

BUDGET NARRATIVE

OREGON PARKS AND RECREATION DEPARTMENT TABLE OF CONTENTS 2021-23 GOVERNOR'S RECOMMENDED BUDGET

1. **Introductory Information**
 - a. **Table of Contents**
 - b. **Certification**

2. **Legislative Action**
 - a. **2018-2020 Budget Report and Measure Summaries**

3. **Agency Summary**

4. **Revenues**

5. **Program Units and Policy Packages**
 - a. **Direct Services**
 - b. **Park Development**
 - c. **Community Support and Grants**
 - d. **Central Services**
 - e. **Director's Office**

6. **Facilities Maintenance**

7. **Special Reports**
 - a. **Key Performance Measures**
 - b. **Audit Report**
 - c. **Affirmative Action**
 - d. **Span of Control**
 - e. **Business Case**

Agency Request

Governor's Recommended

Legislatively Adopted

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 arithmetic accuracy of all numerical information has been verified.

Oregon Parks and Recreation Department

725 Summer St NE, Suite C Salem OR 97301

AGENCY NAME

AGENCY ADDRESS



Chair, Oregon Parks and Recreation Commission

SIGNATURE

TITLE

CAL MUKUMOTO

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

Agency Request

Governor's Recommended

Legislatively Adopted

Budget Page ii

Enrolled
House Bill 5050

Introduced and printed pursuant to House Rule 12.00. Pre-session filed (at the request of Oregon Department of Administrative Services)

CHAPTER

AN ACT

Relating to state financial administration; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$75,000,000 for the purposes for which the Emergency Board lawfully may allocate funds.

SECTION 2. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$200,000,000, to be allocated to state agencies for state employee compensation changes for the biennium beginning July 1, 2019.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2020, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 3. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$20,000,000, to be allocated to state agencies for compensation changes driven by collective bargaining for workers who are not state employees.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2020, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 4. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$20,000,000, to be allocated to the Public Defense Services Commission for caseload activities, including activities designed to improve indigent defense caseloads and to implement an improved public defense contract model.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2020, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 5. Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Fish and Wildlife by section 1 (2), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5510), for the biennium beginning July 1, 2019, for the Wildlife Division, is increased by \$200,000 for the predator control program.

SECTION 6. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Agriculture by section 1 (3), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5002), for the biennium beginning July 1, 2019, for natural resources, is increased by \$100,000 to conduct water quality monitoring of Klamath Lake.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Agriculture by section 1 (2), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5002), for the biennium beginning July 1, 2019, for food safety, is increased by \$200,000 for the predator control program.

(3) Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Agriculture by section 1 (2), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5002), for the biennium beginning July 1, 2019, for food safety, is increased by \$600,000 for lab equipment replacement.

(4) Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Agriculture by section 1 (3), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5002), for the biennium beginning July 1, 2019, for natural resources, is increased by \$300,000 for the Invasive Species Council.

SECTION 7. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Justice by section 1 (4), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5515), for the biennium beginning July 1, 2019, for the Crime Victim and Survivor Services Division, is increased by \$700,000 for the Oregon Crime Victims Law Center.

SECTION 8. Notwithstanding any other provision of law, the General Fund appropriation made to the Columbia River Gorge Commission by section 1, chapter 217, Oregon Laws 2019 (Enrolled House Bill 5009), for the biennium beginning July 1, 2019, is increased by \$109,813 for joint operating expenses.

SECTION 9. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (4), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for community corrections, is decreased by \$150,000.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (6), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for capital improvements, is increased by \$150,000.

(3) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (3), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for offender management and rehabilitation, is decreased by \$500,000.

(4) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (1), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for operations and health services, is increased by \$1,000,000.

(5) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (2), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for central administration and administrative services, is increased by \$2,500,000.

SECTION 10. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5533), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Public Safety Standards and Training, is increased by \$325,955 for the purchase of a fire truck.

SECTION 11. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5506), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Criminal Justice Commission, is increased by \$275,086 for jail data analysis.

SECTION 12. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Criminal Justice Commission by section 1, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5506), for the biennium beginning July 1, 2019, is increased by \$78,242 for taking reports on police profiling.

SECTION 13. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (9), chapter __, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for public university statewide programs, is decreased by \$276,581 for the transfer of the Criminal Justice Policy Research Institute's Law Enforcement Contacts Policy and Data Review Committee responsibilities from Portland State University to the Oregon Criminal Justice Commission.

SECTION 14. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5504), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Corrections, for central administration and administrative services, is increased by \$724,932 for the cost of bond issuance.

SECTION 15. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (5), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5504), for the biennium beginning July 1, 2019, for debt service, is increased by \$1,579,588.

SECTION 16. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Corrections, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$1,650,000 for the Corrections Information System Tool Upgrade project.

SECTION 17. Notwithstanding any other law limiting expenditures, the amount of \$51,378 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Corrections, for debt service.

SECTION 18. Notwithstanding any other law limiting expenditures, the amount of \$95,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Youth Authority, for debt service.

SECTION 19. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter __, Oregon Laws 2019 (Enrolled House Bill 5081), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled House Bill 5081), collected or received by the Oregon Military Department, for operations, is increased by \$348,000 for the cost of bond issuance.

SECTION 20. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Military Department by section 1 (5), chapter __, Oregon Laws 2019 (Enrolled House Bill 5081), for the biennium beginning July 1, 2019, for debt service, is increased by \$533,528.

SECTION 21. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 427, Oregon Laws 2019 (Enrolled Senate Bill 5541), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery

funds and federal funds, collected or received by the Oregon Youth Authority, is increased by \$774,709 for the cost of bond issuance.

SECTION 22. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Youth Authority by section 1 (5), chapter 427, Oregon Laws 2019 (Enrolled Senate Bill 5541), for the biennium beginning July 1, 2019, for debt service, is increased by \$914,307.

SECTION 23. Notwithstanding any other law limiting expenditures, the amount established by section 1 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5519), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Liquor Control Commission, for administrative expenses, is increased by \$233,400 for an internal auditor position.

SECTION 24. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is increased by \$376,763 for management of agency research and procurement responsibilities.

SECTION 25. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is increased by \$730,000 for the cost of issuing bonds for the development of permanent supportive housing.

SECTION 26. Notwithstanding any other law limiting expenditures, the amount of \$2,932,331 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in this section, collected or received by the Housing and Community Services Department, for payment of expenses related to rental assistance payments for permanent supportive housing developed with proceeds from bonds issued under the authority of Article XI-Q of the Oregon Constitution.

SECTION 27. Notwithstanding any other provision of law, the General Fund appropriation made to the Housing and Community Services Department by section 5, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, is increased by \$11,370,998 for debt service.

SECTION 28. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is increased by \$1,550,000 for the cost of issuing bonds for the development of affordable housing for low income households issued un-

der the authority of Article XI-Q of the Oregon Constitution for the Local Innovation and Fast Track Housing Program.

SECTION 29. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is increased by \$462,839 for payment of expenses related to the development of affordable housing for low income households funded with proceeds from bonds issued under the authority of Article XI-Q of the Oregon Constitution for the Local Innovation and Fast Track Housing Program.

SECTION 30. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is increased by \$15,278,750 for the purposes of seeding a revolving loan program within the Housing and Community Services Department to acquire market rate naturally occurring affordable housing, and the cost of issuance.

SECTION 31. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is increased by \$25,407,658 for preservation of manufactured dwelling parks, affordable housing properties with rental assistance contracts, properties undergoing significant recapitalization, publicly supported housing, and the cost of issuance.

SECTION 32. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (2), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for operations, is increased by \$175,350 for the establishment of an internal auditor position.

SECTION 33. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, for operations, is increased by \$30,944 for the establishment of an internal auditor position.

SECTION 34. Notwithstanding any other law limiting expenditures, the amount of \$157,290 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for debt service from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department.

SECTION 35. In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Business Development Department, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$10,000,000 for deposit into the University Innovation Research Fund established by section 21, chapter __, Oregon Laws 2019 (Enrolled House Bill 2377).

SECTION 36. Notwithstanding any other law limiting expenditures, the amount of \$10,000,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department from the University Innovation Research Fund established by section 21, chapter __, Oregon Laws 2019 (Enrolled House Bill 2377).

SECTION 37. Notwithstanding any other law limiting expenditures, the amount of \$1 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department for a tide gate and culvert repair and replacement grant and loan program.

SECTION 38. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (5), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for infrastructure, is increased by the following amounts for the following purposes:

- (1) City of Sandy for Wastewater System Project Planning and Permitting..... \$ 500,000
- (2) Columbia Corridor Drainage Districts Joint Contracting Authority for Levee Ready Columbia \$ 500,000
- (3) Port of Port Orford for Redevelopment of Port of Port Orford Cannery..... \$ 1,600,000
- (4) City of Astoria for Warehouse Site Cleanup and Redevelopment..... \$ 1,000,000

SECTION 39. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2019, as the maximum limits for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for Arts and Cultural Trust, for the following grants:

- (1) Cottage Theatre, ACT III Theatre Expansion..... \$ 375,000
- (2) High Desert Museum, By Hand Through Memory Exhibit Renovation and Art of the American West Gallery \$ 250,000
- (3) Liberty Theatre, Stage House and Facilities Improvements \$ 1,000,000
- (4) Oregon Nikkei Endowment, Oregon Nikkei Legacy Center Renovations..... \$ 500,000

SECTION 40. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, for infrastructure, is increased by \$120,000,000 for the seismic rehabilitation grant program.

SECTION 41. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Business Development Department by section 1 (3), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, for debt service, is increased by \$4,535,118.

SECTION 42. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, for infrastructure, is increased by \$68,380,000 for programs and projects financed through the issuance of lottery bonds.

SECTION 43. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, for infrastructure, is increased by \$3,259,356 for the costs of issuing general obligation and lottery bonds.

SECTION 44. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, for Arts and Cultural Trust, is increased by \$3,000,000 for projects financed through the issuance of lottery bonds.

SECTION 45. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, for Arts and Cultural Trust, is increased by \$78,938 for the cost of issuing lottery bonds.

SECTION 46. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for business, innovation and trade, is increased by \$5,000,000 for the Oregon Manufacturing Innovation Center.

SECTION 47. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (11), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for the Oregon State University Extension Service, is increased by \$2,000,000 for fire resilience and resistance.

SECTION 48. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (9), chapter ___, Oregon

Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for public university statewide programs, is increased by \$450,000 for the Oregon Institute of Technology to support OMIC Rapid Toolmaking Center of Excellence research.

SECTION 49. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (9), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for public university statewide programs, is increased by \$300,000 for the Oregon Institute of Technology to develop additive manufacturing and prototyping training capability.

SECTION 50. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (16)(e), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for debt service on outstanding general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the benefit of Oregon public universities, is increased by \$955,149.

SECTION 51. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds and funds described in sections 8 to 12, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), collected or received by the Higher Education Coordinating Commission, for operations, is increased by \$2,194,431 for the costs of issuing general obligation and lottery bonds.

SECTION 52. Notwithstanding any other law limiting expenditures, the amount of \$136,695,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses by the Judicial Department from the Oregon Courthouse Capital Construction and Improvement Fund for the project costs of, and cost of issuing general obligation bonds for, county courthouse projects.

SECTION 53. Notwithstanding any other law limiting expenditures, the amount of \$1,300,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for debt service from fees, moneys or other revenues, including Miscellaneous Receipts, and including reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Judicial Department.

SECTION 54. In addition to and not in lieu of any other appropriation, there is appropriated to the Judicial Department, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$2,000,000 for planning associated with the replacement of the Benton County Courthouse.

SECTION 55. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter 303, Oregon Laws 2019 (Enrolled Senate Bill 5532), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Public Defense Services Commission, for the Contract and Business Services Division, is increased by \$305,853 to restore one position for the Application Contribution Program.

SECTION 56. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Administration Committee by section 1 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5517), for the biennium beginning July 1, 2019, for general program, is increased by \$1,361,800 for costs related to planning for Phase II of the Capitol Accessibility, Maintenance and Safety Project.

(2) In addition to and not in lieu of any other appropriation, there is appropriated to the Legislative Administration Committee, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$766,117 for payment of expenses of the Legislative Adminis-

tration Committee for debt service for the Document Publishing and Management System project.

(3) Notwithstanding any other law limiting expenditures, the amount of \$5,168,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Legislative Administration Committee, for the cost of issuing general obligation bonds and project costs for the Document Publishing and Management System project.

SECTION 57. In addition to and not in lieu of any other appropriation, there is appropriated to the Office of the Governor, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$250,000 for the purpose of providing administrative support to the Governor's Council on Wildfire Response.

SECTION 58. Notwithstanding any other law limiting expenditures, the amount of \$1,000,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Veterans' Services Fund established under ORS 406.140 to the Department of Veterans' Affairs for a grant to the Family YMCA of Marion and Polk Counties to construct veterans' affordable housing in Salem.

SECTION 59. Notwithstanding any other law limiting expenditures, the amount of \$4,056,603 is established for the biennium beginning July 1, 2019, from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Veterans' Affairs for projects financed through the issuance of lottery bonds and associated costs of issuance.

