,752</b>	<b>\$1,676,770</b>	<b>\$1,676,770</b>	<b>-</b>
<b>SPECIAL PAYMENTS</b>						
<b>6020 Dist to Counties</b>						
3400 Other Funds Ltd	76,667	-	-	-	-	-
<b>6025 Dist to Other Gov Unit</b>						
8000 General Fund	-	-	-	5,000,000	-	-
3400 Other Funds Ltd	717,798	-	-	-	-	-
All Funds	717,798	-	-	5,000,000	-	-
<b>6030 Dist to Non-Gov Units</b>						
3400 Other Funds Ltd	240,572	1,263,471	1,263,471	1,316,537	1,316,537	-
<b>6060 Intra-Agency Gen Fund Transfer</b>						
8000 General Fund	123,060,000	-	-	-	-	-
<b>6632 Spc Pmt to Geology/Mineral Ind</b>						
3400 Other Funds Ltd	-	-	-	10,000,000	10,000,000	-
<b>SPECIAL PAYMENTS</b>						
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	-
<b>TOTAL SPECIAL PAYMENTS</b>	<b>\$124,095,037</b>	<b>\$1,263,471</b>	<b>\$1,263,471</b>	<b>\$16,316,537</b>	<b>\$11,316,537</b>	<b>-</b>
<b>EXPENDITURES</b>						
8000 General Fund	123,060,000	-	4,002,152	11,873,772	442,576	-

## Budget Support - Detail Revenues and Expenditures

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Lands, Dept of State

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	-
3200 Other Funds Non-Ltd	14,913,221	8,052,461	19,052,461	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	-
6400 Federal Funds Ltd	2,477,678	5,925,269	5,580,888	6,529,002	6,529,002	-
<b>TOTAL EXPENDITURES</b>	<b>\$193,660,029</b>	<b>\$81,084,350</b>	<b>\$103,485,592</b>	<b>\$118,003,487</b>	<b>\$116,452,978</b>	<b>-</b>
<b>ENDING BALANCE</b>						
3010 Other Funds Cap Improve	-	781,253	781,253	765,579	765,579	-
3200 Other Funds Non-Ltd	444,883,961	111,753,165	111,753,165	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	-
6400 Federal Funds Ltd	375,231	1,378,733	1,878,733	1,678,547	1,678,547	-
<b>TOTAL ENDING BALANCE</b>	<b>\$1,471,921,462</b>	<b>\$1,724,251,247</b>	<b>\$1,717,692,664</b>	<b>\$1,727,156,579</b>	<b>\$1,717,275,892</b>	<b>-</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	105	113	113	145	138	-
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>105</b>	<b>113</b>	<b>113</b>	<b>145</b>	<b>138</b>	<b>-</b>
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	103.38	110.78	110.78	137.98	132.66	-
<b>TOTAL AUTHORIZED FTE</b>	<b>103.38</b>	<b>110.78</b>	<b>110.78</b>	<b>137.98</b>	<b>132.66</b>	<b>-</b>

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3200 Other Funds Non-Ltd	283,516,840	54,559,285	54,559,285	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	-
6400 Federal Funds Ltd	114,471	784,793	784,793	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	-
<b>0030 Beginning Balance Adjustment</b>						
3400 Other Funds Ltd	-	(274,735)	(274,735)	(274,735)	(274,735)	-
<b>BEGINNING BALANCE</b>						
3200 Other Funds Non-Ltd	283,516,840	54,559,285	54,559,285	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	-
6400 Federal Funds Ltd	114,471	784,793	784,793	648,488	648,488	-
<b>TOTAL BEGINNING BALANCE</b>	<b>\$1,333,938,321</b>	<b>\$1,677,224,996</b>	<b>\$1,677,224,996</b>	<b>\$1,710,728,206</b>	<b>\$1,710,728,206</b>	<b>-</b>
<b>REVENUE CATEGORIES</b>						
<b>GENERAL FUND APPROPRIATION</b>						
<b>0050 General Fund Appropriation</b>						
8000 General Fund	122,060,000	-	-	11,431,196	-	-
<b>LICENSES AND FEES</b>						
<b>0205 Business Lic and Fees</b>						
3400 Other Funds Ltd	7,500	25,000	25,000	25,000	25,000	-
<b>0210 Non-business Lic. and Fees</b>						
3400 Other Funds Ltd	2,158,357	4,877,816	4,877,816	5,203,855	5,203,855	-
<b>LICENSES AND FEES</b>						

## Budget Support - Detail Revenues and Expenditures

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2025-27 Biennium

Common School 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
3400 Other Funds Ltd	2,165,857	4,902,816	4,902,816	5,228,855	5,228,855	-
<b>TOTAL LICENSES AND FEES</b>	<b>\$2,165,857</b>	<b>\$4,902,816</b>	<b>\$4,902,816</b>	<b>\$5,228,855</b>	<b>\$5,228,855</b>	-
<b>FEDERAL FUNDS AS OTHER FUNDS</b>						
<b>0355 Federal Revenues</b>						
3400 Other Funds Ltd	1,282,035	929,195	929,195	1,000,000	1,000,000	-
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	604,008	765,924	765,924	736,153	736,153	-
<b>FINES, RENTS AND ROYALTIES</b>						
<b>0505 Fines and Forfeitures</b>						
3400 Other Funds Ltd	212,389	200,000	200,000	206,519	206,519	-
<b>0510 Rents and Royalties</b>						
3200 Other Funds Non-Ltd	-	40,000	40,000	100,000	100,000	-
3400 Other Funds Ltd	10,399,127	14,950,540	14,950,540	13,547,149	13,547,149	-
All Funds	10,399,127	14,990,540	14,990,540	13,647,149	13,647,149	-
<b>FINES, RENTS AND ROYALTIES</b>						
3200 Other Funds Non-Ltd	-	40,000	40,000	100,000	100,000	-
3400 Other Funds Ltd	10,611,516	15,150,540	15,150,540	13,753,668	13,753,668	-
<b>TOTAL FINES, RENTS AND ROYALTIES</b>	<b>\$10,611,516</b>	<b>\$15,190,540</b>	<b>\$15,190,540</b>	<b>\$13,853,668</b>	<b>\$13,853,668</b>	-
<b>INTEREST EARNINGS</b>						
<b>0605 Interest Income</b>						
3200 Other Funds Non-Ltd	71,405,214	78,000,000	78,000,000	94,778,912	94,778,912	-
3400 Other Funds Ltd	569,543	1,368,891	1,368,891	1,615,220	1,615,220	-

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2025-27 Biennium

Common School 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
All Funds	71,974,757	79,368,891	79,368,891	96,394,132	96,394,132	-
<b>SALES INCOME</b>						
<b>0705 Sales Income</b>						
3400 Other Funds Ltd	138,617	25,000	25,000	770,000	770,000	-
<b>0735 Common School Lands Sales</b>						
3400 Other Funds Ltd	4,095	3,000,000	3,000,000	10,000,000	10,000,000	-
<b>SALES INCOME</b>						
3400 Other Funds Ltd	142,712	3,025,000	3,025,000	10,770,000	10,770,000	-
<b>TOTAL SALES INCOME</b>	<b>\$142,712</b>	<b>\$3,025,000</b>	<b>\$3,025,000</b>	<b>\$10,770,000</b>	<b>\$10,770,000</b>	<b>-</b>
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3200 Other Funds Non-Ltd	165,767,957	137,032,340	148,032,340	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	-
All Funds	167,870,565	139,417,653	150,417,653	141,245,800	141,245,800	-
<b>FEDERAL FUNDS REVENUE</b>						
<b>0995 Federal Funds</b>						
6400 Federal Funds Ltd	427,566	104,327	104,327	200,000	200,000	-
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3200 Other Funds Non-Ltd	-	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	-
All Funds	19,867,565	9,597,209	9,597,209	12,630,212	12,630,212	-
<b>1060 Transfer from General Fund</b>						



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Common School 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	-	-	-	-	-
<b>1107 Tsfr From Administrative Svcs</b>						
3400 Other Funds Ltd	-	-	500,000	-	-	-
<b>1137 Tsfr From Justice, Dept of</b>						
3400 Other Funds Ltd	-	563,172	563,172	-	-	-
<b>1150 Tsfr From Revenue, Dept of</b>						
3400 Other Funds Ltd	2,540	33,478	33,478	4,312	4,312	-
<b>1330 Tsfr From Energy, Dept of</b>						
3400 Other Funds Ltd	4,737	-	-	-	-	-
<b>1629 Tsfr From Forestry, Dept of</b>						
3400 Other Funds Ltd	5,786,105	7,500,000	7,500,000	2,702,004	2,702,004	-
<b>1635 Tsfr From Fish/Wildlife, Dept of</b>						
3400 Other Funds Ltd	293,637	-	-	-	-	-
<b>1839 Tsfr From Labor and Ind, Bureau</b>						
3400 Other Funds Ltd	794,834	-	-	-	-	-
<b>TRANSFERS IN</b>						
3200 Other Funds Non-Ltd	121,000,000	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	-
<b>TOTAL TRANSFERS IN</b>	<b>\$149,809,418</b>	<b>\$17,693,859</b>	<b>\$18,193,859</b>	<b>\$15,336,528</b>	<b>\$15,336,528</b>	-
<b>REVENUE CATEGORIES</b>						
8000 General Fund	122,060,000	-	-	11,431,196	-	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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	358,173,171	217,175,663	228,175,663	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	-
6400 Federal Funds Ltd	427,566	104,327	104,327	200,000	200,000	-
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$526,948,434</b>	<b>\$261,398,205</b>	<b>\$272,898,205</b>	<b>\$296,196,332</b>	<b>\$284,765,136</b>	<b>-</b>
<b>TRANSFERS OUT</b>						
<b>2010 Transfer Out - Intrafund</b>						
3200 Other Funds Non-Ltd	-	(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)	-
All Funds	(24,090,307)	(18,599,952)	(18,771,971)	(41,699,044)	(51,699,044)	-
<b>2459 Tsfr To Public Emp Ret Sys</b>						
3200 Other Funds Non-Ltd	(45,492,147)	-	-	-	-	-
<b>2581 Tsfr To Education, Dept of</b>						
3200 Other Funds Non-Ltd	(136,400,682)	(149,825,999)	(149,825,999)	(160,050,924)	(160,050,924)	-
<b>2629 Tsfr To Forestry, Dept of</b>						
3400 Other Funds Ltd	(4,139,940)	(4,819,961)	(4,819,961)	(5,424,732)	(5,424,732)	-
<b>2690 Tsfr To Water Resources Dept</b>						
3400 Other Funds Ltd	-	(118,918)	(118,918)	(136,161)	(136,161)	-
<b>TRANSFERS OUT</b>						
3200 Other Funds Non-Ltd	(181,892,829)	(151,929,322)	(151,929,322)	(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)	-
<b>TOTAL TRANSFERS OUT</b>	<b>(\$210,123,076)</b>	<b>(\$173,364,830)</b>	<b>(\$173,536,849)</b>	<b>(\$207,310,861)</b>	<b>(\$217,310,861)</b>	<b>-</b>
<b>AVAILABLE REVENUES</b>						
8000 General Fund	122,060,000	-	-	11,431,196	-	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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	459,797,182	119,805,626	130,805,626	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	-
6400 Federal Funds Ltd	542,037	889,120	889,120	848,488	848,488	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$1,650,763,679</b>	<b>\$1,765,258,371</b>	<b>\$1,776,586,352</b>	<b>\$1,799,613,677</b>	<b>\$1,778,182,481</b>	<b>-</b>

**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	-
6400 Federal Funds Ltd	182,808	-	-	-	-	-
All Funds	14,719,210	16,131,501	18,195,797	21,815,019	20,986,486	-

**3160 Temporary Appointments**

3400 Other Funds Ltd	178,970	26,910	26,910	28,041	28,041	-
6400 Federal Funds Ltd	2,670	44,481	44,481	46,349	46,349	-
All Funds	181,640	71,391	71,391	74,390	74,390	-

**3170 Overtime Payments**

3400 Other Funds Ltd	2,313	75,153	75,153	78,310	78,310	-
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**3180 Shift Differential**

3400 Other Funds Ltd	35	9,327	9,327	9,719	9,719	-
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	39	9,327	9,327	9,719	9,719	-