SECTION 60. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (5), chapter __, Oregon Laws 2019 (Enrolled House Bill 5039), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled House Bill 5039), collected or received by the Department of Transportation, for the operations program, is increased by \$42,876 for the Sherwood Pedestrian Connectors project cost and cost of issuing lottery bonds.

SECTION 61. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (13), chapter __, Oregon Laws 2019 (Enrolled House Bill 5039), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled House Bill 5039), collected or received by the Department of Transportation, for rail, is increased by \$5,106,587 for the Oregon International Port of Coos Bay Rail Line Repairs and Bridge Replacement project cost and cost of issuing lottery bonds.

SECTION 62. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (8), chapter __, Oregon Laws 2019 (Enrolled House Bill 5039), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled House Bill 5039), collected or received by the Department of Transportation, for the local government program, is increased by \$1,000,000 for a one-time contribution to support the Neskowin Emergency Egress project in Tillamook County.

SECTION 63. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (7), chapter __, Oregon Laws 2019 (Enrolled House Bill 5039), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses

from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5039), collected or received by the Department of Transportation, for special programs, is increased by \$650,000 to support the upgrade and recapitalization of 44 electric vehicle charging station locations known as the West Coast Electric Highway.

SECTION 64. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (9), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5039), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5039), collected or received by the Department of Transportation, for driver and motor vehicle services, is increased by \$221,442 for implementation of chapter ___, Oregon Laws 2019 (Enrolled House Bill 2015).

NOTE: Section 65 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 66. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Education by section 1, chapter 218, Oregon Laws 2019 (Enrolled House Bill 5016), for the biennium beginning July 1, 2019, for the State School Fund, is increased by \$5,101,078.

SECTION 67. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 218, Oregon Laws 2019 (Enrolled House Bill 5016), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Department of Education for the State School Fund is decreased by \$5,573,050.

SECTION 68. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter 218, Oregon Laws 2019 (Enrolled House Bill 5016), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses by the Department of Education from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds, federal funds and funds described in section 4, chapter 218, Oregon Laws 2019 (Enrolled House Bill 5016), collected or received by the Department of Education for the State School Fund, is increased by \$471,972.

SECTION 69. Notwithstanding any other law limiting expenditures, the amount of \$125,000,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and proceeds of bonds issued pursuant to Article XI-P of the Oregon Constitution, but excluding lottery funds and federal funds, collected or received by the Department of Education, for matching grants made to school districts for construction or improvement to school facilities through the Oregon School Capital Improvement Matching program.

SECTION 70. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (2), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5015), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses, other than expenses described in sections 7 and 10, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5015), from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Education, for operations, is increased by \$1,090,000 for costs of issuance of general obligation bonds.

SECTION 71. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds and funds described in sections 8 to 12, chapter ___, Oregon Laws

2019 (Enrolled House Bill 5024), collected or received by the Higher Education Coordinating Commission, for operations, is increased by \$4,184,935 for the statewide longitudinal data system.

SECTION 72. In addition to and not in lieu of any other appropriation, there is appropriated to the Higher Education Coordinating Commission, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$975,000 for a grant to Treasure Valley Community College for the Career and Technical Center.

SECTION 73. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (1), chapter __, Oregon Laws 2019 (Enrolled House Bill 5017), for the biennium beginning July 1, 2019, for air quality, is increased by \$250,000 for a smoke mitigation grant program.

SECTION 74. Notwithstanding any other provision of law, the General Fund appropriation made to the Public Defense Services Commission by section 1 (2), chapter 303, Oregon Laws 2019 (Enrolled Senate Bill 5532), for the biennium beginning July 1, 2019, for professional services, is increased by \$3,500,000 to extend the Parent Child Representation Program into Multnomah County.

SECTION 75. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$3,000,000, to be allocated for the implementation of grand jury recording and chapter 650, Oregon Laws 2017.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2020, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 76. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$5,700,000 to be allocated to the Oregon Health Authority for the support of interdisciplinary assessment teams consistent with the requirements of chapter __, Oregon Laws 2019 (Enrolled Senate Bill 1).

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2020, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 77. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (5), chapter 302, Oregon Laws 2019 (Enrolled Senate Bill 5527), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Parks and Natural Resources Fund to the State Parks and Recreation Department, for community support and grants, is increased by \$448,769 for the purpose of distributing grant funding for local parks.

SECTION 78. Notwithstanding any other law limiting expenditures, the amount of \$33,023 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Parks and Recreation Department, for the payment of debt service.

SECTION 79. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter 302, Oregon Laws 2019 (Enrolled Senate Bill 5527), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Parks and Recreation Department, for community support and grants, is increased by \$5,106,587 for the expenditure of lottery bond proceeds and costs of bond issuance related to the Oregon Main Street program.

SECTION 80. Notwithstanding any other law limiting expenditures, the amount of \$394 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and in-

cluding federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in this section, collected or received by the Water Resources Department, for the payment of debt service.

SECTION 81. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter __, Oregon Laws 2019 (Enrolled House Bill 5043), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter __, Oregon Laws 2019 (Enrolled House Bill 5043), collected or received by the Water Resources Department, for administrative services, is increased by the following amounts for paying the following costs from the Water Supply Development Account established by ORS 541.656:

- (1) Water Supply Development grants and loans as described in ORS 541.656 (2)(a)..... \$ 15,000,000
- (2) Deschutes Basin Board of Control piping project..... \$ 10,000,000
- (3) Bond issuance costs..... \$ 521,689

SECTION 82. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter __, Oregon Laws 2019 (Enrolled House Bill 5043), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter __, Oregon Laws 2019 (Enrolled House Bill 5043), collected or received by the Water Resources Department, for administrative services, is increased by the following amounts for paying the following costs from the Water Resources Department Water Supply Fund established by section 10, chapter 906, Oregon Laws 2009:

- (1) City of Newport for planning, environmental permitting and design costs of replacing the Big Creek Dams..... \$ 4,000,000
- (2) Wallowa Lake Irrigation District for rehabilitation of the Wallowa Lake Dam..... \$ 14,000,000
- (3) Bond issuance costs..... \$ 327,563

SECTION 83. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter __, Oregon Laws 2019 (Enrolled House Bill 5035), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of State Lands, for South Slough National Estuarine Research Reserve operations, is increased by \$154,000 for the expenditure of grant funds awarded to the department from the National Oceanic and Atmospheric Administration.

SECTION 84. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5035), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses by the Department of State Lands from the Portland Harbor Cleanup Fund established by ORS 274.064, is increased by \$6,000,000 for the purpose of fulfilling financial obligations under a settlement agreement for funding remedial design with the United States Environmental Protection Agency.

SECTION 85. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5011), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Consumer and Business Services, for the Division of Financial Regulation, is increased by \$262,610 to restore a position reduction in the Senior Health Insurance Benefit Assistance program.

SECTION 86. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 5 (5), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5011), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Consumer and Business Services, for the Division of Financial Regulation, is increased by \$780,000 to allow for the expenditure of federal grant funding received by the department from the Centers for Medicare and Medicaid Services for planning and implementing insurance market reforms.

SECTION 87. In addition to and not in lieu of any other appropriation, there is appropriated to the State Forestry Department, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$200,000 for the purpose of purchasing an approximately 160-acre timber tract adjacent to the Willamette National Forest Opal Creek Scenic Recreation Area and Santiam State Forest, for addition to the Santiam State Forest.

SECTION 88. In addition to and not in lieu of any other appropriation, there is appropriated to the State Forestry Department, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$1,700,000, for the purpose of reducing the spread of *Phytophthora ramorum* in Oregon.

SECTION 89. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5019), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds from the United States Forest Service for fire protection and for research projects, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5019), collected or received by the State Forestry Department, for fire protection, is increased by \$52,035 for bond issuance costs related to general obligation bonds issued for the Toledo Facility Replacement.

SECTION 90. Notwithstanding any other provision of law, the General Fund appropriation made to the State Forestry Department by section 1 (4), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5019), for the biennium beginning July 1, 2019, for debt service, is increased by \$121,559 for debt service related to bonds issued for the Toledo Facility Replacement.

SECTION 91. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (6), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5019), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds from the United States Forest Service for fire protection and for research projects, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5019), collected or received by the State Forestry Department,

for debt service, is increased by \$168,904 for debt service related to bonds issued for the Toledo Facility Replacement.

SECTION 92. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 5a, chapter __, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses by the Higher Education Coordinating Commission from lottery moneys allocated to the Sports Lottery Account, is increased by \$5,859,809.

SECTION 93. Notwithstanding any other law limiting expenditures, the amount of \$10,500,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in this section, collected or received by the Housing and Community Services Department, for the TANF Housing Pilot Program created under section 1, chapter __, Oregon Laws 2019 (Enrolled House Bill 2032).

SECTION 94. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Housing and Community Services Department by section 1, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, is reduced by \$935,504 to reflect the elimination of the Low-Income Rental Housing Fund program, and to reduce General Fund support for ongoing operating expenditures.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses for operations from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is increased by \$440,043 for ongoing support of research and program analysis functions.

SECTION 95. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$6,700,000 for inflationary expenses for medical assistance programs.

SECTION 96. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (1), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), collected or received by the Oregon Health Authority, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$25,000,000 for inflationary expenses for medical assistance programs.

SECTION 97. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, for Health Systems, Health Policy and Analytics, and Public Health, is decreased by \$10,000,000 for savings unrelated, directly or indirectly, to changes in caseloads for medical assistance programs.

SECTION 98. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Health Authority, for Health Systems and Health Policy and Analytics, is decreased by \$2,500,000.

(2) Notwithstanding any other law limiting expenditures, the amount of \$2,500,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Veterans' Services Fund established under ORS 406.140 to the Oregon Health Authority for veterans' behavioral health services.

SECTION 99. Notwithstanding any other law limiting expenditures, the amount of \$216,485 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in this section, collected or received by the Oregon Health Authority, for debt service.

SECTION 100. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$1,000,000 for providing competitive grants to sobering facilities to support planning and startup costs.

SECTION 101. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$200,000 for the Senior Farm Direct Nutrition Program.

SECTION 102. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$1,000,000 for the Women, Infants and Children Farm Direct Nutrition Program.

SECTION 103. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (2), chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, for self-sufficiency and vocational rehabilitation services, is increased by \$1,300,000 for the Oregon Hunger Response Fund.

SECTION 104. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (2), chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, for self-sufficiency and vocational rehabilitation services, is increased by \$1,500,000 for the Double Up Food Bucks program.

SECTION 105. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (1), chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, for central services and state assessments and enterprise-wide costs, is increased by \$11,174,770 for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 106. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Human Services, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$5,757,949 for capital debt service and related costs for outstanding general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 107. Notwithstanding any other law limiting expenditures, the amount of \$665,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts

and Medicare receipts and including federal funds for indirect cost recovery, Social Security Supplemental Security Income recoveries and the Child Care and Development Fund, but excluding lottery funds and federal funds not described in this section, collected or received by the Department of Human Services, for costs of issuance of general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 108. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and Medicare receipts and including federal funds for indirect cost recovery, Social Security Supplemental Security Income recoveries and the Child Care and Development Fund, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5026), collected or received by the Department of Human Services, for central services and state assessments and enterprise-wide costs, is increased by \$48,233,481 for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 109. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5026), collected or received by the Department of Human Services, for central services and state assessments and enterprise-wide costs, is increased by \$139,731,325 for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 110. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$671,490 for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 111. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5525), collected or received by the Oregon Health Authority, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$1,638,121 for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 112. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5525), collected or received by the Oregon Health Authority, for shared administrative services, is increased by \$11,216,676 for the ONE Integrated Eligibility and Medicaid Eligibility System project.

SECTION 113. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Department of Administrative Services by section 1 (3), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5502), for the biennium beginning July 1, 2019, for Oregon Public Broadcasting, is increased by \$500,000.

SECTION 114. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Department of Administrative Services by section 1 (4), chapter ____, Oregon Laws 2019 (Enrolled Senate Bill 5502), for the biennium beginning July 1, 2019, for the Oregon Historical Society, is increased by \$1,250,000.

SECTION 115. In addition to and not in lieu of any other appropriation, there are appropriated to the Oregon Department of Administrative Services, for the biennium beginning July 1, 2019, out of the General Fund, the following amounts for the following purposes:

- (1) United Way for census outreach and coordination activities..... \$ 7,500,000
- (2) Clatsop County for the Clatsop County Jail..... \$ 2,000,000
- (3) Innovation Law Lab for immigration defense \$ 2,000,000
- (4) Josephine County for rural fire protection district start-up costs after district is created \$ 1,500,000
- (5) City of Salem for the Gerry Frank/Salem Rotary Amphitheater..... \$ 1,000,000
- (6) Umatilla-Morrow Head Start for an Early Learning Center... \$ 1,000,000
- (7) Umatilla County for surface water pumping costs of ground water rights holders in critical ground water areas \$ 1,000,000
- (8) Central Linn School District for grade 6-8 Cobra Academy ... \$ 700,000
- (9) Siuslaw Regional Aquatic Center for renovations of the Mapleton pool \$ 500,000
- (10) Tucker Maxon School for capital improvements..... \$ 500,000
- (11) Association of Oregon Counties for urban growth boundary planning grants to Eastern Oregon Counties \$ 500,000
- (12) Oregon Thoroughbred Owners and Breeders Association for safety improvements at race tracks that hold race meets and education for thoroughbred owners and breeders \$ 500,000
- (13) Lutheran Community Services Northwest for drug abuse programs..... \$ 500,000
- (14) Clackamas County for Clackamas Women's Services... \$ 485,000
- (15) Douglas Timber Operators for a Rogue River Sediment Study. \$ 452,980
- (16) Historical Portland Public

	Market Foundation for the James Beard Public Market	\$ 400,000
(17)	City of Independence for a Mid-Willamette Valley Trolley..	\$ 300,000
(18)	Liberty House of Salem for childhood abuse assessment and support services.....	\$ 250,000
(19)	Harney County School District #1J to drill a potable water well.....	\$ 175,000
(20)	Save the Salem Peace Mosaic to protect the River of Peace mosaic.....	\$ 100,000
(21)	Klamath County to acquire, install and maintain stream gauges in the Klamath Basin....	\$ 30,000
(22)	Special Olympics Oregon for sports training and athletic competition.....	\$ 500,000
(23)	Ecumenical Ministries of Oregon for the Runaway Homeless Youth Program.....	\$ 300,000

SECTION 116. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2019, as the maximum limits for payment of expenses from lottery bond proceeds collected or received by the Oregon Department of Administrative Services for the following purposes:

(1)	Eugene Family YMCA Facility..	\$ 15,278,251
(2)	City of Roseburg - Southern Oregon Medical Workforce Center	\$ 10,243,438
(3)	Oregon Coast Aquarium	\$ 5,106,587
(4)	YMCA of Columbia-Willamette - Beaverton Hoop YMCA.....	\$ 5,106,587
(5)	Jefferson County - Health and Wellness Center.....	\$ 4,158,104
(6)	Parrott Creek Child & Family Services - Building Renovation.	\$ 3,556,196
(7)	Center for Hope & Safety - Hope Plaza.....	\$ 2,548,087
(8)	Wallowa Valley Center for Wellness	\$ 2,548,087
(9)	Port of Cascade Locks - Business Park Expansion.....	\$ 2,445,625
(10)	Multnomah County School District #7 - Reynolds High School Health Center	\$ 2,377,028
(11)	City of Gresham - Gradin Community Sports Park	\$ 2,042,875
(12)	Curry Health District - Brookings Emergency Room.....	\$ 2,042,875
(13)	Hacienda CDC - Las Adelitas Housing Project	\$ 2,042,875

- (14) Umatilla County Jail -
Expansion/Mental Health
Facility..... \$ 1,643,532
- (15) Port of Morrow - Early
Learning Center Expansion \$ 1,439,188
- (16) Special Payments from proceeds
of previously issued bonds \$ 27,405,993

SECTION 117. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2019, as the maximum limits for payment of expenses from proceeds of bonds issued under Article XI-Q of the Oregon Constitution, collected or received by the Oregon Department of Administrative Services, for the following purposes:

- (1) Oregon State Fair
capital improvements..... \$ 5,430,000
- (2) Oregon State Fair Horse Barn . \$ 3,050,000
- (3) Oregon State Fair Poultry Barn \$ 2,045,000

SECTION 118. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (12), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5502), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5502), collected or received by the Oregon Department of Administrative Services, for Oregon Department of Administrative Services debt service, is increased by \$4,527,721.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (6), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5502), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5502), collected or received by the Oregon Department of Administrative Services, for Enterprise Asset Management, is increased by \$800,000 for the payment of bond issuance costs associated with bonds issued under Article XI-Q of the Oregon Constitution.

SECTION 119. Notwithstanding any other provision of law, the General Fund appropriation made to the Commission on Judicial Fitness and Disability by section 1 (1), chapter 26, Oregon Laws 2019 (Enrolled Senate Bill 5514), for the biennium beginning July 1, 2019, for administration, is increased by \$16,000 for compensation plan adjustments and administrative support.

SECTION 120. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5504), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Corrections, for community corrections, is increased by \$4,585,442 for the purpose of planning, operating and maintaining county juvenile and adult corrections programs and facilities and drug and alcohol programs.

SECTION 121. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$1,000,000, to be allocated to the Oregon Department of Corrections or the Public Defense Services Commission, or both, for costs relating to chapter __, Oregon Laws 2019 (Enrolled House Bill 2328).

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2020, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 122. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$1,146,094, to be allocated to the Secretary of State for costs relating to chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 861).

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2020, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 123. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5017), for the biennium beginning July 1, 2019, for air quality, is decreased by \$110,247.

SECTION 124. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (2), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5017), for the biennium beginning July 1, 2019, for water quality, is decreased by \$88,424.

SECTION 125. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (3), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5017), for the biennium beginning July 1, 2019, for land quality, is increased by \$198,671.

SECTION 126. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (5), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5017), for the biennium beginning July 1, 2019, for debt service, is increased by \$834,752.

SECTION 127. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5017), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, the proceeds of bonds for the Orphan Site Account and federal funds from congestion mitigation and air quality grants, drinking water protection, beach bacteria monitoring, laboratory accreditation and woodstove grants and for smoke monitoring laboratory services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5017), collected or received by the Department of Environmental Quality, for agency management, is increased by \$5,065,000 for project costs and for costs of issuing bonds for the Environmental Data Management System.

SECTION 128. Notwithstanding any other law limiting expenditures, the amount of \$1,500,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys, or other revenues, but excluding lottery funds and federal funds, collected or received by the Oregon Health Authority, for the Mental and Behavioral Health Pilot Program pursuant to section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 2032).

SECTION 129. Notwithstanding any other law limiting expenditures, the amount of \$1,500,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Oregon Health Authority, for the Mental and Behavioral Health Pilot Program pursuant to section 2, chapter ___, Oregon Laws 2019 (Enrolled House Bill 2032).

SECTION 129a. Sections 128 and 129 of this 2019 Act become operative on the effective date of chapter ___, Oregon Laws 2019 (Enrolled House Bill 2032).

SECTION 130. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (4), chapter ___, Oregon Laws

2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, for aging and people with disabilities and intellectual/developmental disabilities programs, is increased by \$2,235,831 for distribution to local Area Agencies on Aging.

SECTION 131. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and Medicare receipts and including federal funds for indirect cost recovery, Social Security Supplemental Security Income recoveries and the Child Care and Development Fund, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), collected or received by the Department of Human Services, for aging and people with disabilities and intellectual/developmental disabilities programs, is increased by \$251,600 for a one-time fund shift of nursing facility program expenditures.

SECTION 132. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (4), chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), collected or received by the Department of Human Services, for aging and people with disabilities and intellectual/developmental disabilities programs, is increased by \$167,188 for emergency services and quality metrics/council coordination.

SECTION 133. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (4), chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, for aging and people with disabilities and intellectual/developmental disabilities programs, is decreased by \$268,514 for budget adjustments related to brokerage training and quality assurance work.

SECTION 134. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (4), chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter __, Oregon Laws 2019 (Enrolled House Bill 5026), collected or received by the Department of Human Services for aging and people with disabilities and intellectual/developmental disabilities programs, is decreased by \$267,674 for budget adjustments related to brokerage training and quality assurance work.

NOTE: Section 135 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 136. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Land Conservation and Development, for the biennium beginning July 1, 2019, out of the General Fund, the amount of \$2,005,563 for the implementation of the provisions of chapter __, Oregon Laws 2019 (Enrolled House Bill 2001), and chapter __, Oregon Laws 2019 (Enrolled House Bill 2003).

SECTION 137. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds other than those described in sections 2 and 6, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and Community Services Department, is decreased by \$1,000,000 for the Housing Stabilization Program.

SECTION 138. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2019 (Enrolled Senate Bill 5512), collected or received by the Housing and

Community Services Department, is increased by \$5,000,000 for the Housing Stabilization Program.

SECTION 139. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (11), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for Oregon State University Extension Service, is increased by \$375,000 for two organic agriculture faculty positions.

SECTION 140. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for operations, is increased by \$122,866 for a Chief Culture, Diversity and Inclusion position for the commission.

SECTION 141. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds and funds described in sections 8 to 12, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), collected or received by the Higher Education Coordinating Commission, for operations, is increased by \$27,030 for a Chief Culture, Diversity and Inclusion position for the commission.

SECTION 142. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 7 (1), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 10, chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), collected or received by the Higher Education Coordinating Commission, for operations, is increased by \$95,466 for a Chief Culture, Diversity and Inclusion position for the commission.

SECTION 143. Notwithstanding any other law limiting expenditures, the amount of \$410,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses by the Judicial Department from the Oregon Courthouse Capital Construction and Improvement Fund for the cost of issuing general obligation bonds for the Supreme Court Building Project.

SECTION 144. Notwithstanding any other provision of law, the General Fund appropriation made to the Judicial Department by section 1 (2), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5513), for the biennium beginning July 1, 2019, for operations, is increased by \$1,755,516 for staff to support implementation of chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 24), and chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 973).

SECTION 145. Notwithstanding any other provision of law, the General Fund appropriation made to the Judicial Department by section 1 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5513), for the biennium beginning July 1, 2019, for judicial compensation, is increased by \$456,000 to support two circuit court judge positions established in chapter ___, Oregon Laws 2019 (Enrolled House Bill 2377).

SECTION 146. Notwithstanding any other provision of law, the General Fund appropriation made to the Judicial Department by section 1 (2), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5513), for the biennium beginning July 1, 2019, for operations, is increased by \$602,624 to support new circuit court judges.

SECTION 147. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for business, innovation and trade, is increased by \$2,000,000 for the Strategic Reserve Fund.

SECTION 148. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (10), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for Agricultural Experiment Station and the branch extension stations of Oregon State University, is increased by \$125,000 for a berry research position at the North Willamette Research and Extension Center.

SECTION 149. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Military Department by section 1 (3), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5031), for the biennium beginning July 1, 2019, for emergency management, is increased by \$300,000 for a risk abatement study for the Critical Energy Infrastructure Hub.

SECTION 150. Notwithstanding any other provision of law, the General Fund appropriation made to the Secretary of State by section 1 (2), chapter ___, Oregon Laws 2019 (Enrolled House Bill 5034), for the biennium beginning July 1, 2019, for the Elections Division, is increased by \$336,696 for costs associated with implementing campaign finance regulation changes due to passage of chapter ___, Oregon Laws 2019 (Enrolled House Bill 2983).

SECTION 151. Section 150 of this 2019 Act becomes operative on the effective date of chapter ___, Oregon Laws 2019 (Enrolled House Bill 2983).

NOTE: Section 152 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 153. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5510), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds from the Pacific Coastal Salmon Recovery Fund, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5510), collected or received by the State Department of Fish and Wildlife, for the Fish Division, is increased by \$1,352,102 for the operation of the Leaburg Hatchery.

SECTION 154. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5510), for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from federal funds other than those described in section 2, chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5510), collected or received by the State Department of Fish and Wildlife, for the Fish Division, is decreased by \$866,091.

SECTION 155. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2019 (Enrolled Senate Bill 5525), for the biennium beginning July 1, 2019, for Health Systems, Health Policy and Analytics, and Public Health, is increased by \$6,000,000 for community mental health programs.

SECTION 156. Notwithstanding any other law limiting expenditures, the amount of \$1,500,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in this section, collected or received by the Oregon Health Authority, for maintaining, repairing, replacing, improving and equipping facilities that serve individuals pursuant to ORS 161.370.

SECTION 157. In addition to and not in lieu of any other appropriation, there is appropriated to the State Department of Energy, for the biennium beginning July 1, 2019, out of

the General Fund, the amount of \$2,000,000 for deposit into the Rooftop Solar Incentive Fund established by section 3, chapter __, Oregon Laws 2019 (Enrolled House Bill 2618).

SECTION 158. Notwithstanding any other law limiting expenditures, the amount of \$2,000,000 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses by the State Department of Energy from the Rooftop Solar Incentive Fund established by section 3, chapter __, Oregon Laws 2019 (Enrolled House Bill 2618).

SECTION 159. Sections 157 and 158 of this 2019 Act become operative on the effective date of chapter __, Oregon Laws 2019 (Enrolled House Bill 2618).

SECTION 160. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (10), chapter __, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for the Agricultural Experiment Station and the branch extension stations of Oregon State University, is increased by \$2,270,000 for an integrated river basin water quality and quantity program.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (11), chapter __, Oregon Laws 2019 (Enrolled House Bill 5024), for the biennium beginning July 1, 2019, for Oregon State University Extension Service, is increased by \$410,000 for an integrated river basin water quality and quantity program.

SECTION 161. Notwithstanding any other provision of law, the authorized appropriations and expenditure limitations for the biennium beginning July 1, 2019, for the following agencies and programs are changed by the amounts specified:

(1) ADMINISTRATION.