**3190 All Other Differential**

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
3400 Other Funds Ltd	257,237	10,453	10,453	10,892	10,892	-
6400 Federal Funds Ltd	636	-	-	-	-	-
All Funds	257,873	10,453	10,453	10,892	10,892	-
<b>SALARIES &amp; WAGES</b>						
8000 General Fund	-	-	-	828,533	-	-
3400 Other Funds Ltd	14,974,957	16,253,344	18,317,640	21,113,448	21,113,448	-
6400 Federal Funds Ltd	186,118	44,481	44,481	46,349	46,349	-
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$15,161,075</b>	<b>\$16,297,825</b>	<b>\$18,362,121</b>	<b>\$21,988,330</b>	<b>\$21,159,797</b>	<b>-</b>
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	-	-	-	399	-	-
3400 Other Funds Ltd	4,757	4,840	4,840	7,539	7,539	-
6400 Federal Funds Ltd	98	-	-	-	-	-
All Funds	4,855	4,840	4,840	7,938	7,539	-
<b>3220 Public Employees' Retire Cont</b>						
8000 General Fund	-	-	-	174,324	-	-
3400 Other Funds Ltd	2,718,246	2,907,775	2,907,775	4,436,374	4,436,374	-
6400 Federal Funds Ltd	24,686	-	-	-	-	-
All Funds	2,742,932	2,907,775	2,907,775	4,610,698	4,436,374	-
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	815,480	788,048	803,850	718,765	718,765	-
6400 Federal Funds Ltd	7,834	-	-	-	-	-
All Funds	823,314	788,048	803,850	718,765	718,765	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
<b>3230 Social Security Taxes</b>						
8000 General Fund	-	-	-	63,383	-	-
3400 Other Funds Ltd	1,122,586	1,232,144	1,232,144	1,603,303	1,603,303	-
6400 Federal Funds Ltd	14,174	3,403	3,403	3,546	3,546	-
All Funds	1,136,760	1,235,547	1,235,547	1,670,232	1,606,849	-
<b>3240 Unemployment Assessments</b>						
3400 Other Funds Ltd	223	7,017	7,017	7,312	7,312	-
<b>3241 Paid Family Medical Leave Insurance</b>						
8000 General Fund	-	-	-	3,315	-	-
3400 Other Funds Ltd	17,924	63,776	63,776	83,574	83,574	-
6400 Federal Funds Ltd	301	-	-	-	-	-
All Funds	18,225	63,776	63,776	86,889	83,574	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
8000 General Fund	-	-	-	231	-	-
3400 Other Funds Ltd	3,323	4,202	4,202	4,395	4,395	-
6400 Federal Funds Ltd	64	-	-	-	-	-
All Funds	3,387	4,202	4,202	4,626	4,395	-
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	77,310	89,555	89,555	110,165	110,165	-
6400 Federal Funds Ltd	91	-	-	-	-	-
All Funds	77,401	89,555	89,555	110,165	110,165	-
<b>3270 Flexible Benefits</b>						
8000 General Fund	-	-	-	235,011	-	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
3400 Other Funds Ltd	3,392,492	3,618,450	3,618,450	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	-
<b>OTHER PAYROLL EXPENSES</b>						
8000 General Fund	-	-	-	476,663	-	-
3400 Other Funds Ltd	8,152,341	8,715,807	8,731,609	11,411,898	11,411,898	-
6400 Federal Funds Ltd	126,016	3,403	3,403	3,546	3,546	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$8,278,357</b>	<b>\$8,719,210</b>	<b>\$8,735,012</b>	<b>\$11,892,107</b>	<b>\$11,415,444</b>	<b>-</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(323,721)	(323,721)	(920,685)	(920,685)	-
6400 Federal Funds Ltd	-	-	-	(2,224)	(2,224)	-
All Funds	-	(323,721)	(323,721)	(922,909)	(922,909)	-
<b>3465 Reconciliation Adjustment</b>						
3400 Other Funds Ltd	-	11,390	11,390	-	-	-
<b>P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	(312,331)	(312,331)	(920,685)	(920,685)	-
6400 Federal Funds Ltd	-	-	-	(2,224)	(2,224)	-
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	<b>-</b>	<b>(\$312,331)</b>	<b>(\$312,331)</b>	<b>(\$922,909)</b>	<b>(\$922,909)</b>	<b>-</b>
<b>PERSONAL SERVICES</b>						
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	-
6400 Federal Funds Ltd	312,134	47,884	47,884	47,671	47,671	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
<b>TOTAL PERSONAL SERVICES</b>	<b>\$23,439,432</b>	<b>\$24,704,704</b>	<b>\$26,784,802</b>	<b>\$32,957,528</b>	<b>\$31,652,332</b>	<b>-</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	-	-	-	56,000	-	-
3400 Other Funds Ltd	260,518	367,248	367,248	496,510	496,510	-
6400 Federal Funds Ltd	305	-	-	-	-	-
All Funds	260,823	367,248	367,248	552,510	496,510	-
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	15,273	4,338	4,338	4,521	4,521	-
<b>4150 Employee Training</b>						
8000 General Fund	-	-	-	21,000	-	-
3400 Other Funds Ltd	125,598	85,084	85,084	145,657	145,657	-
6400 Federal Funds Ltd	188	-	-	-	-	-
All Funds	125,786	85,084	85,084	166,657	145,657	-
<b>4175 Office Expenses</b>						
8000 General Fund	-	-	-	7,000	-	-
3400 Other Funds Ltd	83,126	206,345	206,345	226,153	226,153	-
6400 Federal Funds Ltd	311	-	-	-	-	-
All Funds	83,437	206,345	206,345	233,153	226,153	-
<b>4200 Telecommunications</b>						
8000 General Fund	-	-	-	7,000	-	-
3400 Other Funds Ltd	177,011	210,058	210,058	227,540	227,540	-
6400 Federal Funds Ltd	839	-	-	-	-	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
All Funds	177,850	210,058	210,058	234,540	227,540	-
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	2,309,558	1,411,022	1,411,022	2,128,052	2,059,895	-
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	136,049	72,726	72,726	75,780	75,780	-
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	9,060	67,487	67,487	70,321	70,321	-
6400 Federal Funds Ltd	1,500	-	-	-	-	-
All Funds	10,560	67,487	67,487	70,321	70,321	-
<b>4300 Professional Services</b>						
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	-
6400 Federal Funds Ltd	110,916	692,748	192,748	69,274	69,274	-
All Funds	10,877,931	5,740,976	5,686,944	10,896,466	5,895,534	-
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	1,857,985	3,291,956	7,738,126	2,739,001	2,739,001	-
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	4,643,276	1,586,985	1,586,985	2,961,888	2,912,445	-
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	6,854	20,890	20,890	21,768	21,768	-
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	19,874	7,748	7,748	8,074	8,074	-
<b>4425 Facilities Rental and Taxes</b>						



## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
3400 Other Funds Ltd	217,964	511,520	511,520	531,285	531,285	-
<b>4450 Fuels and Utilities</b>						
3200 Other Funds Non-Ltd	-	194,958	194,958	194,958	194,958	-
3400 Other Funds Ltd	260,184	270,620	270,620	296,870	296,870	-
All Funds	260,184	465,578	465,578	491,828	491,828	-
<b>4475 Facilities Maintenance</b>						
3400 Other Funds Ltd	616,281	440,461	440,461	458,961	458,961	-
<b>4575 Agency Program Related S and S</b>						
3200 Other Funds Non-Ltd	14,913,221	7,302,927	18,302,927	20,000,000	20,000,000	-
3400 Other Funds Ltd	1,845,979	1,013	1,013	1,056	1,056	-
All Funds	16,759,200	7,303,940	18,303,940	20,001,056	20,001,056	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	(4,641,976)	362,487	362,487	346,452	346,452	-
6400 Federal Funds Ltd	723	-	-	-	-	-
All Funds	(4,641,253)	362,487	362,487	346,452	346,452	-
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	19,693	22,411	22,411	23,352	23,352	-
<b>4715 IT Expendable Property</b>						
8000 General Fund	-	-	-	35,000	-	-
3400 Other Funds Ltd	364,429	138,132	138,132	232,031	232,031	-
All Funds	364,429	138,132	138,132	267,031	232,031	-
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	-	-	-	5,126,000	-	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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	14,913,221	7,497,885	18,497,885	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	-
6400 Federal Funds Ltd	114,782	692,748	192,748	69,274	69,274	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$34,121,754</b>	<b>\$22,317,392</b>	<b>\$37,709,530</b>	<b>\$42,212,696</b>	<b>\$36,968,164</b>	-
<b>CAPITAL OUTLAY</b>						
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	6,403	23,058	23,058	24,027	24,027	-
<b>5400 Automotive and Aircraft</b>						
3400 Other Funds Ltd	8,095	-	-	-	-	-
<b>5550 Data Processing Software</b>						
3400 Other Funds Ltd	1,517,662	785,023	785,023	788,594	788,594	-
<b>5600 Data Processing Hardware</b>						
3400 Other Funds Ltd	-	1,157	1,157	1,205	1,205	-
<b>5650 Land Improvements</b>						
3200 Other Funds Non-Ltd	-	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	-
<b>CAPITAL OUTLAY</b>						
3200 Other Funds Non-Ltd	-	554,576	554,576	554,576	554,576	-
3400 Other Funds Ltd	2,475,982	809,238	809,238	813,826	813,826	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$2,475,982</b>	<b>\$1,363,814</b>	<b>\$1,363,814</b>	<b>\$1,368,402</b>	<b>\$1,368,402</b>	-
<b>SPECIAL PAYMENTS</b>						
<b>6025 Dist to Other Gov Unit</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-010-00-00-00000

2025-27 Biennium

Common School 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
8000 General Fund	-	-	-	5,000,000	-	-
<b>6060 Intra-Agency Gen Fund Transfer</b>						
8000 General Fund	123,060,000	-	-	-	-	-
<b>6632 Spc Pmt to Geology/Mineral Ind</b>						
3400 Other Funds Ltd	-	-	-	10,000,000	10,000,000	-
<b>SPECIAL PAYMENTS</b>						
8000 General Fund	123,060,000	-	-	5,000,000	-	-
3400 Other Funds Ltd	-	-	-	10,000,000	10,000,000	-
<b>TOTAL SPECIAL PAYMENTS</b>	<b>\$123,060,000</b>	<b>-</b>	<b>-</b>	<b>\$15,000,000</b>	<b>\$10,000,000</b>	<b>-</b>
<b>EXPENDITURES</b>						
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	-
3400 Other Funds Ltd	44,697,031	39,592,817	46,565,053	59,240,951	59,122,419	-
6400 Federal Funds Ltd	426,916	740,632	240,632	116,945	116,945	-
<b>TOTAL EXPENDITURES</b>	<b>\$183,097,168</b>	<b>\$48,385,910</b>	<b>\$65,858,146</b>	<b>\$91,538,626</b>	<b>\$79,988,898</b>	<b>-</b>
<b>REVERSIONS</b>						
<b>9900 Reversions</b>						
8000 General Fund	1,000,000	-	-	-	-	-
<b>ENDING BALANCE</b>						
3200 Other Funds Non-Ltd	444,883,961	111,753,165	111,753,165	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	-
6400 Federal Funds Ltd	115,121	148,488	648,488	731,543	731,543	-
<b>TOTAL ENDING BALANCE</b>	<b>\$1,468,666,511</b>	<b>\$1,716,872,461</b>	<b>\$1,710,728,206</b>	<b>\$1,708,075,051</b>	<b>\$1,698,193,583</b>	<b>-</b>

Budget Support - Detail Revenues and Expenditures  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000

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	-
TOTAL AUTHORIZED POSITIONS	87	93	93	115	108	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	85.88	91.28	91.28	109.68	104.36	-
TOTAL AUTHORIZED FTE	85.88	91.28	91.28	109.68	104.36	-

## 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
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	2,648,480	1,516,000	1,516,000	3,624,236	3,624,236	-
<b>REVENUE CATEGORIES</b>						
<b>INTEREST EARNINGS</b>						
<b>0605 Interest Income</b>						
3400 Other Funds Ltd	466,149	496,361	496,361	500,000	500,000	-
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3400 Other Funds Ltd	500	-	-	-	-	-
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3400 Other Funds Ltd	1,261,288	3,733,000	3,733,000	3,733,000	3,733,000	-
<b>REVENUE CATEGORIES</b>						
3400 Other Funds Ltd	1,727,937	4,229,361	4,229,361	4,233,000	4,233,000	-
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$1,727,937</b>	<b>\$4,229,361</b>	<b>\$4,229,361</b>	<b>\$4,233,000</b>	<b>\$4,233,000</b>	<b>-</b>
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	4,376,417	5,745,361	5,745,361	7,857,236	7,857,236	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$4,376,417</b>	<b>\$5,745,361</b>	<b>\$5,745,361</b>	<b>\$7,857,236</b>	<b>\$7,857,236</b>	<b>-</b>
<b>EXPENDITURES</b>						
<b>SERVICES &amp; SUPPLIES</b>						
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	20	-	-	-	-	-

## 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
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	25	-	-	-	-	-
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	930	-	-	-	-	-
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	274	-	-	-	-	-
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	4,604	-	-	-	-	-
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	3,338,170	1,901,125	1,901,125	869,250	869,250	-
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	237,929	220,000	220,000	300,000	300,000	-
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	3,581,952	2,121,125	2,121,125	1,169,250	1,169,250	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$3,581,952</b>	<b>\$2,121,125</b>	<b>\$2,121,125</b>	<b>\$1,169,250</b>	<b>\$1,169,250</b>	-
<b>SPECIAL PAYMENTS</b>						
<b>6020 Dist to Counties</b>						
3400 Other Funds Ltd	76,667	-	-	-	-	-
<b>6025 Dist to Other Gov Unit</b>						
3400 Other Funds Ltd	717,798	-	-	-	-	-
<b>SPECIAL PAYMENTS</b>						
3400 Other Funds Ltd	794,465	-	-	-	-	-
<b>TOTAL SPECIAL PAYMENTS</b>	<b>\$794,465</b>	-	-	-	-	-

Budget Support - Detail Revenues and Expenditures  
2025-27 Biennium  
Portland Harbor Cleanup

Cross Reference Number: 14100-011-00-00-00000

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	-
TOTAL EXPENDITURES	\$4,376,417	\$2,121,125	\$2,121,125	\$1,169,250	\$1,169,250	-
ENDING BALANCE						
3400 Other Funds Ltd	-	3,624,236	3,624,236	6,687,986	6,687,986	-
TOTAL ENDING BALANCE	-	\$3,624,236	\$3,624,236	\$6,687,986	\$6,687,986	-

**Budget Support - Detail Revenues and Expenditures**

**Cross Reference Number: 14100-012-00-00-00000**

**2025-27 Biennium**

**Submerged Lands**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	-	-	-	2,863	2,863	-
<b>REVENUE CATEGORIES</b>						
<b>INTEREST EARNINGS</b>						
<b>0605 Interest Income</b>						
3400 Other Funds Ltd	1,454	2,863	2,863	2,863	2,863	-
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3400 Other Funds Ltd	156,062	200,000	200,000	207,874	207,874	-
<b>REVENUE CATEGORIES</b>						
3400 Other Funds Ltd	157,516	202,863	202,863	210,737	210,737	-
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$157,516</b>	<b>\$202,863</b>	<b>\$202,863</b>	<b>\$210,737</b>	<b>\$210,737</b>	<b>-</b>
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	157,516	202,863	202,863	213,600	213,600	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$157,516</b>	<b>\$202,863</b>	<b>\$202,863</b>	<b>\$213,600</b>	<b>\$213,600</b>	<b>-</b>
<b>EXPENDITURES</b>						
<b>SERVICES &amp; SUPPLIES</b>						
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	-	200,000	200,000	213,600	213,600	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	157,516	-	-	-	-	-
<b>SERVICES &amp; SUPPLIES</b>						