Agency/Program/Funds	2019	
	Oregon Laws Chapter/ Section	\$ Adjustment
Oregon Advocacy Commissions Office:		
Operating Expenses		
General Fund	HB 5001 1	-3,910
Oregon Department of Administrative Services:		
Chief Operating Office		
General Fund	SB 5502 1(1)	-3,368
Other funds	SB 5502 2(1)	-54,288
Debt Service		
General Fund	SB 5502 1(6)	-243,315
Chief Financial Office		
Other funds	SB 5502 2(2)	-100,605
Office of the State Chief Information Officer - Policy		
Other funds	SB 5502 2(3)	-248,735
Chief Human Resource Office		
Other funds	SB 5502 2(4)	-124,048
OSCIO - State Data Center - Operations		

Other funds	SB 5502 2(5)(a)	-288,959
Enterprise Asset Management		
Other funds	SB 5502 2(6)	-393,145
Enterprise Goods and Services		
Other funds	SB 5502 2(7)	-1,162,748
Business Services		
Other funds	SB 5502 2(8)	-603,766
Debt Service - ODAS		
Other funds	SB 5502 2(12)	+448,163
ODAS Information Technology		
Other funds	SB 5502 2(14)	+9,805
Debt Service and Related Costs for Bonds Issued		
Lottery funds	SB 5502 3	-2,797,357
State Treasury:		
Administrative Expenses		
- Operations		
Other funds	HB 5042 1(1)	-753,344
Administrative Expenses		
- Oregon 529 Savings Network		
Other funds	HB 5042 1(2)	-13,656
Administrative Expenses		
- ORSB		
Other funds	HB 5042 1(3)	-19,435
Oregon Racing Commission:		
Operating Expenses		
Other funds	SB 5535 1	-74,492
Public Employees Retirement System:		
Central Administration Division		
Other funds	HB 5032 1(1)	-21,334
Financial and Administrative Services Division		
Other funds	HB 5032 1(2)	+187,025
Information Services Division		
Other funds	HB 5032 1(3)	-63,820
Operations Division		
Other funds	HB 5032 1(4)	-141,042
Compliance, Audit and Risk Division		
Other funds	HB 5032 1(5)	-60,369
Secretary of State:		
Administrative Services Division		
General Fund	HB 5034 1(1)	-26,571
Other funds	HB 5034 2(1)	-152,303
Elections Division		
General Fund	HB 5034 1(2)	-111,845
Other funds	HB 5034 2(2)	-22

Federal funds	HB 5034 3	-6,624
Archives Division		
Other funds	HB 5034 2(4)	-254,370
Audits Division		
Other funds	HB 5034 2(3)	-195,069
Corporation Division		
Other funds	HB 5034 2(5)	-129,568
Oregon Liquor Control Commission:		
Administrative Expenses		
Other funds	SB 5519 1(1)	-460,180
Marijuana Regulation - Recreational		
Other funds	SB 5519 1(2)	-105,949
Marijuana Regulation - Medical		
Other funds	SB 5519 1(3)	-33,076
Department of Revenue: Administration		
General Fund	HB 5033 1(1)	-1,167,647
Other funds	HB 5033 2(1)	-452,775
Property Tax Division		
General Fund	HB 5033 1(2)	-127,017
Other funds	HB 5033 2(2)	-20,725
Personal Tax and Compliance Division		
General Fund	HB 5033 1(3)	-404,910
Other funds	HB 5033 2(3)	-5,839
Business Division		
General Fund	HB 5033 1(4)	-164,655
Other funds	HB 5033 2(4)	-57,579
Information Technology Services Division		
General Fund	HB 5033 1(6)	-87,484
Other funds	HB 5033 2(7)	-9,796
Debt Service		
General Fund	HB 5033 1(8)	-86,500
Other funds	HB 5033 2(11)	+90,000
Collections		
Other funds	HB 5033 2(5)	-59,101
Marijuana Division		
Other funds	HB 5033 2(8)	-11,134
Senior Property Tax Deferral Program		
Other funds	HB 5033 2(9)	-8,930
Employment Relations Board:		
Operating Expenses		
General Fund	SB 5509 1	-24,878
Assessments of Agencies		

Other funds	SB 5509 3	-17,900
Office of the Governor:		
Operating Expenses		
General Fund	HB 5021 1	-212,024
Other funds	HB 5021 4	-14,162
Regional Solutions		
Lottery funds	HB 5021 3	-30,060
Oregon Government Ethics Commission:		
Operating Expenses		
Other funds	HB 5020 1	-31,294
State Library:		
Operating Expenses		
General Fund	SB 5518 1	-2,658
Federal funds	SB 5518 4	-4,478
Operating Expenses		
- Non-Assessments		
Other funds	SB 5518 2	-454
Operating Expenses		
- Assessments		
Other funds	SB 5518 3	-54,494

(2) CONSUMER AND BUSINESS SERVICES.

Agency/Program/Funds	2019	
	Oregon Laws Chapter/Section	\$ Adjustment
Oregon Board of Accountancy:		
Operating Expenses		
Other funds	SB 5501 1	-41,790
State Board of Tax Practitioners:		
Operating Expenses		
Other funds	HB 5036 1	-12,149
Construction Contractors Board:		
Operating Expenses		
Other funds	HB 5010 1	-223,798
Mental Health Regulatory Agency		
Oregon Board of Licensed Professional Counselors and Therapists:		
Other funds	HB 5012 1(1)	-23,995
Oregon Board of Psychology:		
Other funds	HB 5012 2	-19,078
State Board of Chiropractic		

Examiners:		
Operating Expenses		
Other funds	HB 5007 1	-40,563
State Board of Licensed Social Workers:		
Operating Expenses		
Other funds	HB 5008 1	-23,401
Oregon Board of Dentistry:		
Operating Expenses		
Other funds	HB 5013 1	-55,978
Health-Related Licensing Boards:		
State Mortuary and Cemetery Board		
Other funds	HB 5022 1	-29,389
Oregon Board of Naturopathic Medicine		
Other funds	HB 5022 2	-13,354
Occupational Therapy Licensing Board		
Other funds	HB 5022 3	-7,452
Board of Medical Imaging		
Other funds	HB 5022 4	-12,650
State Board of Examiners for Speech-Language Pathology and Audiology		
Other funds	HB 5022 5	-14,222
Oregon State Veterinary Medical Examining Board		
Other funds	HB 5022 6	-16,864
Bureau of Labor and Industries:		
Operating Expenses		
General Fund	SB 5516 1	-186,026
Other funds	SB 5516 2	-110,096
Federal funds	SB 5516 4	-19,597
Wage Security Fund Administration		
Other funds	SB 5516 3(1)	-18,436
Public Utility Commission:		
Utility Program		
Other funds	SB 5534 1(1)	-175,074
Residential Service Protection Fund		
Other funds	SB 5534 1(2)	-20,142
Administration		
Other funds	SB 5534 1(3)	-133,804
Oregon Board of Maritime Pilots		
Other funds	SB 5534 1(4)	-8,711
Operating Expenses		

Federal funds	SB 5534 2	-6,195
Department of Consumer and Business Services: Workers' Compensation Board		
Other funds	HB 5011 1(1)	-112,552
Workers' Compensation Division		
Other funds	HB 5011 1(2)	-430,764
Oregon OSHA		
Other funds	HB 5011 1(3)	-375,753
Federal funds	HB 5011 5(1)	-50,751
Central Services Division		
Other funds	HB 5011 1(4)	-456,899
Federal funds	HB 5011 5(3)	-1,040
Division of Financial Regulation		
Other funds	HB 5011 1(5)	-421,714
Building Codes Division		
Other funds	HB 5011 1(6)	-206,909
Federal funds	HB 5011 5(4)	-971
Health Insurance Exchange - Marketplace Division		
Other funds	HB 5011 2(1)	-57,618
Health Insurance Exchange - Central Services Division		
Other funds	HB 5011 2(2)	-5,165
COFA Premium Assistance Program		
Other funds	HB 5011 3	-786
Senior Health Insurance Benefit Assistance		
Federal funds	HB 5011 5(2)	-2,764
Real Estate Agency: Operating Expenses		
Other funds	SB 5536 1	-87,703
Oregon State Board of Nursing: Operating Expenses		
Other funds	SB 5523 1	-148,702
Oregon Medical Board: Operating Expenses		
Other funds	SB 5522 1	-105,576
State Board of Pharmacy: Operating Expenses		
Other funds	SB 5529 1	-93,745

(3) ECONOMIC DEVELOPMENT.

Agency/Program/Funds	Oregon Laws Chapter/ Section	Adjustment	\$
Oregon Business Development			
Department:			
Oregon Arts Commission			
General Fund	SB 5524 1(1)	-5,946	
Business, Innovation and Trade			
General Fund	SB 5524 1(2)	-1,658	
Other funds	SB 5524 2(1)	-26,651	
Lottery funds	SB 5524 3(1)	-47,888	
Debt Service			
General Fund	SB 5524 1(3)	-2,485,034	
Infrastructure			
Other funds	SB 5524 2(2)	-36,924	
Lottery funds	SB 5524 3(5)	-6,228	
Federal funds	SB 5524 4(2)	-5,259	
Operations			
Other funds	SB 5524 2(3)	-6,615	
Lottery funds	SB 5524 3(2)	-32,653	
Federal funds	SB 5524 4(3)	-819	
Arts and Cultural Trust			
Other funds	SB 5524 2(4)	-7,312	
Lottery Bond Debt Service			
Lottery funds	SB 5524 3(4)	-3,691,197	
Housing and Community Services Department:			
Operating Expenses			
General Fund	SB 5512 1	-5,741	
Other funds	SB 5512 2	-280,865	
Federal funds	SB 5512 4	-35,075	
Debt Service			
General Fund	SB 5512 5	-1,589,080	
Other funds	SB 5512 5a	+1,099	
Lottery funds	SB 5512 3	-79,455	
Department of Veterans' Affairs:			
Services Provided by the Department			
General Fund	SB 5538 1(1)	-51,109	
Lottery funds	SB 5538 2(1)	-38,334	
Debt Service			
General Fund	SB 5538 1(4)	-1,871,420	
Veteran Loans, Oregon Veterans' Homes			
Other funds	SB 5538 3(1)	-144,346	
Employment Department: Unemployment Insurance, Shared Services and Workforce Operations,			

and Workforce and Economic Research		
Other funds	SB 5508 1(1)	-742,993
Office of Administrative Hearings		
Other funds	SB 5508 1(2)	-142,736
Modernization Initiative		
Other funds	SB 5508 1(4)	-13,485
Operating Budget		
Federal funds	SB 5508 4	-665,899

(4) EDUCATION.

Agency/Program/Funds	2019	
	Oregon Laws Chapter/ Section	\$ Adjustment
Teacher Standards and Practices Commission:		
Operating Expenses		
Other funds	SB 5537 1	-87,203
Department of Education:		
Operations		
General Fund	HB 5015 1(1)	-78,883
Other funds	HB 5015 6(2)	-312,705
Federal funds	HB 5015 8(1)	-323,883
Oregon School for the Deaf		
General Fund	HB 5015 1(2)	-46,187
Other funds	HB 5015 6(3)	-7,158
Federal funds	HB 5015 8(2)	-532
Debt Service for Article XI-P General Obligation Bonds		
General Fund	HB 5015 4	-1,345,537
Article XI-P General Obligation Bonds Debt Service		
Other funds	HB 5015 6(4)	+9,330
Higher Education Coordinating Commission:		
HECC operations		
General Fund	HB 5024 1(1)	-49,057
Debt Service - XI-G Bonds		
Community Colleges		
General Fund	HB 5024 1(16)(a)	-5,763,861
Debt Service - XI-G Bonds		
Public Universities		
General Fund	HB 5024	

Debt Service - XI-G Bonds	1(16)(c)	-6,587,074
OHSU		
General Fund	HB 5024	
	1(16)(d)	-48,310
Other funds	HB 5024 6(6)	+48,365
Debt Service - XI-Q Public		
Universities		
General Fund	HB 5024	
	1(16)(e)	-6,851,318
Lottery Debt Service - From		
Administrative Services		
Economic Development Fund		
for Public Universities		
Lottery funds	HB 5024 2	-774,410
Lottery Debt Service		
- From Administrative		
Services Economic		
Development Fund		
for Community Colleges		
Lottery funds	HB 5024 3	-242,498
Operations		
Other funds	HB 5024 6(1)	-20,782
Federal funds	HB 5024 7(1)	-30,036
Debt Service - Lottery,		
XI-G and XI-Q Bonds		
Public Universities		
Other funds	HB 5024 6(4)	+4,876,782
Debt Service - Lottery,		
XI-G Bonds Community		
Colleges		
Other funds	HB 5024 6(5)	+3,126,854

(5) HUMAN SERVICES.