Budget Support - Detail Revenues and Expenditures  
2025-27 Biennium  
Submerged Lands

Cross Reference Number: 14100-012-00-00-00000

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	-
TOTAL SERVICES & SUPPLIES	\$157,516	\$200,000	\$200,000	\$213,600	\$213,600	-
ENDING BALANCE						
3400 Other Funds Ltd	-	2,863	2,863	-	-	-
TOTAL ENDING BALANCE	-	\$2,863	\$2,863	-	-	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-013-00-00-00000

2025-27 Biennium

Removal-Fill Mitigation 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
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3400 Other Funds Ltd	1,654,016	1,050,142	1,050,142	1,325,050	1,325,050	-
<b>REVENUE CATEGORIES</b>						
<b>GENERAL FUND APPROPRIATION</b>						
<b>0050 General Fund Appropriation</b>						
8000 General Fund	-	-	-	442,576	442,576	-
<b>LICENSES AND FEES</b>						
<b>0210 Non-business Lic. and Fees</b>						
3400 Other Funds Ltd	1,049,246	1,121,104	1,121,104	1,121,104	1,121,104	-
<b>INTEREST EARNINGS</b>						
<b>0605 Interest Income</b>						
3400 Other Funds Ltd	156,226	131,886	131,886	150,000	150,000	-
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3400 Other Funds Ltd	-	1,203,059	1,203,059	1,203,059	1,203,059	-
<b>REVENUE CATEGORIES</b>						
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	-
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$1,205,472</b>	<b>\$2,456,049</b>	<b>\$2,456,049</b>	<b>\$2,916,739</b>	<b>\$2,916,739</b>	<b>-</b>
<b>AVAILABLE REVENUES</b>						
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	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-013-00-00-00000

2025-27 Biennium

Removal-Fill Mitigation 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
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$2,859,488</b>	<b>\$3,506,191</b>	<b>\$3,506,191</b>	<b>\$4,241,789</b>	<b>\$4,241,789</b>	<b>-</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
8000 General Fund	-	-	-	262,800	262,800	-
3400 Other Funds Ltd	90,129	106,416	106,416	120,756	120,756	-
All Funds	90,129	106,416	106,416	383,556	383,556	-
<b>3190 All Other Differential</b>						
3400 Other Funds Ltd	835	-	-	-	-	-
<b>SALARIES &amp; WAGES</b>						
8000 General Fund	-	-	-	262,800	262,800	-
3400 Other Funds Ltd	90,964	106,416	106,416	120,756	120,756	-
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$90,964</b>	<b>\$106,416</b>	<b>\$106,416</b>	<b>\$383,556</b>	<b>\$383,556</b>	<b>-</b>
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
8000 General Fund	-	-	-	114	114	-
3400 Other Funds Ltd	27	26	26	36	36	-
All Funds	27	26	26	150	150	-
<b>3220 Public Employees' Retire Cont</b>						
8000 General Fund	-	-	-	55,294	55,294	-
3400 Other Funds Ltd	15,762	19,070	19,070	25,407	25,407	-
All Funds	15,762	19,070	19,070	80,701	80,701	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-013-00-00-00000

2025-27 Biennium

## Removal-Fill Mitigation 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
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	5,105	5,624	5,624	4,735	4,735	-
<b>3230 Social Security Taxes</b>						
8000 General Fund	-	-	-	20,104	20,104	-
3400 Other Funds Ltd	6,959	8,141	8,141	9,238	9,238	-
All Funds	6,959	8,141	8,141	29,342	29,342	-
<b>3241 Paid Family Medical Leave Insurance</b>						
8000 General Fund	-	-	-	1,052	1,052	-
3400 Other Funds Ltd	116	426	426	483	483	-
All Funds	116	426	426	1,535	1,535	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
8000 General Fund	-	-	-	66	66	-
3400 Other Funds Ltd	19	23	23	21	21	-
All Funds	19	23	23	87	87	-
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	546	638	638	725	725	-
<b>3270 Flexible Benefits</b>						
8000 General Fund	-	-	-	67,146	67,146	-
3400 Other Funds Ltd	18,695	19,800	19,800	21,204	21,204	-
All Funds	18,695	19,800	19,800	88,350	88,350	-
<b>OTHER PAYROLL EXPENSES</b>						
8000 General Fund	-	-	-	143,776	143,776	-
3400 Other Funds Ltd	47,229	53,748	53,748	61,849	61,849	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-013-00-00-00000

2025-27 Biennium

## Removal-Fill Mitigation 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
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$47,229</b>	<b>\$53,748</b>	<b>\$53,748</b>	<b>\$205,625</b>	<b>\$205,625</b>	<b>-</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	-	-	(6,038)	(6,038)	-
<b>PERSONAL SERVICES</b>						
8000 General Fund	-	-	-	406,576	406,576	-
3400 Other Funds Ltd	138,193	160,164	160,164	176,567	176,567	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$138,193</b>	<b>\$160,164</b>	<b>\$160,164</b>	<b>\$583,143</b>	<b>\$583,143</b>	<b>-</b>
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
8000 General Fund	-	-	-	16,000	16,000	-
3400 Other Funds Ltd	-	12,338	12,338	12,856	12,856	-
All Funds	-	12,338	12,338	28,856	28,856	-
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	-	2,467	2,467	2,571	2,571	-
<b>4150 Employee Training</b>						
8000 General Fund	-	-	-	6,000	6,000	-
3400 Other Funds Ltd	-	7,402	7,402	7,713	7,713	-
All Funds	-	7,402	7,402	13,713	13,713	-
<b>4175 Office Expenses</b>						
8000 General Fund	-	-	-	2,000	2,000	-
3400 Other Funds Ltd	-	3,701	3,701	3,856	3,856	-
All Funds	-	3,701	3,701	5,856	5,856	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-013-00-00-00000

2025-27 Biennium

## Removal-Fill Mitigation 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
<b>4200 Telecommunications</b>						
8000 General Fund	-	-	-	2,000	2,000	-
3400 Other Funds Ltd	-	3,030	3,030	3,157	3,157	-
All Funds	-	3,030	3,030	5,157	5,157	-
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	-	1,851	1,851	1,929	1,929	-
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	-	616	616	642	642	-
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	-	697,624	697,624	726,924	726,924	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	3,348	23,511	23,511	24,498	24,498	-
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	-	1,235	1,235	1,287	1,287	-
<b>4715 IT Expendable Property</b>						
8000 General Fund	-	-	-	10,000	10,000	-
3400 Other Funds Ltd	-	2,467	2,467	2,571	2,571	-
All Funds	-	2,467	2,467	12,571	12,571	-
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	-	-	-	36,000	36,000	-
3400 Other Funds Ltd	3,348	756,242	756,242	788,004	788,004	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$3,348</b>	<b>\$756,242</b>	<b>\$756,242</b>	<b>\$824,004</b>	<b>\$824,004</b>	<b>-</b>

## CAPITAL OUTLAY

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-013-00-00-00000

2025-27 Biennium

## Removal-Fill Mitigation 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
<b>5100 Office Furniture and Fixtures</b>						
3400 Other Funds Ltd	-	1,264	1,264	1,317	1,317	-
<b>SPECIAL PAYMENTS</b>						
<b>6030 Dist to Non-Gov Units</b>						
3400 Other Funds Ltd	240,572	1,263,471	1,263,471	1,316,537	1,316,537	-
<b>EXPENDITURES</b>						
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	-
<b>TOTAL EXPENDITURES</b>	<b>\$382,113</b>	<b>\$2,181,141</b>	<b>\$2,181,141</b>	<b>\$2,725,001</b>	<b>\$2,725,001</b>	<b>-</b>
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	2,477,375	1,325,050	1,325,050	1,516,788	1,516,788	-
<b>TOTAL ENDING BALANCE</b>	<b>\$2,477,375</b>	<b>\$1,325,050</b>	<b>\$1,325,050</b>	<b>\$1,516,788</b>	<b>\$1,516,788</b>	<b>-</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	-	-	-	2	2	-
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	0.50	0.50	0.50	2.02	2.02	-
<b>TOTAL AUTHORIZED FTE</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>2.02</b>	<b>2.02</b>	<b>-</b>

Budget Support - Detail Revenues and Expenditures  
2025-27 Biennium  
Oregon Ocean Science Trust

Cross Reference Number: 14100-014-00-00-00000

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	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	-	-	-	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	-
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	-
TOTAL REVENUE CATEGORIES	\$1,005,392	\$1,000,000	\$1,172,019	\$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	-
TOTAL AVAILABLE REVENUES	\$1,005,392	\$1,000,000	\$1,172,019	\$1,552,019	\$1,552,019	-

EXPENDITURES

SERVICES & SUPPLIES



Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-014-00-00-00000

2025-27 Biennium

Oregon Ocean Science Trust

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	-	-	-
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	-
TOTAL ENDING BALANCE	\$5,392	\$400,000	-	\$1,552,019	\$1,552,019	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-015-00-00-00000

2025-27 Biennium

Abandoned and Derelict Vessels

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
<b>REVENUE CATEGORIES</b>						
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3400 Other Funds Ltd	-	-	-	18,763,236	18,763,236	-
<b>1107 Tsfr From Administrative Svcs</b>						
3400 Other Funds Ltd	-	18,763,236	18,763,236	-	-	-
<b>TRANSFERS IN</b>						
3400 Other Funds Ltd	-	18,763,236	18,763,236	18,763,236	18,763,236	-
<b>TOTAL TRANSFERS IN</b>	-	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$18,763,236</b>	-
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	-	18,763,236	18,763,236	18,763,236	18,763,236	-
<b>TOTAL AVAILABLE REVENUES</b>	-	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$18,763,236</b>	-
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
3400 Other Funds Ltd	-	-	-	711,648	711,648	-
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
3400 Other Funds Ltd	-	-	-	273	273	-
<b>3220 Public Employees' Retire Cont</b>						
3400 Other Funds Ltd	-	-	-	149,730	149,730	-
<b>3230 Social Security Taxes</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-015-00-00-00000

2025-27 Biennium

## Abandoned and Derelict Vessels

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	-
<b>3241 Paid Family Medical Leave Insurance</b>						
3400 Other Funds Ltd	-	-	-	2,847	2,847	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
3400 Other Funds Ltd	-	-	-	159	159	-
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	-	-	-	160,797	160,797	-
<b>OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	-	-	-	368,247	368,247	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	-	-	-	<b>\$368,247</b>	<b>\$368,247</b>	-
<b>PERSONAL SERVICES</b>						
3400 Other Funds Ltd	-	-	-	1,079,895	1,079,895	-
<b>TOTAL PERSONAL SERVICES</b>	-	-	-	<b>\$1,079,895</b>	<b>\$1,079,895</b>	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	-	15,000	15,000	32,000	32,000	-
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	-	-	-	12,000	12,000	-
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	-	3,000	3,000	4,000	4,000	-
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	-	3,000	3,000	4,000	4,000	-
<b>4300 Professional Services</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-015-00-00-00000

2025-27 Biennium

Abandoned and Derelict Vessels

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	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	-	15,000	15,000	-	-	-
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	-	-	-	20,000	20,000	-
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	-	18,763,236	18,763,236	10,072,000	10,072,000	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	-	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$10,072,000</b>	<b>\$10,072,000</b>	-
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	-	18,763,236	18,763,236	11,151,895	11,151,895	-
<b>TOTAL EXPENDITURES</b>	-	<b>\$18,763,236</b>	<b>\$18,763,236</b>	<b>\$11,151,895</b>	<b>\$11,151,895</b>	-
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	-	-	-	7,611,341	7,611,341	-
<b>TOTAL ENDING BALANCE</b>	-	-	-	<b>\$7,611,341</b>	<b>\$7,611,341</b>	-
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	-	-	-	4	4	-
<b>TOTAL AUTHORIZED POSITIONS</b>	-	-	-	<b>4</b>	<b>4</b>	-
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	-	-	-	3.76	3.76	-
<b>TOTAL AUTHORIZED FTE</b>	-	-	-	<b>3.76</b>	<b>3.76</b>	-

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 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	-
REVENUE CATEGORIES						
8000 General Fund	-	-	4,002,152	-	-	-
3400 Other Funds Ltd	-	-	-	-	10,000,000	-
6400 Federal Funds Ltd	-	-	-	2,086,084	2,086,084	-
TOTAL REVENUE CATEGORIES	-	-	\$4,002,152	\$2,086,084	\$12,086,084	-
AVAILABLE REVENUES						
8000 General Fund	-	-	4,002,152	-	-	-
3400 Other Funds Ltd	-	-	-	-	10,000,000	-
6400 Federal Funds Ltd	-	-	-	2,086,084	2,086,084	-
TOTAL AVAILABLE REVENUES	-	-	\$4,002,152	\$2,086,084	\$12,086,084	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

## 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
<b>3110 Class/Unclass Sal. and Per Diem</b>						
6400 Federal Funds Ltd	-	-	-	197,568	197,568	-
<b>OTHER PAYROLL EXPENSES</b>						
<b>3210 Empl. Rel. Bd. Assessments</b>						
6400 Federal Funds Ltd	-	-	-	144	144	-
<b>3220 Public Employees' Retire Cont</b>						
6400 Federal Funds Ltd	-	-	-	41,568	41,568	-
<b>3230 Social Security Taxes</b>						
6400 Federal Funds Ltd	-	-	-	15,114	15,114	-
<b>3241 Paid Family Medical Leave Insurance</b>						
6400 Federal Funds Ltd	-	-	-	790	790	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						
6400 Federal Funds Ltd	-	-	-	84	84	-
<b>3270 Flexible Benefits</b>						
6400 Federal Funds Ltd	-	-	-	84,816	84,816	-
<b>OTHER PAYROLL EXPENSES</b>						
6400 Federal Funds Ltd	-	-	-	142,516	142,516	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	-	-	-	<b>\$142,516</b>	<b>\$142,516</b>	-
<b>PERSONAL SERVICES</b>						
6400 Federal Funds Ltd	-	-	-	340,084	340,084	-
<b>TOTAL PERSONAL SERVICES</b>	-	-	-	<b>\$340,084</b>	<b>\$340,084</b>	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						