Agency/Program/Funds	2019 Oregon Laws Chapter/ Section	\$ Adjustment
Long Term Care Ombudsman:		
General Program and Services		
Provided to Care Facility		
Residents		
General Fund	SB 5520 1(1)	-38,161
Public Guardian and		
Conservator Program		
General Fund	SB 5520 1(2)	-22,300
Operating Expenses		

Other funds	SB 5520 2	-8,161
Commission for the Blind:		
Operating Expenses		
General Fund	SB 5503 1	-103,100
Other funds	SB 5503 2	-7,232
Federal funds	SB 5503 3	-115,724
Psychiatric Security Review Board:		
Operating Expenses		
General Fund	SB 5531 1	-30,871
Department of Human Services:		
Central Services and State Assessments and Enterprise-Wide Costs		
General Fund	HB 5026 1(1)	-3,414,064
Other funds	HB 5026 2(1)	-41,669
Federal funds	HB 5026 3(1)	-2,457,536
Self-Sufficiency and Vocational Rehabilitation Services		
General Fund	HB 5026 1(2)	-999,602
Other funds	HB 5026 2(2)	-5,551
Federal funds	HB 5026 3(2)	-1,041,828
Child Welfare		
General Fund	HB 5026 1(3)	-2,772,383
Other funds	HB 5026 2(3)	-21,685
Federal funds	HB 5026 3(3)	-2,313,873
Aging and People With Disabilities and Intellectual/Developmental Disabilities Programs		
General Fund	HB 5026 1(4)	-811,530
Other funds	HB 5026 2(4)	-31,250
Federal funds	HB 5026 3(4)	-1,175,271
Debt Service		
General Fund	HB 5026 1(5)	-4,245,096
Shared Services		
Other funds	HB 5026 2(5)	-634,550
Oregon Health Authority: Health Systems, Health Policy and Analytics, and Public Health		
General Fund	SB 5525 1(1)	-477,621
Other funds	SB 5525 2(1)	-464,672
Federal funds	SB 5525 4(1)	-737,699
Oregon State Hospital		
General Fund	SB 5525 1(2)	-1,797,491
Central Services, State Assessments and Enterprise-Wide Costs		
Other funds	SB 5525 2(3)	+486,993

Lottery funds	SB 5525 3(2)	-59
Federal funds	SB 5525 4(3)	+249,118
Debt Service		
General Fund	SB 5525 1(5)	-216,292
Shared Administrative Services		
Other funds	SB 5525 2(4)	-527,248
Health Systems and Health Policy and Analytics		
Lottery funds	SB 5525 3(1)	-4,870

(6) JUDICIAL BRANCH.

Agency/Program/Funds	2019	
	Oregon Laws Chapter/Section	\$ Adjustment
Judicial Department:		
Judicial Compensation		
General Fund	SB 5513 1(1)	-303,123
Operations		
General Fund	SB 5513 1(2)	-2,415,413
Other funds	SB 5513 2(1)	-29,678
Federal funds	SB 5513 3	-1,408
Mandated Payments		
General Fund	SB 5513 1(3)	-17,666
Other funds	SB 5513 2(2)	-200
Debt Service		
General Fund	SB 5513 1(5)	-3,585,266
State Court Facilities and Security Account		
Other funds	SB 5513 2(3)	-4,308
State Court Technology Fund		
Other funds	SB 5513 2(4)	-31,261
Public Defense Services Commission:		
Appellate Division		
General Fund	SB 5532 1(1)	-84,196
Contract and Business Services Division		
General Fund	SB 5532 1(3)	-20,832
Other funds	SB 5532 2(2)	-3,183

(7) LEGISLATIVE BRANCH.

2019
Oregon Laws

Agency/Program/Funds	Chapter/ Section	\$ Adjustment
Legislative Administration		
Committee:		
General Program		
General Fund	SB 5517 1(1)	-30,950
Other funds	SB 5517 2(1)	-553
Debt Service		
General Fund	SB 5517 1(2)	-238,303
Other funds	SB 5517 2(2)	+38,500
Legislative Assembly:		
Biennial General Fund		
General Fund	SB 5517 6	-194,383
80th Legislative Assembly		
General Fund	SB 5517 7(1)	-20,542
81st Legislative Assembly		
General Fund	SB 5517 7(2)	-20,994
Legislative Counsel		
Committee:		
Operating Expenses		
General Fund	SB 5517 10	-70,545
Other funds	SB 5517 11	-6,086
Legislative Fiscal		
Officer:		
Operating Expenses		
General Fund	SB 5517 13(1)	-30,828
Other funds	SB 5517 13(2)	-15,770
Legislative Revenue		
Officer:		
Operating Expenses		
General Fund	SB 5517 15	-16,951
Commission on Indian		
Services:		
Operating Expenses		
General Fund	SB 5517 16	-7,244
Legislative Policy and		
Research Committee:		
Operating Expenses		
General Fund	SB 5517 14	-57,110

(8) NATURAL RESOURCES.

2019		
Oregon Laws		
Agency/Program/Funds	Chapter/ Section	\$ Adjustment

State Marine Board:		
Administration and Education		
Other funds	SB 5521 1(1)	-74,494
Federal funds	SB 5521 2(1)	-1,586
Marine Law Enforcement		
Other funds	SB 5521 1(2)	-7,064
Facilities Construction and Maintenance		
Other funds	SB 5521 1(3)	-8,225
Federal funds	SB 5521 2(3)	-1,057
Aquatic Invasive Species		
Other funds	SB 5521 1(4)	-2,643
State Department of Energy:		
Operations		
Other funds	SB 5545 2	-429,278
Federal funds	SB 5545 4	-7,330
Energy Efficiency and Sustainable Technology		
Debt Service		
Lottery funds	SB 5545 3	-5
State Department of Geology and Mineral Industries:		
General Fund	SB 5511 1	-25,615
Geologic Survey		
Other funds	SB 5511 2(1)	-17,229
Mined Land Reclamation		
Other funds	SB 5511 2(2)	-12,041
Federal funds	SB 5511 3	-19,870
State Parks and Recreation Department:		
Director's Office		
Other funds	SB 5527 1(1)	-2,962
Lottery funds	SB 5527 2(1)	-2,906
Central Services		
Other funds	SB 5527 1(2)	-613,631
Lottery funds	SB 5527 2(2)	-586,696
Parks Development		
Other funds	SB 5527 1(3)	-1,666
Lottery funds	SB 5527 2(3)	-6,670
Direct Services		
Other funds	SB 5527 1(4)	-268,356
Lottery funds	SB 5527 2(4)	-254,673
Federal funds	SB 5527 4(2)	-583
Community Support and Grants		
Other funds	SB 5527 1(5)	-7,032
Lottery funds	SB 5527 2(5)	-14,422
Federal funds	SB 5527 4(3)	-4,037
Debt Service		

Lottery funds	SB 5527 3	-76,557
Land Use Board of Appeals:		
General Fund	HB 5028 1	-21,627
Water Resources Department:		
Administrative Services		
General Fund	HB 5043 1(1)	-108,184
Other funds	HB 5043 3(1)	-4,099
Field Services		
General Fund	HB 5043 1(2)	-136,226
Other funds	HB 5043 3(2)	-22,027
Federal funds	HB 5043 4(2)	-689
Water Rights and Adjudications		
General Fund	HB 5043 1(3)	-52,065
Other funds	HB 5043 3(3)	-51,430
Federal funds	HB 5043 4(3)	-526
Technical Services		
General Fund	HB 5043 1(4)	-72,311
Other funds	HB 5043 3(4)	-34,578
Director's Office		
General Fund	HB 5043 1(5)	-66,927
Other funds	HB 5043 3(5)	-2,213
Debt Service		
Lottery funds	HB 5043 2	-926,818
Oregon Watershed Enhancement Board:		
Operating Expenses, Activities and Projects		
Lottery funds	SB 5539 5	-22,280
Operations		
Federal funds	SB 5539 7(1)	-6,493
Department of State Lands:		
Common School Fund Programs		
Other funds	HB 5035 1(1)	-454,595
Oregon Removal-Fill Mitigation Fund		
Other funds	HB 5035 1(2)	-529
South Slough National Estuarine Research Reserve Operations		
Other funds	HB 5035 1(3)	-6,039
Federal funds	HB 5035 3(1)	-5,268
Debt Service		
Lottery funds	HB 5035 4	-589,920
State Department of Agriculture:		
Administrative and Support Services		
General Fund	HB 5002 1(1)	-24,908
Other funds	HB 5002 2(1)	-87,191
Food Safety		
General Fund	HB 5002 1(2)	-127,991

Other funds	HB 5002 2(2)	-226,372
Federal funds	HB 5002 4(2)	-6,822
Natural Resources		
General Fund	HB 5002 1(3)	-83,692
Other funds	HB 5002 2(3)	-154,773
Federal funds	HB 5002 4(3)	-25,383
Market Access		
General Fund	HB 5002 1(4)	-47,094
Other funds	HB 5002 2(4)	-126,991
Federal funds	HB 5002 4(4)	-20,289
Parks and Natural Resources Fund		
Lottery funds	HB 5002 3	-68,464
Department of Environmental Quality:		
Air Quality		
General Fund	HB 5017 1(1)	-64,047
Other funds	HB 5017 2(1)	-273,788
Federal funds	HB 5017 5(1)	-34,987
Water Quality		
General Fund	HB 5017 1(2)	-130,439
Other funds	HB 5017 2(2)	-162,556
Federal funds	HB 5017 5(2)	-47,973
Land Quality		
General Fund	HB 5017 1(3)	-4,338
Other funds	HB 5017 2(3)	-265,766
Federal funds	HB 5017 5(3)	-30,644
Agency Management		
Other funds	HB 5017 2(4)	-615,723
Parks and Natural Resources Fund		
Lottery funds	HB 5017 3	-31,593
State Department of Fish and Wildlife:		
Fish Division		
General Fund	SB 5510 1(1)	-69,161
Other funds	SB 5510 2(1)	-513,220
Lottery funds	SB 5510 3(1)	-15,425
Federal funds	SB 5510 4(1)	-253,532
Wildlife Division		
General Fund	SB 5510 1(2)	-14,704
Other funds	SB 5510 2(2)	-256,006
Lottery funds	SB 5510 3(2)	-3,201
Federal funds	SB 5510 4(2)	-53,681
Administrative Services Division		
General Fund	SB 5510 1(3)	-1,052
Other funds	SB 5510 2(3)	-1,255,343
Federal funds	SB 5510 4(3)	-14,029
Debt Service		
General Fund	SB 5510 1(4)	-324,470
Capital Improvement		

Other funds	SB 5510 2(4)	-4,077
State Forestry Department:		
Agency Administration		
General Fund	HB 5019 1(1)	-8,485
Other funds	HB 5019 2(1)	-742,886
Federal funds	HB 5019 4(1)	-10,434
Fire Protection		
General Fund	HB 5019 1(2)	-424,158
Other funds	HB 5019 2(2)	-301,163
Federal funds	HB 5019 4(2)	-44,571
Private Forests		
General Fund	HB 5019 1(3)	-126,777
Other funds	HB 5019 2(4)	-50,028
Federal funds	HB 5019 4(4)	-22,542
Debt Service		
General Fund	HB 5019 1(4)	-2,591,647
Other funds	HB 5019 2(6)	-17,720
State Forests		
Other funds	HB 5019 2(3)	-264,017
Federal funds	HB 5019 4(3)	-79
Equipment Pool		
Other funds	HB 5019 2(7)	-45,428
Facilities Maintenance and Management		
Other funds	HB 5019 2(8)	-96
Debt Service and Costs Relating to Purchase of Land in Gilchrist Forest		
Lottery funds	HB 5019 3	-61,999
Department of Land Conservation and Development:		
Planning Program		
General Fund	HB 5027 1(1)	-210,807
Other funds	HB 5027 2	-2,132
Federal funds	HB 5027 3	-17,182

(9) PUBLIC SAFETY.

Agency/Program/Funds	2019	
	Oregon Laws Chapter/Section	\$ Adjustment
State Board of Parole and Post-Prison Supervision:		
General Fund	SB 5528 1	-101,621
Department of State Police:		
Patrol Services, Criminal Investigations, Gaming		

Enforcement and Office of the State Fire Marshal		
General Fund	SB 5530 1(1)	-1,366,280
Other funds	SB 5530 2(1)	-476,466
Federal funds	SB 5530 3(1)	-4,408
Fish and Wildlife Enforcement		
General Fund	SB 5530 1(2)	-77,482
Other funds	SB 5530 2(2)	-188,654
Lottery funds	SB 5530 4	-69,541
Federal funds	SB 5530 3(2)	-6,958
Forensic Services and Chief Medical Examiner		
General Fund	SB 5530 1(3)	-227,844
Other funds	SB 5530 2(3)	-5,569
Administrative Services, Agency Support and Criminal Justice Information Services		
General Fund	SB 5530 1(4)	-450,415
Other funds	SB 5530 2(4)	-203,183
Federal funds	SB 5530 3(4)	-6,659
Forensic Services		
Federal funds	SB 5530 3(3)	-5,578
Department of Corrections: Operations and Health Services		
General Fund	SB 5504 1(1)	-2,686,551
Other funds	SB 5504 2(1)	-23,780
Central Administration and Administrative Services		
General Fund	SB 5504 1(2)	-5,253,887
Other funds	SB 5504 2(2)	-21,073
Offender Management and Rehabilitation		
General Fund	SB 5504 1(3)	-136,281
Community Corrections		
General Fund	SB 5504 1(4)	-54,462
Debt Service		
General Fund	SB 5504 1(5)	-505,768
Oregon Criminal Justice Commission:		
General Fund	SB 5506 1	-42,049
Other funds	SB 5506 3	-1,451
Federal funds	SB 5506 4	-1,216
District Attorneys and Deputies: Department of Justice for District Attorneys		
General Fund	HB 5014 1	-105,735
Department of Justice: Office of the Attorney General and Administration		

General Fund	SB 5515 1(1)	-34,259
Other funds	SB 5515 2(1)	-401,353
Appellate Division		
General Fund	SB 5515 1(2)	-14,156
Other funds	SB 5515 2(2)	-159,524
Criminal Justice Division		
General Fund	SB 5515 1(3)	-74,853
Other funds	SB 5515 2(4)	-105,924
Federal funds	SB 5515 3(2)	-15,353
Crime Victim and Survivor Services Division		
General Fund	SB 5515 1(4)	-18,555
Other funds	SB 5515 2(5)	-61,876
Federal funds	SB 5515 3(3)	-177,718
Defense of Criminal Convictions		
General Fund	SB 5515 1(5)	-1,050,206
Division of Child Support		
General Fund	SB 5515 1(6)	-175,760
Other funds	SB 5515 2(8)	-174,311
Federal funds	SB 5515 3(4)	-503,312
Child Support Enforcement Automated System		
Other funds	SB 5515 2(9)	-6,600
Debt Service and Related Costs		
General Fund	SB 5515 1(8)	+1,484,988
Civil Enforcement Division		
Other funds	SB 5515 2(3)	-931,401
Federal funds	SB 5515 3(1)	-20,569
General Counsel Division		
Other funds	SB 5515 2(6)	-439,308
Trial Division		
Other funds	SB 5515 2(7)	-198,723
Oregon Military Department:		
Administration		
Other funds	HB 5031 2(1)	-28,641
Operations		
General Fund	HB 5031 1(2)	-38,119
Other funds	HB 5031 2(2)	-30,007
Federal funds	HB 5031 3(1)	-509,493
Emergency Management		
General Fund	HB 5031 1(3)	-82,486
Other funds	HB 5031 2(3)	-663,089
Federal funds	HB 5031 3(2)	-113,936
Community Support		
Federal funds	HB 5031 3(3)	-67,848
Debt Service		
General Fund	HB 5031 1(5)	-569,996
Other funds	HB 5031 2(5)	+33,000
Capital Improvements		

Federal funds	HB 5031 3(4)	-328
Department of Public Safety Standards and Training:		
Operations		
Other funds	SB 5533 2(1)	-290,693
Federal funds	SB 5533 3	-1,145
Oregon Youth Authority:		
Operations		
General Fund	SB 5541 1(1)	-1,803,255
Other funds	SB 5541 2	-2,342
Federal funds	SB 5541 3	-74,149
Debt Service		
General Fund	SB 5541 1(5)	-3,922,881

(10) TRANSPORTATION.

Agency/Program/Funds	2019	
	Oregon Laws Chapter/ Section	\$ Adjustment
Oregon Department of Aviation:		
Operations		
Other funds	HB 5004 1(1)	-30,955
Federal funds	HB 5004 2(1)	-826
Aircraft Registration		
Other funds	HB 5004 1(2)	-521
Pavement Maintenance		
Other funds	HB 5004 1(3)	-608
Department of Transportation:		
Debt Service		
General Fund	HB 5039 1	-8,904
Other funds	HB 5039 2(16)	+8,904
Lottery funds	HB 5039 4	-3,182,760
Maintenance and Emergency Relief Program		
Other funds	HB 5039 2(2)	-2,896,233
Preservation Program		
Other funds	HB 5039 2(3)	-130,410
Bridge Program		
Other funds	HB 5039 2(4)	-167,303
Operations Program		
Other funds	HB 5039 2(5)	-168,997
Modernization Program		
Other funds	HB 5039 2(6)	-234,561
Special Programs		

Other funds	HB 5039 2(7)	-830,974
Local Government Program		
Other funds	HB 5039 2(8)	-58,025
Driver and Motor Vehicle Services		
Other funds	HB 5039 2(9)	-685,116
Motor Carrier Transportation		
Other funds	HB 5039 2(10)	-205,626
Transportation Program Development		
Other funds	HB 5039 2(11)	-242,522
Federal funds	HB 5039 3(2)	-570
Public Transit		
Other funds	HB 5039 2(12)	-18,943
Federal funds	HB 5039 3(3)	-206
Rail		
Other funds	HB 5039 2(13)	-37,373
Federal funds	HB 5039 3(4)	-54,841
Transportation Safety		
Other funds	HB 5039 2(14)	-13,901
Federal funds	HB 5039 3(5)	-9,930
Central Services		
Other funds	HB 5039 2(15)	-4,649,763

SECTION 162. This 2019 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2019 Act takes effect on its passage.

Passed by House June 30, 2019

.....
Timothy G. Sekerak, Chief Clerk of House

.....
Tina Kotek, Speaker of House

Passed by Senate June 30, 2019

.....
Peter Courtney, President of Senate

Received by Governor:

.....M.,....., 2019

Approved:

.....M.,....., 2019

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2019

.....
Bev Clarno, Secretary of State

HB 5050 A BUDGET REPORT and MEASURE SUMMARY

Joint Committee On Ways and Means

Action Date: 06/25/19

Action: Do pass with amendments. (Printed A-Eng.)

House Vote

Yeas: 8 - Gomberg, Holvey, McLain, McLane, Nosse, Piluso, Rayfield, Stark

Exc: 1 - Smith G

Senate Vote

Yeas: 7 - Beyer, Frederick, Johnson, Manning Jr, Roblan, Steiner Hayward, Wagner

Abs: 5 - Baertschiger Jr, Girod, Hansell, Heard, Thomsen

Prepared By: Julie Neburka and Theresa McHugh, Legislative Fiscal Office

Reviewed By: Paul Siebert, Legislative Fiscal Office

Emergency Board

2019-21

Department of Corrections

2017-19

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Emergency Board</u>			
General Fund - General Purpose	-	\$ 75,000,000	\$ 75,000,000
General Fund - Special Purpose Appropriations			
State Agencies for state employee compensation	-	\$ 200,000,000	\$ 200,000,000
State Agencies for non-state worker compensation	-	\$ 20,000,000	\$ 20,000,000
Public Defense services and contract model		\$ 20,000,000	\$ 20,000,000
Grand Jury Recordation	-	\$ 3,000,000	\$ 3,000,000
OHA - Youth with Behavioral Health Needs		\$ 5,700,000	\$ 5,700,000
PDSC and DOC - Unauthorized Use of a Vehicle		\$ 1,000,000	\$ 1,000,000
Secretary of State - SB 861 implementation		\$ 1,146,094	\$ 1,146,094
 <u>ADMINISTRATION PROGRAM AREA</u>			
<u>Department of Administrative Services</u>			
General Fund		\$ 23,939,562	\$ 23,939,562
General Fund Debt Service		\$ (243,315)	\$ (243,315)
Lottery Funds Debt Service		\$ (2,797,357)	\$ (2,797,357)
Other Funds		\$ 98,343,839	\$ 98,343,839
Other Funds Debt Service		\$ 4,975,884	\$ 4,975,884
<u>Advocacy Commissions Office</u>			
General Fund		\$ (3,910)	\$ (3,910)
<u>Employment Relations Board</u>			
General Fund		\$ (24,878)	\$ (24,878)
Other Funds		\$ (17,900)	\$ (17,900)
<u>Oregon Government Ethics Commission</u>			
Other Funds		\$ (31,294)	\$ (31,294)
<u>Office of the Governor</u>			
General Fund		\$ 37,976	\$ 37,976
Lottery Funds		\$ (30,060)	\$ (30,060)
Other Funds		\$ (14,162)	\$ (14,162)
<u>Oregon Liquor Control Commission</u>			
Other Funds	-	\$ (365,805)	\$ (365,805)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Public Employees Retirement System,</u>			
Other Funds		\$ (99,540)	\$ (99,540)
<u>Racing Commission</u>			
Other Funds		\$ (74,492)	\$ (74,492)
<u>Department of Revenue</u>			
General Fund		\$ (1,951,713)	\$ (1,951,713)
General Fund Debt Service		\$ (86,500)	\$ (86,500)
Other Funds		\$ (625,879)	\$ (625,879)
Other Funds Debt Service		\$ 90,000	\$ 90,000
<u>Secretary of State</u>			
General Fund		\$ 198,280	\$ 198,280
Other Funds		\$ (731,332)	\$ (731,332)
Federal Funds		\$ (6,624)	\$ (6,624)
<u>State Library</u>			
General Fund		\$ (2,658)	\$ (2,658)
Other Funds		\$ (54,948)	\$ (54,948)
Federal Funds		\$ (4,478)	\$ (4,478)
<u>State Treasurer</u>			
Other Funds		\$ (786,435)	\$ (786,435)
<u>CONSUMER AND BUSINESS SERVICES PROGRAM AREA</u>			
<u>State Board of Accountancy</u>			
Other Funds	-	\$ (41,790)	\$ (41,790)
<u>Chiropractic Examiners Board</u>			
Other Funds	-	\$ (40,563)	\$ (40,563)
<u>Consumer and Business Services</u>			
Other Funds		\$ (1,805,550)	\$ (1,805,550)
Federal Funds		\$ 724,474	\$ 724,474
<u>Construction Contractors Board</u>			
Other Funds		\$ (223,798)	\$ (223,798)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Board of Dentistry</u>			
Other Funds		\$ (55,978)	\$ (55,978)
<u>Health Related Licensing Boards</u>			
Other Funds		\$ (93,931)	\$ (93,931)
<u>Bureau of Labor and Industries</u>			
General Fund		\$ (186,026)	\$ (186,026)
Other Funds		\$ (128,532)	\$ (128,532)
Federal Funds		\$ (19,597)	\$ (19,597)
<u>Licensed Professional Counselors and Therapists. Board of</u>			
Other Funds		\$ (23,995)	\$ (23,995)
<u>Licensed Social Workers, Board of</u>			
Other Funds		\$ (23,401)	\$ (23,401)
<u>Medical Board</u>			
Other Funds		\$ (105,576)	\$ (105,576)
<u>Board of Nursing</u>			
Other Funds		\$ (148,702)	\$ (148,702)
<u>Board of Pharmacy</u>			
Other Funds	-	\$ (93,745)	\$ (93,745)
<u>Oregon Board of Psychology</u>			
Other Funds	-	\$ (19,078)	\$ (19,078)
<u>Public Utility Commission</u>			
Other Funds	-	\$ (337,731)	\$ (337,731)
Federal Funds	-	\$ (6,195)	\$ (6,195)
<u>Real Estate Agency</u>			
Other Funds	-	\$ (87,703)	\$ (87,703)
<u>Tax Practitioners Board</u>			
Other Funds	-	\$ (12,149)	\$ (12,149)

Budget Summary***2017-19 Legislatively
Approved Budget****2019-21 Committee
Recommendation****Committee Change****ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA****Oregon Business Development Department**

General Fund	\$ 9,992,396	\$ 9,992,396
General Fund Debt Service	\$ 2,050,084	\$ 2,050,084
Lottery Funds	\$ 12,813,582	\$ 12,813,582
Lottery Funds Debt Service	\$ (3,691,197)	\$ (3,691,197)
Other Funds	\$ 204,671,736	\$ 204,671,736
Other Funds Debt Service	\$ 157,290	\$ 157,290
Other Funds Nonlimited	\$ 35,000,000	\$ 35,000,000
Federal Funds	\$ (6,078)	\$ (6,078)

Employment Department

Other Funds	\$ (899,214)	\$ (899,214)
Federal Funds	\$ (665,899)	\$ (665,899)

Housing and Community Services Department

General Fund	\$ (941,245)	\$ (941,245)
General Fund Debt Service	\$ 9,781,918	\$ 9,781,918
Lottery Funds Debt Service	\$ (79,455)	\$ (79,455)
Other Funds	\$ 62,397,519	\$ 62,397,519
Other Funds Debt Service	\$ 1,099	\$ 1,099
Federal Funds	\$ (1,035,075)	\$ (1,035,075)

Department of Veterans' Affairs

General Fund	\$ (51,109)	\$ (51,109)
General Fund Debt Service	\$ (1,871,420)	\$ (1,871,420)
Lottery Funds	\$ 961,666	\$ 961,666
Other Funds	\$ 3,912,257	\$ 3,912,257