## 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
3400 Other Funds Ltd	-	-	-	-	99,750	-
6400 Federal Funds Ltd	-	-	-	16,000	16,000	-
All Funds	-	-	-	16,000	115,750	-
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	-	-	-	-	21,000	-
6400 Federal Funds Ltd	-	-	-	6,000	6,000	-
All Funds	-	-	-	6,000	27,000	-
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	-	-	-	-	2,500	-
6400 Federal Funds Ltd	-	-	-	2,000	2,000	-
All Funds	-	-	-	2,000	4,500	-
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	-	-	-	-	75,960	-
6400 Federal Funds Ltd	-	-	-	2,000	2,000	-
All Funds	-	-	-	2,000	77,960	-
<b>4300 Professional Services</b>						
8000 General Fund	-	-	4,002,152	-	-	-
3400 Other Funds Ltd	-	-	-	-	9,659,082	-
6400 Federal Funds Ltd	-	-	-	750,000	750,000	-
All Funds	-	-	4,002,152	750,000	10,409,082	-
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	-	-	-	-	48,000	-
<b>4450 Fuels and Utilities</b>						

## 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
6400 Federal Funds Ltd	-	-	-	240,000	240,000	-
<b>4475 Facilities Maintenance</b>						
6400 Federal Funds Ltd	-	-	-	720,000	720,000	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	-	-	-	-	58,708	-
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	-	-	-	-	35,000	-
6400 Federal Funds Ltd	-	-	-	10,000	10,000	-
All Funds	-	-	-	10,000	45,000	-
<b>SERVICES &amp; SUPPLIES</b>						
8000 General Fund	-	-	4,002,152	-	-	-
3400 Other Funds Ltd	-	-	-	-	10,000,000	-
6400 Federal Funds Ltd	-	-	-	1,746,000	1,746,000	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	-	-	<b>\$4,002,152</b>	<b>\$1,746,000</b>	<b>\$11,746,000</b>	-
<b>EXPENDITURES</b>						
8000 General Fund	-	-	4,002,152	-	-	-
3400 Other Funds Ltd	-	-	-	-	10,000,000	-
6400 Federal Funds Ltd	-	-	-	2,086,084	2,086,084	-
<b>TOTAL EXPENDITURES</b>	-	-	<b>\$4,002,152</b>	<b>\$2,086,084</b>	<b>\$12,086,084</b>	-
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	-	-	-	2	2	-
<b>TOTAL AUTHORIZED POSITIONS</b>	-	-	-	<b>2</b>	<b>2</b>	-
<b>AUTHORIZED FTE</b>						



Budget Support - Detail Revenues and Expenditures  
2025-27 Biennium  
Elliot State Research Forest

Cross Reference Number: 14100-016-00-00-00000

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
8250 Class/Unclass FTE Positions	-	-	-	2.00	2.00	-
TOTAL AUTHORIZED FTE	-	-	-	2.00	2.00	-

Budget Support - Detail Revenues and Expenditures  
2025-27 Biennium  
Natural Heritage Program

Cross Reference Number: 14100-020-00-00-00000

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	6,896	-	-	-	-	-
6400 Federal Funds Ltd	54,298	-	-	-	-	-
All Funds	61,194	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	6,896	-	-	-	-	-
6400 Federal Funds Ltd	54,298	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$61,194	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	6,896	-	-	-	-	-
6400 Federal Funds Ltd	54,298	-	-	-	-	-
TOTAL ENDING BALANCE	\$61,194	-	-	-	-	-

**Budget Support - Detail Revenues and Expenditures**

**Cross Reference Number: 14100-030-00-00-00000**

**2025-27 Biennium**

**South Slough National Estuarine**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
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	-
All Funds	820,606	1,126,552	1,126,552	1,227,259	1,227,259	-
<b>REVENUE CATEGORIES</b>						
<b>LICENSES AND FEES</b>						
<b>0210 Non-business Lic. and Fees</b>						
3400 Other Funds Ltd	-	1,080	1,080	1,080	1,080	-
<b>FEDERAL FUNDS AS OTHER FUNDS</b>						
<b>0355 Federal Revenues</b>						
3400 Other Funds Ltd	115,912	70,805	70,805	85,000	85,000	-
<b>CHARGES FOR SERVICES</b>						
<b>0410 Charges for Services</b>						
3400 Other Funds Ltd	124,183	34,076	34,076	65,000	65,000	-
<b>FINES, RENTS AND ROYALTIES</b>						
<b>0510 Rents and Royalties</b>						
3400 Other Funds Ltd	6,116	9,460	9,460	5,000	5,000	-
<b>DONATIONS AND CONTRIBUTIONS</b>						
<b>0905 Donations</b>						
3400 Other Funds Ltd	30,000	-	-	2,000	2,000	-
<b>OTHER</b>						
<b>0975 Other Revenues</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
3400 Other Funds Ltd	32,881	1,876	186,764	50,000	50,000	-
<b>FEDERAL FUNDS REVENUE</b>						
<b>0995 Federal Funds</b>						
6400 Federal Funds Ltd	2,054,415	5,395,673	5,551,292	4,045,718	4,045,718	-
<b>TRANSFERS IN</b>						
<b>1010 Transfer In - Intrafund</b>						
3400 Other Funds Ltd	2,800,000	2,866,684	2,866,684	3,989,644	3,989,644	-
<b>REVENUE CATEGORIES</b>						
3400 Other Funds Ltd	3,109,092	2,983,981	3,168,869	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	-
<b>TOTAL REVENUE CATEGORIES</b>	<b>\$5,163,507</b>	<b>\$8,379,654</b>	<b>\$8,720,161</b>	<b>\$8,243,442</b>	<b>\$8,243,442</b>	<b>-</b>
<b>TRANSFERS OUT</b>						
<b>2629 Tsfr To Forestry, Dept of</b>						
3400 Other Funds Ltd	(26,126)	-	-	-	-	-
<b>AVAILABLE REVENUES</b>						
3400 Other Funds Ltd	3,701,413	3,091,324	3,276,212	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	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$5,957,987</b>	<b>\$9,506,206</b>	<b>\$9,846,713</b>	<b>\$9,470,701</b>	<b>\$9,470,701</b>	<b>-</b>
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
<b>3110 Class/Unclass Sal. and Per Diem</b>						
3400 Other Funds Ltd	1,747,161	1,677,883	1,877,099	2,136,121	2,136,121	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
6400 Federal Funds Ltd	836,342	1,252,049	1,407,668	1,464,876	1,464,876	-
All Funds	2,583,503	2,929,932	3,284,767	3,600,997	3,600,997	-
<b>3160 Temporary Appointments</b>						
3400 Other Funds Ltd	13,665	7,343	7,343	7,651	7,651	-
6400 Federal Funds Ltd	1,129	84,938	84,938	88,505	88,505	-
All Funds	14,794	92,281	92,281	96,156	96,156	-
<b>3170 Overtime Payments</b>						
3400 Other Funds Ltd	353	-	-	-	-	-
6400 Federal Funds Ltd	62	3,657	3,657	3,811	3,811	-
All Funds	415	3,657	3,657	3,811	3,811	-
<b>3180 Shift Differential</b>						
3400 Other Funds Ltd	536	-	-	-	-	-
6400 Federal Funds Ltd	205	8	8	8	8	-
All Funds	741	8	8	8	8	-
<b>3190 All Other Differential</b>						
3400 Other Funds Ltd	31,898	9,399	9,399	9,794	9,794	-
6400 Federal Funds Ltd	5,924	-	-	-	-	-
All Funds	37,822	9,399	9,399	9,794	9,794	-
<b>SALARIES &amp; WAGES</b>						
3400 Other Funds Ltd	1,793,613	1,694,625	1,893,841	2,153,566	2,153,566	-
6400 Federal Funds Ltd	843,662	1,340,652	1,496,271	1,557,200	1,557,200	-
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$2,637,275</b>	<b>\$3,035,277</b>	<b>\$3,390,112</b>	<b>\$3,710,766</b>	<b>\$3,710,766</b>	<b>-</b>
<b>OTHER PAYROLL EXPENSES</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
<b>3210 Empl. Rel. Bd. Assessments</b>						
3400 Other Funds Ltd	584	537	537	844	844	-
6400 Federal Funds Ltd	338	470	470	638	638	-
All Funds	922	1,007	1,007	1,482	1,482	-
<b>3220 Public Employees' Retire Cont</b>						
3400 Other Funds Ltd	308,391	302,359	302,359	451,500	451,500	-
6400 Federal Funds Ltd	146,384	225,024	225,024	309,015	309,015	-
All Funds	454,775	527,383	527,383	760,515	760,515	-
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	97,542	83,141	83,141	74,406	74,406	-
6400 Federal Funds Ltd	46,936	61,089	61,089	53,151	53,151	-
All Funds	144,478	144,230	144,230	127,557	127,557	-
<b>3230 Social Security Taxes</b>						
3400 Other Funds Ltd	136,173	129,642	129,642	164,751	164,751	-
6400 Federal Funds Ltd	64,061	102,562	102,562	119,128	119,128	-
All Funds	200,234	232,204	232,204	283,879	283,879	-
<b>3240 Unemployment Assessments</b>						
3400 Other Funds Ltd	-	6,851	6,851	7,139	7,139	-
<b>3241 Paid Family Medical Leave Insurance</b>						
3400 Other Funds Ltd	2,168	6,749	6,749	8,585	8,585	-
6400 Federal Funds Ltd	1,021	5,023	5,023	5,874	5,874	-
All Funds	3,189	11,772	11,772	14,459	14,459	-
<b>3250 Worker's Comp. Assess. (WCD)</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
3400 Other Funds Ltd	453	467	467	491	491	-
6400 Federal Funds Ltd	221	407	407	373	373	-
All Funds	674	874	874	864	864	-
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	20	9,577	9,577	11,433	11,433	-
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	390,134	401,544	401,544	497,164	497,164	-
6400 Federal Funds Ltd	208,214	350,856	350,856	375,734	375,734	-
All Funds	598,348	752,400	752,400	872,898	872,898	-
<b>OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	935,465	940,867	940,867	1,216,313	1,216,313	-
6400 Federal Funds Ltd	467,175	745,431	745,431	863,913	863,913	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$1,402,640</b>	<b>\$1,686,298</b>	<b>\$1,686,298</b>	<b>\$2,080,226</b>	<b>\$2,080,226</b>	<b>-</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(27,197)	(27,197)	(92,334)	(92,334)	-
6400 Federal Funds Ltd	-	(26,413)	(26,413)	(72,016)	(72,016)	-
All Funds	-	(53,610)	(53,610)	(164,350)	(164,350)	-
<b>3465 Reconciliation Adjustment</b>						
6400 Federal Funds Ltd	-	64,974	64,974	-	-	-
<b>P.S. BUDGET ADJUSTMENTS</b>						
3400 Other Funds Ltd	-	(27,197)	(27,197)	(92,334)	(92,334)	-
6400 Federal Funds Ltd	-	38,561	38,561	(72,016)	(72,016)	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
<b>TOTAL P.S. BUDGET ADJUSTMENTS</b>	-	\$11,364	\$11,364	(\$164,350)	(\$164,350)	-
<b>PERSONAL SERVICES</b>						
3400 Other Funds Ltd	2,729,078	2,608,295	2,807,511	3,277,545	3,277,545	-
6400 Federal Funds Ltd	1,310,837	2,124,644	2,280,263	2,349,097	2,349,097	-
<b>TOTAL PERSONAL SERVICES</b>	<b>\$4,039,915</b>	<b>\$4,732,939</b>	<b>\$5,087,774</b>	<b>\$5,626,642</b>	<b>\$5,626,642</b>	-
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	47,776	18,628	18,628	35,410	35,410	-
6400 Federal Funds Ltd	8,729	22,043	22,043	25,759	25,759	-
All Funds	56,505	40,671	40,671	61,169	61,169	-
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	3,046	8,667	8,667	9,031	9,031	-
6400 Federal Funds Ltd	15,977	15,272	15,272	15,913	15,913	-
All Funds	19,023	23,939	23,939	24,944	24,944	-
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	6,866	10,178	10,178	16,605	16,605	-
6400 Federal Funds Ltd	13,652	24,953	24,953	29,001	29,001	-
All Funds	20,518	35,131	35,131	45,606	45,606	-
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	6,131	26,268	26,268	29,371	29,371	-
6400 Federal Funds Ltd	8,605	23,208	23,208	24,141	24,141	-
All Funds	14,736	49,476	49,476	53,512	53,512	-
<b>4200 Telecommunications</b>						



## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
3400 Other Funds Ltd	37,387	17,784	17,784	20,531	20,531	-
6400 Federal Funds Ltd	10,703	10,553	10,553	10,954	10,954	-
All Funds	48,090	28,337	28,337	31,485	31,485	-
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	-	634	634	661	661	-
6400 Federal Funds Ltd	-	11,940	11,940	12,441	12,441	-
All Funds	-	12,574	12,574	13,102	13,102	-
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	-	589	589	614	614	-
6400 Federal Funds Ltd	832	1,745	1,745	1,818	1,818	-
All Funds	832	2,334	2,334	2,432	2,432	-
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	28,657	142,147	142,147	541,813	541,813	-
6400 Federal Funds Ltd	46,186	2,814,643	2,814,643	1,715,727	1,715,727	-
All Funds	74,843	2,956,790	2,956,790	2,257,540	2,257,540	-
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	15,052	8,486	8,486	10,460	9,679	-
6400 Federal Funds Ltd	5,808	-	-	-	-	-
All Funds	20,860	8,486	8,486	10,460	9,679	-
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	565	2,934	2,934	3,057	3,057	-
6400 Federal Funds Ltd	-	6,914	6,914	7,204	7,204	-
All Funds	565	9,848	9,848	10,261	10,261	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