EDUCATION PROGRAM AREA**Department of Education**

General Fund	\$ (125,070)	\$ (125,070)
General Fund Debt Service	\$ (1,345,537)	\$ (1,345,537)
Other Funds	\$ 125,770,137	\$ 125,770,137
Other Funds Debt Service	\$ 9,330	\$ 9,330
Federal Funds	\$ (324,415)	\$ (324,415)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>State School Fund</u>			
General Fund		\$ 5,101,078	\$ 5,101,078
Lottery Funds		\$ (5,573,050)	\$ (5,573,050)
Other Funds		\$ 471,972	\$ 471,972
<u>Higher Education Coordinating Commission</u>			
General Fund		\$ 73,809	\$ 73,809
Other Funds		\$ 6,385,614	\$ 6,385,614
Federal Funds		\$ 65,430	\$ 65,430
<u>State Support to Community Colleges</u>			
General Fund		\$ 975,000	\$ 975,000
General Fund Debt Service		\$ (5,763,861)	\$ (5,763,861)
Lottery Funds Debt Service		\$ (242,498)	\$ (242,498)
Other Funds Debt Service		\$ 3,126,854	\$ 3,126,854
<u>State Support to Public Universities</u>			
General Fund		\$ 5,653,419	\$ 5,653,419
General Fund Debt Service		\$ (12,483,243)	\$ (12,483,243)
Lottery Funds		\$ 5,859,809	\$ 5,859,809
Lottery Funds Debt Service		\$ (774,410)	\$ (774,410)
Other Funds Debt Service		\$ 4,876,782	\$ 4,876,782
<u>State Support to Oregon Health Sciences University</u>			
General Fund Debt Service		\$ (48,310)	\$ (48,310)
Other Funds Debt Service		\$ 48,365	\$ 48,365
<u>Teacher Standards and Practices</u>			
Other Funds		\$ (87,203)	\$ (87,203)
<u>HUMAN SERVICES PROGRAM AREA</u>			
<u>Commission for the Blind</u>			
General Fund		\$ (103,100)	\$ (103,100)
Other Funds		\$ (7,232)	\$ (7,232)
Federal Funds		\$ (115,724)	\$ (115,724)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Oregon Health Authority</u>			
General Fund		\$ 3,296,378	\$ 3,296,378
General Fund Debt Service		\$ (216,292)	\$ (216,292)
Lottery Funds		\$ (4,929)	\$ (4,929)
Other Funds		\$ 13,711,749	\$ 13,711,749
Other Funds Debt Service		\$ 216,435	\$ 216,435
Federal Funds		\$ 27,649,540	\$ 27,649,540
<u>Department of Human Services</u>			
General Fund		\$ 7,944,508	\$ 7,944,508
General Fund Debt Service		\$ 1,512,253	\$ 1,512,253
Other Funds		\$ 43,415,376	\$ 43,415,376
Federal Funds		\$ 132,642,331	\$ 132,642,331
<u>Long Term Care Ombudsman</u>			
General Fund		\$ (60,461)	\$ (60,461)
Other Funds		\$ (8,161)	\$ (8,161)
<u>Psychiatric Security Review Board</u>			
General Fund		\$ (30,871)	\$ (30,871)
<u>JUDICIAL BRANCH</u>			
<u>Judicial Department</u>			
General Fund		\$ 2,077,938	\$ 2,077,938
General Fund Debt Service		\$ (3,585,266)	\$ (3,585,266)
Other Funds		\$ 137,039,553	\$ 137,039,553
Other Funds Debt Service		\$ 1,300,000	\$ 1,300,000
Federal Funds		\$ (1,408)	\$ (1,408)
<u>Commission on Judicial Fitness and Disability</u>			
General Fund		\$ 16,000	\$ 16,000
<u>Public Defense Services Commission</u>			
General Fund		\$ 3,394,972	\$ 3,394,972
Other Funds		\$ 302,670	\$ 302,670

<u>Budget Summary*</u>	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>LEGISLATIVE BRANCH</u>			
<u>Legislative Administration Committee</u>			
General Fund		\$ 1,330,850	\$ 1,330,850
General Fund Debt Service		\$ 527,814	\$ 527,814
Other Funds		\$ 5,167,447	\$ 5,167,447
Other Funds Debt Service		\$ 38,500	\$ 38,500
<u>Legislative Assembly</u>			
General Fund		\$ (235,919)	\$ (235,919)
<u>Legislative Commission on Indian Services</u>			
General Fund		\$ (7,244)	\$ (7,244)
<u>Legislative Counsel</u>			
General Fund		\$ (70,545)	\$ (70,545)
Other Funds		\$ (6,086)	\$ (6,086)
<u>Legislative Fiscal Office</u>			
General Fund		\$ (30,828)	\$ (30,828)
Other Funds		\$ (15,770)	\$ (15,770)
<u>Legislative Revenue Office</u>			
General Fund		\$ (16,951)	\$ (16,951)
<u>Legislative Policy and Research Office</u>			
General Fund		\$ (57,110)	\$ (57,110)
<u>NATURAL RESOURCES PROGRAM AREA</u>			
<u>State Department of Agriculture</u>			
General Fund		\$ 916,315	\$ 916,315
Lottery Funds		\$ (68,464)	\$ (68,464)
Other Funds		\$ (595,327)	\$ (595,327)
Federal Funds		\$ (52,494)	\$ (52,494)
<u>Columbia River Gorge Commission</u>			
General Fund		\$ 109,813	\$ 109,813
<u>State Department of Energy</u>			
General Fund		\$ 2,000,000	\$ 2,000,000
Lottery Funds Debt Service		\$ (5)	\$ (5)
Other Funds		\$ 1,576,722	\$ 1,576,722
Federal Funds		\$ (7,330)	\$ (7,330)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Department of Environmental Quality</u>			
General Fund		\$ 51,176	\$ 51,176
General Fund Debt Service		\$ 834,752	\$ 834,752
Lottery Funds		\$ (31,593)	\$ (31,593)
Other Funds		\$ 3,747,167	\$ 3,747,167
Federal Funds		\$ (113,604)	\$ (113,604)
<u>State Department of Fish and Wildlife</u>			
General Fund		\$ 115,083	\$ 115,083
General Fund Debt Service		\$ (324,470)	\$ (324,470)
Lottery Funds		\$ (18,626)	\$ (18,626)
Other Funds		\$ (672,467)	\$ (672,467)
Other Funds Capital Improvement		\$ (4,077)	\$ (4,077)
Federal Funds		\$ (1,187,333)	\$ (1,187,333)
<u>Department of Forestry</u>			
General Fund		\$ 1,340,580	\$ 1,340,580
General Fund Debt Service		\$ (2,470,088)	\$ (2,470,088)
Lottery Funds Debt Service		\$ (61,999)	\$ (61,999)
Other Funds		\$ (1,351,583)	\$ (1,351,583)
Other Funds Debt Service		\$ 151,184	\$ 151,184
Federal Funds		\$ (77,626)	\$ (77,626)
<u>Department of Geology and Mineral Industries</u>			
General Fund		\$ (25,615)	\$ (25,615)
Other Funds		\$ (29,270)	\$ (29,270)
Federal Funds		\$ (19,870)	\$ (19,870)
<u>Department of Land Conservation and Development</u>			
General Fund		\$ 1,794,756	\$ 1,794,756
Other Funds		\$ (2,132)	\$ (2,132)
Federal Funds		\$ (17,182)	\$ (17,182)
<u>Land Use Board of Appeals</u>			
General Fund		\$ (21,627)	\$ (21,627)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Oregon Marine Board</u>			
Other Funds		\$ (92,426)	\$ (92,426)
Federal Funds		\$ (2,643)	\$ (2,643)
<u>Department of Parks and Recreation</u>			
Lottery Funds		\$ (416,598)	\$ (416,598)
Lottery Funds Debt Service		\$ (76,557)	\$ (76,557)
Other Funds		\$ 4,212,940	\$ 4,212,940
Other Funds Debt Service		\$ 33,023	\$ 33,023
Federal Funds		\$ (4,620)	\$ (4,620)
<u>Department of State Lands</u>			
Lottery Funds Debt Service		\$ (589,920)	\$ (589,920)
Other Funds		\$ 5,538,837	\$ 5,538,837
Federal Funds		\$ 148,732	\$ 148,732
<u>Water Resources Department</u>			
General Fund		\$ (435,713)	\$ (435,713)
Lottery Funds Debt Service		\$ (926,818)	\$ (926,818)
Other Funds		\$ 43,734,905	\$ 43,734,905
Other Funds Debt Service		\$ 394	\$ 394
Federal Funds		\$ (1,215)	\$ (1,215)
<u>Watershed Enhancement Board</u>			
Lottery Funds		\$ (22,280)	\$ (22,280)
Federal Funds		\$ (6,493)	\$ (6,493)
<u>PUBLIC SAFETY PROGRAM AREA</u>			
<u>Department of Corrections</u>			
General Fund		\$ (6,481,181)	\$ (6,481,181)
General Fund Debt Service		\$ 1,073,820	\$ 1,073,820
Other Funds		\$ 5,265,521	\$ 5,265,521
Other Funds Debt Service		\$ 51,378	\$ 51,378
<u>Oregon Criminal Justice Commission</u>			
General Fund		\$ 36,193	\$ 36,193
Other Funds		\$ 273,635	\$ 273,635
Federal Funds		\$ (1,216)	\$ (1,216)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>District Attorneys and their Deputies</u>			
General Fund		\$ (105,735)	\$ (105,735)
<u>Department of Justice</u>			
General Fund		\$ (667,789)	\$ (667,789)
General Fund Debt Service		\$ 1,484,988	\$ 1,484,988
Other Funds		\$ (2,479,020)	\$ (2,479,020)
Federal Funds		\$ (716,952)	\$ (716,952)
<u>Oregon Military Department</u>			
General Fund		\$ 179,395	\$ 179,395
General Fund Debt Service		\$ (36,468)	\$ (36,468)
Other Funds		\$ (373,737)	\$ (373,737)
Other Funds Debt Service		\$ 33,000	\$ 33,000
Federal Funds		\$ (691,605)	\$ (691,605)
<u>Oregon Board of Parole and Post-Prison Supervision</u>			
General Fund		\$ (101,621)	\$ (101,621)
<u>Oregon State Police</u>			
General Fund		\$ (2,122,021)	\$ (2,122,021)
Lottery Funds		\$ (69,541)	\$ (69,541)
Other Funds		\$ (873,872)	\$ (873,872)
Federal Funds		\$ (23,603)	\$ (23,603)
<u>Department of Public Safety Standards and Training</u>			
Other Funds		\$ (290,693)	\$ (290,693)
Federal Funds		\$ 324,810	\$ 324,810
<u>Oregon Youth Authority</u>			
General Fund		\$ (1,803,255)	\$ (1,803,255)
General Fund Debt Service		\$ (3,008,574)	\$ (3,008,574)
Other Funds		\$ 772,367	\$ 772,367
Other Funds Debt Service		\$ 95,000	\$ 95,000
Federal Funds		\$ (74,149)	\$ (74,149)
<u>TRANSPORTATION PROGRAM AREA</u>			
<u>Department of Aviation</u>			
Other Funds		\$ (32,084)	\$ (32,084)
Federal Funds		\$ (826)	\$ (826)

Budget Summary*

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
<u>Department of Transportation</u>			
General Fund Debt Service		\$ (8,904)	\$ (8,904)
Lottery Funds Debt Service		\$ (3,182,760)	\$ (3,182,760)
Other Funds		\$ (3,318,842)	\$ (3,318,842)
Other Funds Debt Service		\$ 8,904	\$ 8,904
Federal Funds		\$ (65,547)	\$ (65,547)

2019-21 Budget Summary

General Fund Total		\$ 380,757,376	\$ 380,757,376
General Fund Debt Service		\$ (14,226,619)	\$ (14,226,619)
Lottery Funds Total		\$ 13,399,916	\$ 13,399,916
Lottery Funds Debt Service		\$ (12,422,976)	\$ (12,422,976)
Other Funds Total		\$ 749,532,835	\$ 749,532,835
Other Funds Debt Service		\$ 15,213,422	\$ 15,213,422
Other Funds Nonlimited		\$ 35,000,000	\$ 35,000,000
Other Funds Capital Improvement		\$ (4,077)	\$ (4,077)
Federal Funds Total		\$ 156,305,516	\$ 156,305,516

* Excludes Capital Construction

	<u>2017-19 Legislatively Approved Budget</u>	<u>2017-19 Committee Recommendation</u>	<u>Committee Change</u>
<u>2017-19 Supplemental Appropriations</u>			
<u>Department of Corrections</u>			
General Fund	-	\$ 3,000,000	\$ 3,000,000