South Slough National Estuarine

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	2,565	14	14	15	15	-
6400 Federal Funds Ltd	14,718	976	976	1,017	1,017	-
All Funds	17,283	990	990	1,032	1,032	-
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	688	55	55	57	57	-
<b>4450 Fuels and Utilities</b>						
3400 Other Funds Ltd	6,014	9,326	9,326	10,231	10,231	-
6400 Federal Funds Ltd	10,963	29,892	29,892	31,147	31,147	-
All Funds	16,977	39,218	39,218	41,378	41,378	-
<b>4475 Facilities Maintenance</b>						
3400 Other Funds Ltd	13,402	32,475	32,475	33,839	33,839	-
6400 Federal Funds Ltd	90,742	35,642	35,642	37,139	37,139	-
All Funds	104,144	68,117	68,117	70,978	70,978	-
<b>4575 Agency Program Related S and S</b>						
6400 Federal Funds Ltd	-	6,390	6,390	6,658	6,658	-
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	120,429	63,455	63,455	66,120	66,120	-
6400 Federal Funds Ltd	134,391	18,075	18,075	13,624	13,624	-
All Funds	254,820	81,530	81,530	79,744	79,744	-
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	8,553	4,077	4,077	4,248	4,248	-
6400 Federal Funds Ltd	31,817	25,139	25,139	26,195	26,195	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
All Funds	40,370	29,216	29,216	30,443	30,443	-
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	26,952	55,755	55,755	68,097	68,097	-
6400 Federal Funds Ltd	2,362	1,713	1,713	6,785	6,785	-
All Funds	29,314	57,468	57,468	74,882	74,882	-
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	324,083	401,472	401,472	850,160	849,379	-
6400 Federal Funds Ltd	395,485	3,049,098	3,049,098	1,965,523	1,965,523	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$719,568</b>	<b>\$3,450,570</b>	<b>\$3,450,570</b>	<b>\$2,815,683</b>	<b>\$2,814,902</b>	-
<b>CAPITAL OUTLAY</b>						
<b>5200 Technical Equipment</b>						
3400 Other Funds Ltd	77,298	46,834	46,834	48,801	48,801	-
6400 Federal Funds Ltd	-	10,895	10,895	11,353	11,353	-
All Funds	77,298	57,729	57,729	60,154	60,154	-
<b>5600 Data Processing Hardware</b>						
3400 Other Funds Ltd	-	19,584	19,584	20,407	20,407	-
<b>5650 Land Improvements</b>						
6400 Federal Funds Ltd	19,865	-	-	-	-	-
<b>5700 Building Structures</b>						
3400 Other Funds Ltd	239	-	-	-	-	-
6400 Federal Funds Ltd	264,575	-	-	-	-	-
All Funds	264,814	-	-	-	-	-
<b>5900 Other Capital Outlay</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-030-00-00-00000

2025-27 Biennium

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
3400 Other Funds Ltd	65,537	-	-	-	-	-
6400 Federal Funds Ltd	60,000	-	-	-	-	-
All Funds	125,537	-	-	-	-	-
<b>CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	143,074	66,418	66,418	69,208	69,208	-
6400 Federal Funds Ltd	344,440	10,895	10,895	11,353	11,353	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$487,514</b>	<b>\$77,313</b>	<b>\$77,313</b>	<b>\$80,561</b>	<b>\$80,561</b>	-
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	3,196,235	3,076,185	3,275,401	4,196,913	4,196,132	-
6400 Federal Funds Ltd	2,050,762	5,184,637	5,340,256	4,325,973	4,325,973	-
<b>TOTAL EXPENDITURES</b>	<b>\$5,246,997</b>	<b>\$8,260,822</b>	<b>\$8,615,657</b>	<b>\$8,522,886</b>	<b>\$8,522,105</b>	-
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	505,178	15,139	811	811	1,592	-
6400 Federal Funds Ltd	205,812	1,230,245	1,230,245	947,004	947,004	-
<b>TOTAL ENDING BALANCE</b>	<b>\$710,990</b>	<b>\$1,245,384</b>	<b>\$1,231,056</b>	<b>\$947,815</b>	<b>\$948,596</b>	-
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	18	20	20	22	22	-
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>22</b>	-
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	17.00	19.00	19.00	20.52	20.52	-
<b>TOTAL AUTHORIZED FTE</b>	<b>17.00</b>	<b>19.00</b>	<b>19.00</b>	<b>20.52</b>	<b>20.52</b>	-

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-088-00-00-00000

2025-27 Biennium

Capital Improvements

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
<b>BEGINNING BALANCE</b>						
<b>0025 Beginning Balance</b>						
3010 Other Funds Cap Improve	-	772,898	772,898	781,253	781,253	-
<b>REVENUE CATEGORIES</b>						
<b>OTHER</b>						
<b>0975 Other Revenues</b>						
3010 Other Funds Cap Improve	399,818	580,471	580,471	580,471	580,471	-
<b>AVAILABLE REVENUES</b>						
3010 Other Funds Cap Improve	399,818	1,353,369	1,353,369	1,361,724	1,361,724	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$399,818</b>	<b>\$1,353,369</b>	<b>\$1,353,369</b>	<b>\$1,361,724</b>	<b>\$1,361,724</b>	<b>-</b>
<b>EXPENDITURES</b>						
<b>SERVICES &amp; SUPPLIES</b>						
<b>4200 Telecommunications</b>						
3010 Other Funds Cap Improve	1,595	-	-	-	-	-
<b>4315 IT Professional Services</b>						
3010 Other Funds Cap Improve	319	-	-	-	-	-
<b>4325 Attorney General</b>						
3010 Other Funds Cap Improve	9,244	-	-	-	-	-
<b>4475 Facilities Maintenance</b>						
3010 Other Funds Cap Improve	42,514	354,755	354,755	369,655	369,655	-
<b>4650 Other Services and Supplies</b>						
3010 Other Funds Cap Improve	8,414	-	-	-	-	-
<b>SERVICES &amp; SUPPLIES</b>						

## Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 14100-088-00-00-00000

2025-27 Biennium

## Capital Improvements

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
3010 Other Funds Cap Improve	62,086	354,755	354,755	369,655	369,655	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$62,086</b>	<b>\$354,755</b>	<b>\$354,755</b>	<b>\$369,655</b>	<b>\$369,655</b>	-
<b>CAPITAL OUTLAY</b>						
<b>5700 Building Structures</b>						
3010 Other Funds Cap Improve	337,732	217,361	217,361	226,490	226,490	-
<b>EXPENDITURES</b>						
3010 Other Funds Cap Improve	399,818	572,116	572,116	596,145	596,145	-
<b>TOTAL EXPENDITURES</b>	<b>\$399,818</b>	<b>\$572,116</b>	<b>\$572,116</b>	<b>\$596,145</b>	<b>\$596,145</b>	-
<b>ENDING BALANCE</b>						
3010 Other Funds Cap Improve	-	781,253	781,253	765,579	765,579	-
<b>TOTAL ENDING BALANCE</b>	-	<b>\$781,253</b>	<b>\$781,253</b>	<b>\$765,579</b>	<b>\$765,579</b>	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>TOTAL SALES INCOME</b>				
3400 Other Funds Ltd	10,770,000	10,770,000	0	-
<b>OTHER</b>				
<b>0975 Other Revenues</b>				
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	-
<b>FEDERAL FUNDS REVENUE</b>				
<b>0995 Federal Funds</b>				
6400 Federal Funds Ltd	200,000	200,000	0	-
<b>TRANSFERS IN</b>				
<b>1010 Transfer In - Intrafund</b>				
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	-
<b>1150 Tsfr From Revenue, Dept of</b>				
3400 Other Funds Ltd	4,312	4,312	0	-
<b>1629 Tsfr From Forestry, Dept of</b>				
3400 Other Funds Ltd	2,702,004	2,702,004	0	-
<b>TOTAL TRANSFERS IN</b>				
3200 Other Funds Non-Ltd	2,103,323	2,103,323	0	-
3400 Other Funds Ltd	13,233,205	13,233,205	0	-
<b>TOTAL TRANSFERS IN</b>	<b>\$15,336,528</b>	<b>\$15,336,528</b>	<b>0</b>	<b>-</b>
<b>TOTAL REVENUES</b>				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	47,582,901	0	-
6400 Federal Funds Ltd	200,000	200,000	0	-
<b>TOTAL REVENUES</b>	<b>\$284,765,136</b>	<b>\$284,765,136</b>	<b>0</b>	<b>-</b>
<b>TRANSFERS OUT</b>				
<b>2010 Transfer Out - Intrafund</b>				
3200 Other Funds Non-Ltd	(2,103,323)	(2,103,323)	0	-
3400 Other Funds Ltd	(39,595,721)	(49,595,721)	(10,000,000)	-25.26%
All Funds	(41,699,044)	(51,699,044)	(10,000,000)	-23.98%
<b>2581 Tsfr To Education, Dept of</b>				
3200 Other Funds Non-Ltd	(160,050,924)	(160,050,924)	0	-
<b>2629 Tsfr To Forestry, Dept of</b>				
3400 Other Funds Ltd	(5,424,732)	(5,424,732)	0	-
<b>2690 Tsfr To Water Resources Dept</b>				
3400 Other Funds Ltd	(136,161)	(136,161)	0	-
<b>TOTAL TRANSFERS OUT</b>				
3200 Other Funds Non-Ltd	(162,154,247)	(162,154,247)	0	-
3400 Other Funds Ltd	(45,156,614)	(55,156,614)	(10,000,000)	-22.15%
<b>TOTAL TRANSFERS OUT</b>	<b>(\$207,310,861)</b>	<b>(\$217,310,861)</b>	<b>(\$10,000,000)</b>	<b>-4.82%</b>
<b>AVAILABLE REVENUES</b>				
3200 Other Funds Non-Ltd	186,581,153	186,581,153	0	-
3400 Other Funds Ltd	1,600,752,840	1,590,752,840	(10,000,000)	-0.62%
6400 Federal Funds Ltd	848,488	848,488	0	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$1,788,182,481</b>	<b>\$1,778,182,481</b>	<b>(\$10,000,000)</b>	<b>-0.56%</b>

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-
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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	-
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3180 Shift Differential

3400 Other Funds Ltd	9,327	9,327	0	-
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3190 All Other Differential

3400 Other Funds Ltd	10,453	10,453	0	-
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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	-
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	6,336	6,336	0	-
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3220 Public Employees' Retire Cont

3400 Other Funds Ltd	3,856,378	3,856,378	0	-
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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>3221 Pension Obligation Bond</b>				
3400 Other Funds Ltd	803,850	803,850	0	-
<b>3230 Social Security Taxes</b>				
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	-
<b>3240 Unemployment Assessments</b>				
3400 Other Funds Ltd	7,017	7,017	0	-
<b>3241 Paid Family Medical Leave Insurance</b>				
3400 Other Funds Ltd	72,546	72,546	0	-
<b>3250 Worker's Comp. Assess. (WCD)</b>				
3400 Other Funds Ltd	3,696	3,696	0	-
<b>3260 Mass Transit Tax</b>				
3400 Other Funds Ltd	89,555	89,555	0	-
<b>3270 Flexible Benefits</b>				
3400 Other Funds Ltd	3,731,904	3,731,904	0	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	9,963,618	9,963,618	0	-
6400 Federal Funds Ltd	3,403	3,403	0	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$9,967,021</b>	<b>\$9,967,021</b>	<b>0</b>	<b>-</b>
<b>P.S. BUDGET ADJUSTMENTS</b>				
<b>3455 Vacancy Savings</b>				
3400 Other Funds Ltd	(323,721)	(323,721)	0	-
<b>TOTAL PERSONAL SERVICES</b>				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>4315 IT Professional Services</b>				
3400 Other Funds Ltd	7,738,126	7,738,126	0	-
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	1,586,985	1,586,985	0	-
<b>4375 Employee Recruitment and Develop</b>				
3400 Other Funds Ltd	20,890	20,890	0	-
<b>4400 Dues and Subscriptions</b>				
3400 Other Funds Ltd	7,748	7,748	0	-
<b>4425 Facilities Rental and Taxes</b>				
3400 Other Funds Ltd	511,520	511,520	0	-
<b>4450 Fuels and Utilities</b>				
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	-
<b>4475 Facilities Maintenance</b>				
3400 Other Funds Ltd	440,461	440,461	0	-
<b>4575 Agency Program Related S and S</b>				
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	-
<b>4650 Other Services and Supplies</b>				
3400 Other Funds Ltd	362,487	362,487	0	-
<b>4700 Expendable Prop 250 - 5000</b>				
3400 Other Funds Ltd	22,411	22,411	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>4715 IT Expendable Property</b>				
3400 Other Funds Ltd	138,132	138,132	0	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>				
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	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$39,406,603</b>	<b>\$39,406,603</b>	<b>0</b>	<b>-</b>
<b>CAPITAL OUTLAY</b>				
<b>5100 Office Furniture and Fixtures</b>				
3400 Other Funds Ltd	23,058	23,058	0	-
<b>5550 Data Processing Software</b>				
3400 Other Funds Ltd	785,023	785,023	0	-
<b>5600 Data Processing Hardware</b>				
3400 Other Funds Ltd	1,157	1,157	0	-
<b>5650 Land Improvements</b>				
3200 Other Funds Non-Ltd	554,576	554,576	0	-
<b>TOTAL CAPITAL OUTLAY</b>				
3200 Other Funds Non-Ltd	554,576	554,576	0	-
3400 Other Funds Ltd	809,238	809,238	0	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$1,363,814</b>	<b>\$1,363,814</b>	<b>0</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>				
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	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	1,552,929,121	1,542,929,121	(10,000,000)	-0.64%
6400 Federal Funds Ltd	607,856	607,856	0	-
TOTAL ENDING BALANCE	\$1,719,368,596	\$1,709,368,596	(\$10,000,000)	-0.58%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	89	89	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	88.00	88.00	0	-



Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-

2025-27 Biennium

Submerged Lands

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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 REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	2,086,084	2,086,084	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	-	10,000,000	10,000,000	100.00%
TOTAL REVENUES				
8000 General Fund	4,002,152	4,002,152	0	-
3400 Other Funds Ltd	-	10,000,000	10,000,000	100.00%
6400 Federal Funds Ltd	2,086,084	2,086,084	0	-
TOTAL REVENUES	\$6,088,236	\$16,088,236	\$10,000,000	164.25%
AVAILABLE REVENUES				
8000 General Fund	4,002,152	4,002,152	0	-
3400 Other Funds Ltd	-	10,000,000	10,000,000	100.00%
6400 Federal Funds Ltd	2,086,084	2,086,084	0	-
TOTAL AVAILABLE REVENUES	\$6,088,236	\$16,088,236	\$10,000,000	164.25%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	4,002,152	4,002,152	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
3400 Other Funds Ltd	-	10,000,000	10,000,000	100.00%
6400 Federal Funds Ltd	2,086,084	2,086,084	0	-
TOTAL ENDING BALANCE	\$2,086,084	\$12,086,084	\$10,000,000	479.37%

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-
<b>TRANSFERS IN</b>				
<b>1010 Transfer In - Intrafund</b>				
3400 Other Funds Ltd	3,989,644	3,989,644	0	-
<b>TOTAL REVENUES</b>				
3400 Other Funds Ltd	4,197,724	4,197,724	0	-
6400 Federal Funds Ltd	4,045,718	4,045,718	0	-
<b>TOTAL REVENUES</b>	<b>\$8,243,442</b>	<b>\$8,243,442</b>	<b>0</b>	<b>-</b>
<b>AVAILABLE REVENUES</b>				
3400 Other Funds Ltd	4,197,724	4,197,724	0	-
6400 Federal Funds Ltd	5,272,977	5,272,977	0	-
<b>TOTAL AVAILABLE REVENUES</b>	<b>\$9,470,701</b>	<b>\$9,470,701</b>	<b>0</b>	<b>-</b>
<b>EXPENDITURES</b>				
<b>PERSONAL SERVICES</b>				
<b>SALARIES &amp; WAGES</b>				
<b>3110 Class/Unclass Sal. and Per Diem</b>				
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	-
<b>3160 Temporary Appointments</b>				
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	-
<b>3170 Overtime Payments</b>				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-
<b>3180 Shift Differential</b>				
6400 Federal Funds Ltd	8	8	0	-
<b>3190 All Other Differential</b>				
3400 Other Funds Ltd	9,399	9,399	0	-
<b>TOTAL SALARIES &amp; WAGES</b>				
3400 Other Funds Ltd	1,904,714	1,904,714	0	-
6400 Federal Funds Ltd	1,440,319	1,440,319	0	-
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$3,345,033</b>	<b>\$3,345,033</b>	<b>0</b>	<b>-</b>
<b>OTHER PAYROLL EXPENSES</b>				
<b>3210 Empl. Rel. Bd. Assessments</b>				
3400 Other Funds Ltd	730	730	0	-
6400 Federal Funds Ltd	566	566	0	-
All Funds	1,296	1,296	0	-
<b>3220 Public Employees' Retire Cont</b>				
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	-
<b>3221 Pension Obligation Bond</b>				
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	-
<b>3230 Social Security Taxes</b>				
3400 Other Funds Ltd	145,713	145,713	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-
<b>3240 Unemployment Assessments</b>				
3400 Other Funds Ltd	6,851	6,851	0	-
<b>3241 Paid Family Medical Leave Insurance</b>				
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	-
<b>3250 Worker's Comp. Assess. (WCD)</b>				
3400 Other Funds Ltd	425	425	0	-
6400 Federal Funds Ltd	331	331	0	-
All Funds	756	756	0	-
<b>3260 Mass Transit Tax</b>				
3400 Other Funds Ltd	9,577	9,577	0	-
<b>3270 Flexible Benefits</b>				
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	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	1,083,252	1,083,252	0	-
6400 Federal Funds Ltd	796,092	796,092	0	-
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$1,879,344</b>	<b>\$1,879,344</b>	<b>0</b>	<b>-</b>
<b>P.S. BUDGET ADJUSTMENTS</b>				
<b>3455 Vacancy Savings</b>				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>4200 Telecommunications</b>				
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	-
<b>4250 Data Processing</b>				
3400 Other Funds Ltd	634	634	0	-
6400 Federal Funds Ltd	11,940	11,940	0	-
All Funds	12,574	12,574	0	-
<b>4275 Publicity and Publications</b>				
3400 Other Funds Ltd	589	589	0	-
6400 Federal Funds Ltd	1,745	1,745	0	-
All Funds	2,334	2,334	0	-
<b>4300 Professional Services</b>				
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	-
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	8,486	8,486	0	-
<b>4375 Employee Recruitment and Develop</b>				
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	-
<b>4400 Dues and Subscriptions</b>				
3400 Other Funds Ltd	14	14	0	-



Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-
<b>4425 Facilities Rental and Taxes</b>				
3400 Other Funds Ltd	55	55	0	-
<b>4450 Fuels and Utilities</b>				
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	-
<b>4475 Facilities Maintenance</b>				
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	-
<b>4575 Agency Program Related S and S</b>				
6400 Federal Funds Ltd	6,390	6,390	0	-
<b>4650 Other Services and Supplies</b>				
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	-
<b>4700 Expendable Prop 250 - 5000</b>				
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	-
<b>4715 IT Expendable Property</b>				
3400 Other Funds Ltd	55,755	55,755	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-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	-

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Vacancy Factor and Non-ORPICS Personal Services  
Pkg Group: ESS    Pkg Type: 010    Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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3180 Shift Differential

3400 Other Funds Ltd	392	392	0	0.00%
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3190 All Other Differential

3400 Other Funds Ltd	439	439	0	0.00%
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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%
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Vacancy Factor and Non-ORPICS Personal Services  
Pkg Group: ESS    Pkg Type: 010    Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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				

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Vacancy Factor and Non-ORPICS Personal Services  
Pkg Group: ESS    Pkg Type: 010    Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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4175 Office Expenses

3400 Other Funds Ltd	(7,541)	(7,541)	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	(9,923)	(9,923)	0	0.00%
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4300 Professional Services

3400 Other Funds Ltd	(3,071,732)	(3,071,732)	0	0.00%
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6400 Federal Funds Ltd	(192,748)	(192,748)	0	0.00%
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All Funds	(3,264,480)	(3,264,480)	0	0.00%
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4315 IT Professional Services

3400 Other Funds Ltd	(7,514,343)	(7,514,343)	0	0.00%
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4325 Attorney General

3400 Other Funds Ltd	(1,050,000)	(1,050,000)	0	0.00%
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4425 Facilities Rental and Taxes

3400 Other Funds Ltd	(1,650)	(1,650)	0	0.00%
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4650 Other Services and Supplies



Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Phase-out Pgm & One-time Costs  
Pkg Group: ESS   Pkg Type: 020   Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	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%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Phase-out Pgm & One-time Costs  
Pkg Group: ESS    Pkg Type: 020    Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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4125 Out of State Travel

3400 Other Funds Ltd	183	183	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	3,573	3,573	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	8,349	8,349	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	8,405	8,405	0	0.00%
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4225 State Gov. Service Charges

3400 Other Funds Ltd	717,030	717,030	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	3,054	3,054	0	0.00%
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4275 Publicity and Publications

3400 Other Funds Ltd	2,834	2,834	0	0.00%
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4300 Professional Services

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Standard Inflation  
Pkg Group: ESS    Pkg Type: 030    Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
<b>4315 IT Professional Services</b>				
3400 Other Funds Ltd	15,218	15,218	0	0.00%
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	124,903	124,903	0	0.00%
<b>4375 Employee Recruitment and Develop</b>				
3400 Other Funds Ltd	878	878	0	0.00%
<b>4400 Dues and Subscriptions</b>				
3400 Other Funds Ltd	326	326	0	0.00%
<b>4425 Facilities Rental and Taxes</b>				
3400 Other Funds Ltd	21,415	21,415	0	0.00%
<b>4450 Fuels and Utilities</b>				
3400 Other Funds Ltd	11,367	11,367	0	0.00%
<b>4475 Facilities Maintenance</b>				
3400 Other Funds Ltd	18,500	18,500	0	0.00%
<b>4575 Agency Program Related S and S</b>				
3400 Other Funds Ltd	43	43	0	0.00%
<b>4650 Other Services and Supplies</b>				
3400 Other Funds Ltd	13,965	13,965	0	0.00%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Standard Inflation  
Pkg Group: ESS   Pkg Type: 030   Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%



Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Statewide Adjustment DAS Chgs  
Pkg Group: POL    Pkg Type: 090    Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Protecting Wetlands & Waterways  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 201

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>3270 Flexible Benefits</b>				
3400 Other Funds Ltd	489,459	489,459	0	0.00%
<b>OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	1,035,095	1,035,095	0	0.00%
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$1,035,095</b>	<b>\$1,035,095</b>	<b>\$0</b>	<b>0.00%</b>
<b>PERSONAL SERVICES</b>				
3400 Other Funds Ltd	2,906,261	2,906,261	0	0.00%
<b>TOTAL PERSONAL SERVICES</b>	<b>\$2,906,261</b>	<b>\$2,906,261</b>	<b>\$0</b>	<b>0.00%</b>
<b>SERVICES &amp; SUPPLIES</b>				
<b>4100 Instate Travel</b>				
3400 Other Funds Ltd	104,000	104,000	0	0.00%
<b>4150 Employee Training</b>				
3400 Other Funds Ltd	39,000	39,000	0	0.00%
<b>4175 Office Expenses</b>				
3400 Other Funds Ltd	13,000	13,000	0	0.00%
<b>4200 Telecommunications</b>				
3400 Other Funds Ltd	13,000	13,000	0	0.00%
<b>4715 IT Expendable Property</b>				
3400 Other Funds Ltd	65,000	65,000	0	0.00%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Protecting Wetlands & Waterways  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 201

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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SALARIES & WAGES

3400 Other Funds Ltd	172,800	172,800	0	0.00%
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TOTAL SALARIES & WAGES	\$172,800	\$172,800	\$0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	72	72	0	0.00%
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	36,357	36,357	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	13,219	13,219	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	691	691	0	0.00%
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	42	42	0	0.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Modern Permitting System Project  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 204

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Adequate Resources for GIS  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 205

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Adequate Resources for GIS  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 205

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	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%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Superfund Site-Protecting State Interests  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 212

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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SALARIES & WAGES

3400 Other Funds Ltd	241,512	241,512	0	0.00%
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TOTAL SALARIES & WAGES	\$241,512	\$241,512	\$0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	72	72	0	0.00%
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	50,814	50,814	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	18,476	18,476	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	966	966	0	0.00%
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	42	42	0	0.00%
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Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Superfund Site-Protecting State Interests  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 212

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>3270 Flexible Benefits</b>				
3400 Other Funds Ltd	42,408	42,408	0	0.00%
<b>OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	112,778	112,778	0	0.00%
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$112,778</b>	<b>\$112,778</b>	<b>\$0</b>	<b>0.00%</b>
<b>PERSONAL SERVICES</b>				
3400 Other Funds Ltd	354,290	354,290	0	0.00%
<b>TOTAL PERSONAL SERVICES</b>	<b>\$354,290</b>	<b>\$354,290</b>	<b>\$0</b>	<b>0.00%</b>
<b>SERVICES &amp; SUPPLIES</b>				
<b>4100 Instate Travel</b>				
3400 Other Funds Ltd	8,000	8,000	0	0.00%
<b>4150 Employee Training</b>				
3400 Other Funds Ltd	3,000	3,000	0	0.00%
<b>4175 Office Expenses</b>				
3400 Other Funds Ltd	1,000	1,000	0	0.00%
<b>4200 Telecommunications</b>				
3400 Other Funds Ltd	1,000	1,000	0	0.00%
<b>4300 Professional Services</b>				
3400 Other Funds Ltd	2,740,000	2,740,000	0	0.00%

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Superfund Site-Protecting State Interests  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 212

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	2,300,000	2,300,000	0	0.00%
<b>4715 IT Expendable Property</b>				
3400 Other Funds Ltd	5,000	5,000	0	0.00%
<b>SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	5,058,000	5,058,000	0	0.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$5,058,000</b>	<b>\$5,058,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	5,412,290	5,412,290	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$5,412,290</b>	<b>\$5,412,290</b>	<b>\$0</b>	<b>0.00%</b>
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	(5,412,290)	(5,412,290)	0	0.00%
<b>TOTAL ENDING BALANCE</b>	<b>(\$5,412,290)</b>	<b>(\$5,412,290)</b>	<b>\$0</b>	<b>0.00%</b>
<b>AUTHORIZED POSITIONS</b>				
8150 Class/Unclass Positions	1	1	0	0.00%
<b>AUTHORIZED FTE</b>				
8250 Class/Unclass FTE Positions	1.00	1.00	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%



Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: Geological Carbon Sequestration  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 217

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
SPECIAL PAYMENTS				
3400 Other Funds Ltd	10,000,000	10,000,000	0	0.00%
TOTAL SPECIAL PAYMENTS	\$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	Agency Request Budget (V-01)	Governor's Budget (Y-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	11,431,196	-	(11,431,196)	(100.00%)
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AVAILABLE REVENUES

8000 General Fund	11,431,196	-	(11,431,196)	(100.00%)
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TOTAL AVAILABLE REVENUES	\$11,431,196	-	(\$11,431,196)	(100.00%)
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	828,533	-	(828,533)	(100.00%)
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SALARIES & WAGES

8000 General Fund	828,533	-	(828,533)	(100.00%)
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TOTAL SALARIES & WAGES	\$828,533	-	(\$828,533)	(100.00%)
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

8000 General Fund	399	-	(399)	(100.00%)
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3220 Public Employees Retire Cont

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: HH-Wetland Planning Support  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 501

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	174,324	-	(174,324)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	63,383	-	(63,383)	(100.00%)
3241 Paid Family Medical Leave Insurance				
8000 General Fund	3,315	-	(3,315)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	231	-	(231)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	235,011	-	(235,011)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	476,663	-	(476,663)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	\$476,663	-	(\$476,663)	(100.00%)
PERSONAL SERVICES				
8000 General Fund	1,305,196	-	(1,305,196)	(100.00%)
TOTAL PERSONAL SERVICES	\$1,305,196	-	(\$1,305,196)	(100.00%)
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	56,000	-	(56,000)	(100.00%)
4150 Employee Training				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	21,000	-	(21,000)	(100.00%)
4175 Office Expenses				
8000 General Fund	7,000	-	(7,000)	(100.00%)
4200 Telecommunications				
8000 General Fund	7,000	-	(7,000)	(100.00%)
4300 Professional Services				
8000 General Fund	5,000,000	-	(5,000,000)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	35,000	-	(35,000)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	5,126,000	-	(5,126,000)	(100.00%)
TOTAL SERVICES & SUPPLIES	\$5,126,000	-	(\$5,126,000)	(100.00%)
SPECIAL PAYMENTS				
6025 Dist to Other Gov Unit				
8000 General Fund	5,000,000	-	(5,000,000)	(100.00%)
SPECIAL PAYMENTS				
8000 General Fund	5,000,000	-	(5,000,000)	(100.00%)
TOTAL SPECIAL PAYMENTS	\$5,000,000	-	(\$5,000,000)	(100.00%)

EXPENDITURES

Package Comparison Report - Detail  
2025-27 Biennium  
Common School Fund

Cross Reference Number: 14100-010-00-00-00000  
Package: HH-Wetland Planning Support  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 501

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	11,431,196	-	(11,431,196)	(100.00%)
<b>TOTAL EXPENDITURES</b>	<b>\$11,431,196</b>	<b>-</b>	<b>(\$11,431,196)</b>	<b>(100.00%)</b>
<b>ENDING BALANCE</b>				
8000 General Fund	-	-	0	0.00%
<b>TOTAL ENDING BALANCE</b>	<b>-</b>	<b>-</b>	<b>\$0</b>	<b>0.00%</b>
<b>AUTHORIZED POSITIONS</b>				
8150 Class/Unclass Positions	7	-	(7)	(100.00%)
<b>AUTHORIZED FTE</b>				
8250 Class/Unclass FTE Positions	5.32	-	(5.32)	(100.00%)

Package Comparison Report - Detail  
2025-27 Biennium  
Portland Harbor Cleanup

Cross Reference Number: 14100-011-00-00-00000  
Package: Phase-out Pgm & One-time Costs  
Pkg Group: ESS    Pkg Type: 020    Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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	300,000	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,169,250	1,169,250	0	0.00%
TOTAL SERVICES & SUPPLIES	\$1,169,250	\$1,169,250	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(1,169,250)	(1,169,250)	0	0.00%
TOTAL ENDING BALANCE	(\$1,169,250)	(\$1,169,250)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
Removal-Fill Mitigation Fund

Cross Reference Number: 14100-013-00-00-00000  
Package: Vacancy Factor and Non-ORPICS Personal Services  
Pkg Group: ESS    Pkg Type: 010    Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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4125 Out of State Travel

3400 Other Funds Ltd	104	104	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	311	311	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	155	155	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	127	127	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	78	78	0	0.00%
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4375 Employee Recruitment and Develop

3400 Other Funds Ltd	26	26	0	0.00%
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4575 Agency Program Related S and S

3400 Other Funds Ltd	29,300	29,300	0	0.00%
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4650 Other Services and Supplies

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
Removal-Fill Mitigation Fund

Cross Reference Number: 14100-013-00-00-00000

Package: Standard Inflation

Pkg Group: ESS    Pkg Type: 030    Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
Removal-Fill Mitigation Fund

Cross Reference Number: 14100-013-00-00-00000  
Package: HH-Wetland Mitigation Support  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 500

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	0	0.00%
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AVAILABLE REVENUES

8000 General Fund	221,288	221,288	0	0.00%
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TOTAL AVAILABLE REVENUES	\$221,288	\$221,288	\$0	0.00%
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	131,400	131,400	0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

8000 General Fund	57	57	0	0.00%
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3220 Public Employees Retire Cont

8000 General Fund	27,647	27,647	0	0.00%
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3230 Social Security Taxes

8000 General Fund	10,052	10,052	0	0.00%
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Package Comparison Report - Detail  
2025-27 Biennium  
Removal-Fill Mitigation Fund

Cross Reference Number: 14100-013-00-00-00000  
Package: HH-Wetland Mitigation Support  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 500

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
<b>3241 Paid Family Medical Leave Insurance</b>				
8000 General Fund	526	526	0	0.00%
<b>3250 Workers Comp. Assess. (WCD)</b>				
8000 General Fund	33	33	0	0.00%
<b>3270 Flexible Benefits</b>				
8000 General Fund	33,573	33,573	0	0.00%
<b>OTHER PAYROLL EXPENSES</b>				
8000 General Fund	71,888	71,888	0	0.00%
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$71,888</b>	<b>\$71,888</b>	<b>\$0</b>	<b>0.00%</b>
<b>PERSONAL SERVICES</b>				
8000 General Fund	203,288	203,288	0	0.00%
<b>TOTAL PERSONAL SERVICES</b>	<b>\$203,288</b>	<b>\$203,288</b>	<b>\$0</b>	<b>0.00%</b>
<b>SERVICES &amp; SUPPLIES</b>				
<b>4100 Instate Travel</b>				
8000 General Fund	8,000	8,000	0	0.00%
<b>4150 Employee Training</b>				
8000 General Fund	3,000	3,000	0	0.00%
<b>4175 Office Expenses</b>				
8000 General Fund	1,000	1,000	0	0.00%

Package Comparison Report - Detail  
2025-27 Biennium  
Removal-Fill Mitigation Fund

Cross Reference Number: 14100-013-00-00-00000  
Package: HH-Wetland Mitigation Support  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 500

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	0	0.00%
4715 IT Expendable Property				
8000 General Fund	5,000	5,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	18,000	18,000	0	0.00%
TOTAL SERVICES & SUPPLIES	\$18,000	\$18,000	\$0	0.00%
EXPENDITURES				
8000 General Fund	221,288	221,288	0	0.00%
TOTAL EXPENDITURES	\$221,288	\$221,288	\$0	0.00%
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	1	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	0.76	0.76	0.00	0.00%



Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	0	0.00%
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AVAILABLE REVENUES

8000 General Fund	221,288	221,288	0	0.00%
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TOTAL AVAILABLE REVENUES	\$221,288	\$221,288	\$0	0.00%
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

8000 General Fund	131,400	131,400	0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

8000 General Fund	57	57	0	0.00%
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3220 Public Employees Retire Cont

8000 General Fund	27,647	27,647	0	0.00%
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3230 Social Security Taxes

8000 General Fund	10,052	10,052	0	0.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	33	33	0	0.00%
3270 Flexible Benefits				
8000 General Fund	33,573	33,573	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	71,888	71,888	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$71,888	\$71,888	\$0	0.00%
PERSONAL SERVICES				
8000 General Fund	203,288	203,288	0	0.00%
TOTAL PERSONAL SERVICES	\$203,288	\$203,288	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	8,000	8,000	0	0.00%
4150 Employee Training				
8000 General Fund	3,000	3,000	0	0.00%
4175 Office Expenses				
8000 General Fund	1,000	1,000	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	0	0.00%
4715 IT Expendable Property				
8000 General Fund	5,000	5,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	18,000	18,000	0	0.00%
TOTAL SERVICES & SUPPLIES	\$18,000	\$18,000	\$0	0.00%
EXPENDITURES				
8000 General Fund	221,288	221,288	0	0.00%
TOTAL EXPENDITURES	\$221,288	\$221,288	\$0	0.00%
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	1	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	0.76	0.76	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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

Package Comparison Report - Detail  
2025-27 Biennium  
Abandoned and Derelict Vessels

Cross Reference Number: 14100-015-00-00-00000  
Package: Phase-out Pgm & One-time Costs  
Pkg Group: ESS    Pkg Type: 020    Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	273	273	0	0.00%
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	149,730	149,730	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	54,441	54,441	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	2,847	2,847	0	0.00%
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	159	159	0	0.00%
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3270 Flexible Benefits

3400 Other Funds Ltd	160,797	160,797	0	0.00%
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OTHER PAYROLL EXPENSES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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				



Package Comparison Report - Detail  
2025-27 Biennium  
Abandoned and Derelict Vessels

Cross Reference Number: 14100-015-00-00-00000  
Package: Abandoned and Derelict Vessels Program  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 202

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	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%

**Cross Reference Number: 14100-016-00-00-00000**

### Package: Phase-out Pgm & One-time Costs

**Pkg Group: ESS    Pkg Type: 020    Pkg Number: 022**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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## AVAILABLE REVENUES

8000	General Fund	(4,002,152)	(4,002,152)	0	0.00%
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**TOTAL AVAILABLE REVENUES**

(\$4,002,152)	(\$4,002,152)	\$0	0.00%
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## EXPENDITURES

## SERVICES & SUPPLIES

## 4300 Professional Services

8000	General Fund	(4,002,152)	(4,002,152)	0	0.00%
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## SERVICES & SUPPLIES

8000	General Fund	(4,002,152)	(4,002,152)	0	0.00%
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**TOTAL SERVICES & SUPPLIES**

(\$4,002,152)	(\$4,002,152)	\$0	0.00%
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## EXPENDITURES

8000	General Fund	(4,002,152)	(4,002,152)	0	0.00%
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**TOTAL EXPENDITURES**

(\$4,002,152)	(\$4,002,152)	\$0	0.00%
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**ENDING BALANCE**

8000 General Fund	-	-	0	0.00%
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Package Comparison Report - Detail  
2025-27 Biennium  
Elliot State Research Forest

Cross Reference Number: 14100-016-00-00-00000  
Package: Phase-out Pgm & One-time Costs  
Pkg Group: ESS    Pkg Type: 020    Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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

-99,75099,750100.00%

4150 Employee Training

3400 Other Funds Ltd

-21,00021,000100.00%

4175 Office Expenses

3400 Other Funds Ltd

-2,5002,500100.00%

4200 Telecommunications

3400 Other Funds Ltd

-75,96075,960100.00%

4300 Professional Services

3400 Other Funds Ltd

-9,659,0829,659,082100.00%

4325 Attorney General

3400 Other Funds Ltd

-48,00048,000100.00%

4650 Other Services and Supplies

3400 Other Funds Ltd

-58,70858,708100.00%

4715 IT Expendable Property

3400 Other Funds Ltd

-35,00035,000100.00%

SERVICES & SUPPLIES

Package Comparison Report - Detail  
2025-27 Biennium  
Elliot State Research Forest

Cross Reference Number: 14100-016-00-00-00000

Package: Analyst Adjustments

Pkg Group: POL    Pkg Type: 090    Pkg Number: 090

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	100.00%
TOTAL SERVICES & SUPPLIES	-	\$10,000,000	\$10,000,000	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	10,000,000	10,000,000	100.00%
TOTAL EXPENDITURES	-	\$10,000,000	\$10,000,000	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	(10,000,000)	(10,000,000)	100.00%
TOTAL ENDING BALANCE	-	(\$10,000,000)	(\$10,000,000)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	197,568	197,568	0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

6400 Federal Funds Ltd	144	144	0	0.00%
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3220 Public Employees Retire Cont

6400 Federal Funds Ltd	41,568	41,568	0	0.00%
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3230 Social Security Taxes

6400 Federal Funds Ltd	15,114	15,114	0	0.00%
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3241 Paid Family Medical Leave Insurance

6400 Federal Funds Ltd	790	790	0	0.00%
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3250 Workers Comp. Assess. (WCD)

6400 Federal Funds Ltd	84	84	0	0.00%
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3270 Flexible Benefits

6400 Federal Funds Ltd	84,816	84,816	0	0.00%
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OTHER PAYROLL EXPENSES

Package Comparison Report - Detail  
2025-27 Biennium  
Elliot State Research Forest

Cross Reference Number: 14100-016-00-00-00000

Package: Shutter Creek

Pkg Group: POL   Pkg Type: POL   Pkg Number: 214

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	142,516	142,516	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$142,516	\$142,516	\$0	0.00%
PERSONAL SERVICES				
6400 Federal Funds Ltd	340,084	340,084	0	0.00%
TOTAL PERSONAL SERVICES	\$340,084	\$340,084	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
6400 Federal Funds Ltd	16,000	16,000	0	0.00%
4150 Employee Training				
6400 Federal Funds Ltd	6,000	6,000	0	0.00%
4175 Office Expenses				
6400 Federal Funds Ltd	2,000	2,000	0	0.00%
4200 Telecommunications				
6400 Federal Funds Ltd	2,000	2,000	0	0.00%
4300 Professional Services				
6400 Federal Funds Ltd	750,000	750,000	0	0.00%
4450 Fuels and Utilities				
6400 Federal Funds Ltd	240,000	240,000	0	0.00%
4475 Facilities Maintenance				

Package Comparison Report - Detail  
2025-27 Biennium  
Elliot State Research Forest

Cross Reference Number: 14100-016-00-00-00000  
Package: Shutter Creek  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 214

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	720,000	720,000	0	0.00%
4715 IT Expendable Property				
6400 Federal Funds Ltd	10,000	10,000	0	0.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	1,746,000	1,746,000	0	0.00%
TOTAL SERVICES & SUPPLIES	\$1,746,000	\$1,746,000	\$0	0.00%
EXPENDITURES				
6400 Federal Funds Ltd	2,086,084	2,086,084	0	0.00%
TOTAL EXPENDITURES	\$2,086,084	\$2,086,084	\$0	0.00%
ENDING BALANCE				
6400 Federal Funds Ltd	(2,086,084)	(2,086,084)	0	0.00%
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%



Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Vacancy Factor and Non-ORPICS Personal Services  
Pkg Group: ESS    Pkg Type: 010    Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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3190 All Other Differential

3400 Other Funds Ltd	395	395	0	0.00%
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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%
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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%

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Vacancy Factor and Non-ORPICS Personal Services  
Pkg Group: ESS    Pkg Type: 010    Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	115	115	0	0.00%
<b>3221 Pension Obligation Bond</b>				
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%
<b>3230 Social Security Taxes</b>				
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%
<b>3240 Unemployment Assessments</b>				
3400 Other Funds Ltd	288	288	0	0.00%
<b>3241 Paid Family Medical Leave Insurance</b>				
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%
<b>3260 Mass Transit Tax</b>				
3400 Other Funds Ltd	1,856	1,856	0	0.00%
<b>OTHER PAYROLL EXPENSES</b>				
3400 Other Funds Ltd	(6,452)	(6,452)	0	0.00%

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Vacancy Factor and Non-ORPICS Personal Services  
Pkg Group: ESS    Pkg Type: 010    Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>(\$14,072)</b>	<b>(\$14,072)</b>	<b>\$0</b>	<b>0.00%</b>
<b>P.S. BUDGET ADJUSTMENTS</b>				
<b>3455 Vacancy Savings</b>				
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%
<b>PERSONAL SERVICES</b>				
3400 Other Funds Ltd	(70,886)	(70,886)	0	0.00%
6400 Federal Funds Ltd	(49,502)	(49,502)	0	0.00%
<b>TOTAL PERSONAL SERVICES</b>	<b>(\$120,388)</b>	<b>(\$120,388)</b>	<b>\$0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
3400 Other Funds Ltd	(70,886)	(70,886)	0	0.00%
6400 Federal Funds Ltd	(49,502)	(49,502)	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>(\$120,388)</b>	<b>(\$120,388)</b>	<b>\$0</b>	<b>0.00%</b>
<b>ENDING BALANCE</b>				
3400 Other Funds Ltd	70,886	70,886	0	0.00%
6400 Federal Funds Ltd	49,502	49,502	0	0.00%
<b>TOTAL ENDING BALANCE</b>	<b>\$120,388</b>	<b>\$120,388</b>	<b>\$0</b>	<b>0.00%</b>

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Phase-out Pgm & One-time Costs  
Pkg Group: ESS    Pkg Type: 020    Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
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4175 Office Expenses

6400 Federal Funds Ltd	(1,000)	(1,000)	0	0.00%
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4200 Telecommunications

6400 Federal Funds Ltd	(1,000)	(1,000)	0	0.00%
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4300 Professional Services

6400 Federal Funds Ltd	(2,707,709)	(2,707,709)	0	0.00%
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4650 Other Services and Supplies

6400 Federal Funds Ltd	(5,000)	(5,000)	0	0.00%
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SERVICES & SUPPLIES

6400 Federal Funds Ltd	(2,719,709)	(2,719,709)	0	0.00%
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TOTAL SERVICES & SUPPLIES	(\$2,719,709)	(\$2,719,709)	\$0	0.00%
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EXPENDITURES

6400 Federal Funds Ltd	(2,719,709)	(2,719,709)	0	0.00%
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TOTAL EXPENDITURES	(\$2,719,709)	(\$2,719,709)	\$0	0.00%
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ENDING BALANCE

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Phase-out Pgm & One-time Costs  
Pkg Group: ESS    Pkg Type: 020    Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Standard Inflation  
Pkg Group: ESS    Pkg Type: 030    Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Standard Inflation  
Pkg Group: ESS    Pkg Type: 030    Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%
<b>4250 Data Processing</b>				
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%
<b>4275 Publicity and Publications</b>				
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%
<b>4300 Professional Services</b>				
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%
<b>4325 Attorney General</b>				
3400 Other Funds Ltd	1,974	1,974	0	0.00%
<b>4375 Employee Recruitment and Develop</b>				
3400 Other Funds Ltd	123	123	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	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				



Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Standard Inflation  
Pkg Group: ESS    Pkg Type: 030    Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	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%
<b>4700 Expendable Prop 250 - 5000</b>				
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%
<b>4715 IT Expendable Property</b>				
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%
<b>SERVICES &amp; SUPPLIES</b>				
3400 Other Funds Ltd	22,175	22,175	0	0.00%
6400 Federal Funds Ltd	16,613	16,613	0	0.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$38,788</b>	<b>\$38,788</b>	<b>\$0</b>	<b>0.00%</b>
<b>CAPITAL OUTLAY</b>				
<b>5200 Technical Equipment</b>				
3400 Other Funds Ltd	1,967	1,967	0	0.00%
6400 Federal Funds Ltd	458	458	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Above Standard Inflation  
Pkg Group: ESS    Pkg Type: 030    Pkg Number: 032

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Statewide AG Adjustment  
Pkg Group: POL Pkg Type: 090 Pkg Number: 092

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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	248,149	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	248,149	248,149	0	0.00%
TOTAL SALARIES & WAGES	\$248,149	\$248,149	\$0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	114	114	0	0.00%
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	52,211	52,211	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	18,984	18,984	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	992	992	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	66	66	0	0.00%

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: Resources for South Slough Reserve  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 203

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	67,146	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	139,513	139,513	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$139,513	\$139,513	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	387,662	387,662	0	0.00%
TOTAL PERSONAL SERVICES	\$387,662	\$387,662	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	16,000	16,000	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	6,000	6,000	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	2,000	2,000	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	2,000	2,000	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	10,000	10,000	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
3400 Other Funds Ltd	36,000	36,000	0	0.00%
TOTAL SERVICES & SUPPLIES	\$36,000	\$36,000	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	423,662	423,662	0	0.00%
TOTAL EXPENDITURES	\$423,662	\$423,662	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(423,662)	(423,662)	0	0.00%
TOTAL ENDING BALANCE	(\$423,662)	(\$423,662)	\$0	0.00%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	2	2	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.52	1.52	0.00	0.00%

Package Comparison Report - Detail  
2025-27 Biennium  
South Slough National Estuarine

Cross Reference Number: 14100-030-00-00-00000  
Package: South Slough - Operational Funding Gaps  
Pkg Group: POL   Pkg Type: POL   Pkg Number: 206

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	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	Agency Request Budget (V-01)	Governor's Budget (Y-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	Agency Request Budget (V-01)	Governor's Budget (Y-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	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%

Package Comparison Report - Detail  
2025-27 Biennium  
Capital Improvements

Cross Reference Number: 14100-088-00-00-00000

Package: Standard Inflation

Pkg Group: ESS    Pkg Type: 030    Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-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%

PIC100 - Position Budget Report

Lands, Dept of State

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 14100-000-00-00-00000  
Governors Budget

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	-	23,955,011	1,662,444	25,880,255
Total OPE											143,776	-	12,089,271	945,395	13,178,442
Total Personal Services					138	132.66					406,576	-	36,044,282	2,607,839	39,058,697

**PIC100 - Position Budget Report**

**Planning and Policy**

**2025-27 Biennium**

**Cross Reference Number: 14100-010-12-20-00000**

**Budget Preparation**

**Governors Budget**

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	
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	30	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960	
										OPE	-	-	127,453	-	127,453	
Total Salary											-	-	1,355,916	-	1,355,916	
Total OPE											-	-	628,308	-	628,308	
Total Personal Services					6	5.50						-	-	1,984,224	-	1,984,224

# PIC100 - Position Budget Report

# Aquatic Resources Operations

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 14100-010-12-21-00000  
Governors Budget

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 C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	0.50	12	9	4829	SAL	-	-	57,948	-	57,948
										OPE	-	-	38,118	-	38,118
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

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PIC100 - Position Budget Report  
PIC100



**PIC100 - Position Budget Report**

**Aquatic Resources Operations**

**2025-27 Biennium  
Budget Preparation**

**Cross Reference Number: 14100-010-12-21-00000  
Governors Budget**

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	MESN Z7464 AF	NATURAL RESOURCE PROTECTION ANI 33X		PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
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
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
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
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

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**Aquatic Resources Operations**

**2025-27 Biennium**

**Cross Reference Number: 14100-010-12-21-00000**

**Budget Preparation**

**Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
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
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
<b>Total Salary</b>											-	-	6,847,893	-	6,847,893
<b>Total OPE</b>											-	-	3,529,931	-	3,529,931
<b>Total Personal Services</b>					<b>38</b>	<b>36.04</b>					-	-	<b>10,377,824</b>	-	<b>10,377,824</b>

# PIC100 - Position Budget Report

CSF Real Property

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 14100-010-12-40-00000  
Governors Budget

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 C0104 AP	OFFICE SPECIALIST 2	15C	PF	0	0.50	12	9	4829	SAL	-	-	57,948	-	57,948
										OPE	-	-	38,118	-	38,118
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
<b>Total Salary</b>											-	-	2,706,552	-	2,706,552

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CSF Real Property

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 14100-010-12-40-00000  
Governors Budget

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											-	-	1,361,381	-	1,361,381
Total Personal Services						13	13.50	-	-	4,067,933	-	4,067,933			

# PIC100 - Position Budget Report

Administration

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 14100-010-14-00-00000  
Governors Budget

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 C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	5063	SAL	-	-	121,512	-	121,512
										OPE	-	-	77,870	-	77,870
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 C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	5063	SAL	-	-	121,512	-	121,512
										OPE	-	-	77,870	-	77,870
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 C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	8	4605	SAL	-	-	110,520	-	110,520
										OPE	-	-	74,672	-	74,672
0012003	AX C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	8	4605	SAL	-	-	110,520	-	110,520
										OPE	-	-	74,672	-	74,672
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 C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	5063	SAL	-	-	121,512	-	121,512
										OPE	-	-	77,870	-	77,870
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

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Administration

2025-27 Biennium  
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Governors Budget

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 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
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

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**PIC100 - Position Budget Report**

**Administration**

**2025-27 Biennium  
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Governors Budget**

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
<b>Total Salary</b>											-	-	6,144,837	-	6,144,837
<b>Total OPE</b>											-	-	3,222,628	-	3,222,628
<b>Total Personal Services</b>					<b>35</b>	<b>33.56</b>					-	-	<b>9,367,465</b>	-	<b>9,367,465</b>

# PIC100 - Position Budget Report

Directors Office

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 14100-010-90-00-00000  
Governors Budget

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 ADMINISTRATOR 38X	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 ADMINISTRATOR 38X	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 ADMINISTRATOR 38X	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 ADMINISTRATOR 38X	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	MMC X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	0.76	18.25	3	5607	SAL	-	-	102,328	-	102,328

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Directors Office

2025-27 Biennium  
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Governors Budget

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

**PIC100 - Position Budget Report**

**Removal-Fill Mitigation Fund**

**2025-27 Biennium**

**Cross Reference Number: 14100-013-01-00-00000**

**Budget Preparation**

**Governors Budget**

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
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
<b>Total Salary</b>											262,800	-	120,756	-	383,556
<b>Total OPE</b>											143,776	-	56,389	-	200,165
<b>Total Personal Services</b>					<b>2</b>	<b>2.02</b>					<b>406,576</b>	<b>-</b>	<b>177,145</b>	<b>-</b>	<b>583,721</b>

**PIC100 - Position Budget Report**

**Abandoned and Derelict Vessels**

**2025-27 Biennium**

**Cross Reference Number: 14100-015-01-00-00000**

**Budget Preparation**

**Governors Budget**

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	PF	1	1.00	24	3	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	90,423	-	90,423
1411094	MMN X0856 AP	PROJECT MANAGER 3	32	PF	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	33	PF	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	PF	1	0.76	18.25	3	7200	SAL	-	-	131,400	-	131,400
										OPE	-	-	71,888	-	71,888
<b>Total Salary</b>											-	-	711,648	-	711,648
<b>Total OPE</b>											-	-	368,247	-	368,247
<b>Total Personal Services</b>					<b>4</b>	<b>3.76</b>					-	-	<b>1,079,895</b>	-	<b>1,079,895</b>

**PIC100 - Position Budget Report**

**Elliot State Research Forest**

**2025-27 Biennium**

**Cross Reference Number: 14100-016-01-00-00000**

**Budget Preparation**

**Governors Budget**

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
<b>Total Salary</b>											-	-	-	197,568	197,568
<b>Total OPE</b>											-	-	-	142,516	142,516
<b>Total Personal Services</b>					<b>2</b>	<b>2.00</b>					-	-	-	<b>340,084</b>	<b>340,084</b>

# PIC100 - Position Budget Report

# South Slough National Estuarine

2025-27 Biennium  
Budget Preparation

Cross Reference Number: 14100-030-01-00-00000  
Governors Budget

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	MMN X0856 AP	PROJECT MANAGER 3	32	PF	1	0.76	18.25	3	8658	SAL	-	-	158,009	-	158,009
										OPE	-	-	79,628	-	79,628
1411098	AX C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.76	18.25	3	4496	SAL	-	-	82,052	-	82,052
										OPE	-	-	57,532	-	57,532
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

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**PIC100 - Position Budget Report**

**South Slough National Estuarine**

**2025-27 Biennium**

**Cross Reference Number: 14100-030-01-00-00000**

**Budget Preparation**

**Governors Budget**

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	-	-	-	99,471	99,471
4005001	AX C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										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	MESN Z7464 AF	NATURAL RESOURCE PROTECTION ANI 33X		PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
<b>Total Salary</b>											-	-	2,136,121	1,464,876	3,600,997
<b>Total OPE</b>											-	-	1,119,899	802,879	1,922,778
<b>Total Personal Services</b>					<b>22</b>	<b>20.52</b>					-	-	<b>3,256,020</b>	<b>2,267,755</b>	<b>5,523,775</b>