2019-21 Position Summary

2017-19 Legislatively
Approved Budget

2019-21 Committee
Recommendation

Committee Change

ADMINISTRATION PROGRAM AREA

Department of Administrative Services

Authorized Positions	2	2
Full-time Equivalent (FTE) positions	2.00	2.00

Oregon Liquor Control Commission

Authorized Positions	1	1
Full-time Equivalent (FTE) positions	1.00	1.00

Secretary of State

Authorized Positions	2	2
Full-time Equivalent (FTE) positions	1.75	1.75

CONSUMER AND BUSINESS SERVICES PROGRAM AREA

Consumer and Business Services

Authorized Positions	1	1
Full-time Equivalent (FTE) positions	1.00	1.00

ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA

Housing and Community Services Department

Authorized Positions	7	7
Full-time Equivalent (FTE) positions	5.67	5.67

Oregon Business Development Department

Authorized Positions	1	1
Full-time Equivalent (FTE) positions	0.88	0.88

EDUCATION PROGRAM AREA

Higher Education Coordinating Commission

Authorized Positions	10	10
Full-time Equivalent (FTE) positions	9.50	9.50

2019-21 Position Summary

HUMAN SERVICES PROGRAM AREA

Oregon Health Authority

	<u>2017-19 Legislatively Approved Budget</u>	<u>2019-21 Committee Recommendation</u>	<u>Committee Change</u>
Authorized Positions		47	47
Full-time Equivalent (FTE) positions		36.18	36.18

Department of Human Services

Authorized Positions		32	32
Full-time Equivalent (FTE) positions		29.90	29.90

JUDICIAL BRANCH

Judicial Department

Authorized Positions		17	17
Full-time Equivalent (FTE) positions		13.50	13.50

Public Defense Services Commission

Authorized Positions		2	2
Full-time Equivalent (FTE) positions		2.00	2.00

NATURAL RESOURCES PROGRAM AREA

Department of Land Conservation and Development

Authorized Positions		7	7
Full-time Equivalent (FTE) positions		6.00	6.00

Department of Fish and Wildlife

Authorized Positions		-	-
Full-time Equivalent (FTE) positions		(0.50)	(0.50)

Department of Environmental Quality

Authorized Positions		(1)	(1)
Full-time Equivalent (FTE) positions		(1.00)	(1.00)

Department of Energy

Authorized Positions		3	3
Full-time Equivalent (FTE) positions		1.25	1.25

2019-21 Position Summary

2017-19 Legislatively
Approved Budget

2019-21 Committee
Recommendation

Committee Change

TRANSPORTATION PROGRAM AREA

Department of Transportation

Authorized Positions

3

3

Full-time Equivalent (FTE) positions

1.26

1.26

Summary of Revenue Changes

The General Fund appropriations made in the bill are within resources available as projected in the May 2019 economic and revenue forecast by the Department of Administrative Services (DAS), Office of Economic Analysis, supplemented by transfers from various agency accounts to the General Fund for general governmental purposes as authorized in HB 2377, plus other actions to reduce state agency expenditures.

Summary of Capital Construction Subcommittee Action

HB 5050 appropriates General Fund to the Emergency Board for general purpose and targeted special purpose appropriations and makes other adjustments to individual agency budgets and position authority as described below.

Emergency Board

The Emergency Board allocates General Fund and provides Lottery Funds, Other Funds, and Federal Funds expenditure limitation to state agencies for unanticipated needs in approved agency budgets when the Legislature is not in session. The Subcommittee appropriated \$75 million General Fund to the Emergency Board for general purposes.

HB 5050 makes seven special purpose appropriations to the Emergency Board, totaling \$250.8 million General Fund. Agencies must make a request to the Emergency Board to access these funds. The seven special purpose appropriations are:

- \$200 million General Fund for state employee compensation changes.
- \$20 million General Fund for allocation to state agencies for compensation changes driven by collective bargaining for workers who are not state employees.

- \$5.7 million General Fund for allocation to the Oregon Health Authority to support interdisciplinary assessment teams to provide consultation, evaluation, and stabilization services to youth with behavioral health needs. This appropriation reflects one of the recommendations of the Children and Youth with Specialized Needs Workgroup and is consistent with SB 1 (2019), which provides the framework for establishing these teams.
- \$20 million General Fund for allocation to the Public Defense Services Commission for activities designed to improve indigent defense caseloads and to implement an improved public defense contract model.
- \$1 million General Fund for allocation to the Public Defense Services Commission and the Department of Corrections or both, for costs relating to prosecutions for the unauthorized use of a vehicle per HB 2328 (2019).
- \$1,146,094 General Fund for allocation to the Secretary of State for costs relating to the implementation prepaid postage on ballot return envelopes per SB 861 (2019).
- \$3 million General Fund for the implementation of grand jury recordation and SB 505 (2017).

With the beginning of the statewide roll-out of grand jury recordation, questions have arisen regarding how grand jury recordation can be delivered in the most efficient, consistent, and economical method across the state given the Legislature's funding of similar recordation services for circuit courts. To this end, the Subcommittee approved the following budget note.

Budget Note

The Judicial Department, District Attorneys, and the Association of Oregon Counties are to report to the Interim Joint Committee on Ways and Means in January of 2020 with a joint plan that provides for the most efficient, consistent, and cost effective delivery of grand jury recordation across the state, including, but not limited to, the assignment by entity of responsibility for: (a) non-attorney staff to manage recording equipment and train grand jurors on the use of recording equipment; (b) non-attorney staff to review and redact grand jury recordings; (c) production of grand jury transcripts; and (d) information technology costs for the day-to-day upkeep of the recording devices and the storage or archiving of recordings.

If these special purpose appropriations are not allocated by the Emergency Board before December 1, 2020, any remaining funds become available to the Emergency Board for general purposes.

The Subcommittee established a reservation within the general purpose Emergency Fund of \$10 million for the Department of Human Services for the Child Welfare program as the agency continues to implement its action plan to improve child safety, stabilize the workforce, and help foster families. The Department may request allocation of the reservation from the Emergency Board for efforts or initiatives not covered within the existing budget upon evidence that the additional funding will result in demonstrative improvements in Oregon's child welfare system.

A second reservation was established within the general purpose Emergency Fund of \$9 million for the Oregon Health Authority for the purpose of supporting community mental health programs. The Oregon Health Authority may request allocation of the reservation from the Emergency Board if any or all of these funds are deemed necessary to maintain the 2017-19 level of on-going community mental health program services funded by the agency.

Adjustments to Approved 2019-21 Agency Budgets

STATEWIDE ADJUSTMENTS

Statewide adjustments reflect budget changes in multiple agencies based on reductions in Department of Administrative Services' assessments and charges for services, Attorney General rates, Secretary of State assessments, and Parks assessments. Statewide adjustments also reflect net reductions to debt service realized through interest rate savings on bond sales, and Other Funds balances and interest earnings that can be applied to debt service. Total savings are \$66.2 million General Fund, \$13.7 million Lottery Funds, \$34 million Other Funds, and \$11 million Federal Funds.

Specific reductions include \$37.1 million total funds from lower Department of Administrative Services assessments and service rates; \$31.1 million total funds from PERS rate updates; \$39.8 million total funds from debt service interest rate savings and refunding of outstanding bonds; \$8.1 million total funds from lower Attorney General rates; and \$2.6 million total funds from lower Secretary of State and Parks assessments.

Section 161 of the budget bill reflects the changes, as described above, for each agency. These adjustments are included in the table at the beginning of the budget report but are not addressed in the individual agency narratives. Additionally, new Other Funds debt service expenditure limitations for multiple agencies are established to accommodate the use of fund balances for debt repayment.

ADMINISTRATION

Department of Administrative Services

The Subcommittee approved various one-time General Fund appropriations to the Department of Administrative Services for the following purposes:

- \$7,500,000 for disbursement to the United Way for census outreach and coordination activities
- \$2,000,000 for disbursement to Clatsop County for the Clatsop County Jail
- \$2,000,000 for disbursement to Innovation Law Lab for Immigration Defense
- \$1,500,000 for disbursement to Josephine County for rural fire protection district start-up costs once the district is created
- \$1,000,000 for disbursement to City of Salem for the Gerry Frank/Salem Rotary Amphitheater
- \$1,000,000 for disbursement to Umatilla-Morrow Head Start for an Early Learning Center
- \$1,000,000 for disbursement to Umatilla County for surface water pumping costs of groundwater rights holders in Critical Groundwater areas
- \$700,000 for disbursement to Central Linn School District for the 6th-8th grade Cobra Academy
- \$500,000 for disbursement to Siuslaw Regional Aquatics Center for renovations of the Mapleton Pool
- \$500,000 for disbursement to Tucker Maxon School for capital improvements
- \$500,000 for disbursement to Association of Oregon Counties for urban growth boundary planning grants to Eastern Oregon Counties
- \$500,000 for disbursement to Oregon Thoroughbred Owners and Breeders Association for safety improvements at race tracks holding race meets and education for thoroughbred owners and breeders
- \$500,000 for disbursement to Lutheran Community Services Northwest for drug abuse programs
- \$500,000 for disbursement to Special Olympics Oregon for sports training and athletic competition
- \$485,000 for disbursement to Clackamas County for Clackamas Women's Services
- \$452,930 for disbursement to Douglas Timber Operators for a Rogue River Sediment Study
- \$400,000 for disbursement to Historic Portland Public Market Foundation for the James Beard Public Market
- \$300,000 for disbursement to City of Independence for a Mid-Willamette Valley Trolley
- \$300,000 for disbursement to Ecumenical Ministries of Oregon for its runaway homeless youth program
- \$250,000 for disbursement to Liberty House of Salem for childhood abuse assessment and support services
- \$175,000 for disbursement to Harney County School District #1J to drill a potable water well
- \$100,000 for disbursement to Save the Salem Peace Mosaic to protect the River of Peace mosaic
- \$30,000 for disbursement to Klamath County to acquire, install, and maintain stream gauges in the Klamath Basin

The Subcommittee added \$61,331,872 Other Funds expenditure limitation for one-time costs of special payments associated with the disbursement of proceeds from 2019-21 Lottery Bond sales; projects are detailed below and approved in HB 5030. Cost of issuance for these projects totals \$1,247,463. There is no debt service allocated in the 2019-21 biennium, as the bonds will not be sold until the spring of 2021. Debt service payments on all the projects described below are estimated to be \$10,581,755 Lottery Funds for the 2021-23 biennium and \$105,334,738 over the life of the bonds.

- \$15,000,000 Other Funds for disbursement to Eugene Family YMCA Facility
- \$10,000,000 Other Funds for disbursement to City of Roseburg - Southern Oregon Medical Workforce Center

- \$5,000,000 Other Funds for disbursement to Oregon Coast Aquarium
- \$5,000,000 Other Funds for disbursement to YMCA of Columbia-Willamette to purchase the Beaverton Hoop YMCA
- \$4,100,000 Other Funds for disbursement to Jefferson County - Health and Wellness Center
- \$3,500,000 Other Funds for disbursement to Parrott Creek Child & Family Services - Building Renovation
- \$2,500,000 Other Funds for disbursement to Center for Hope and Safety - Hope Plaza
- \$2,500,000 Other Funds for disbursement to Wallowa Valley Center for Wellness
- \$2,400,000 Other Funds for disbursement to Port of Cascade Locks - Business Park Expansion
- \$2,331,872 Other Funds for disbursement to Multnomah County School District #7 - Reynolds High School Health Center
- \$2,000,000 Other Funds for disbursement to City of Gresham - Gradin Community Sports Park
- \$2,000,000 Other Funds for disbursement to Curry Health District - Brookings Emergency Room
- \$2,000,000 Other Funds for disbursement to Hacienda Community Development Corporation - Las Adelitas Housing Project
- \$1,600,000 Other Funds for disbursement to Umatilla County Jail - Expansion/Mental Health Facility
- \$1,400,000 Other Funds for disbursement to Port of Morrow - Early Learning Center Expansion

The Subcommittee approved an increase of \$27,405,993 Other Funds expenditure limitation for special payments associated with the disbursement of proceeds from Lottery Bonds issued in previous biennia that have yet to be fully disbursed to grantees.

The Subcommittee added \$10,325,925 Other Funds expenditure limitation for one-time special payments associated with the disbursement of proceeds from Article XI-Q general obligation bond sales; projects are detailed below and approved in HB 5005. Cost of issuance for these projects totals \$199,075. There is no debt service allocated in the 2019-21 biennium, as the bonds will not be sold until the spring of 2021. Total debt service on the projects described below is estimated at \$2,257,480 General Fund for the 2021-23 biennium and \$15,834,095 General Fund over the life of the bonds.

- \$5,325,925 Other Funds for disbursement to the Oregon State Fair for facilities capital improvements
- \$3,000,000 Other Funds for disbursement to the Oregon State Fair for improvements to and repairs of the Horse Barn
- \$2,000,000 Other Funds for disbursement to the Oregon State Fair for improvements to and repairs of the Poultry Barn

The Subcommittee approved \$4,527,721 in additional Other Funds Debt Service to support repayment of Article XI-Q General Obligation bond proceeds approved in HB 5005 that will be issued before the end of the biennium to support DAS projects, and an Other Funds expenditure limitation increase of \$800,000 was included for the cost of issuance of the bonds.

One-time General Fund increases to on-going operating subsidies for the Oregon Historical Society (\$1,250,000) and Oregon Public Broadcasting (\$500,000) were also approved.

The Subcommittee approved a technical adjustment for the Public Records Advocate Office which increased Personal Services by \$113,406 and reduced Services and Supplies in the Department of Administrative Services Chief Operating Office not related to the Public Records Advocate Office by a like amount, for a net zero change. Two limited duration full-time positions (2.00 FTE) were approved (an Operations & Policy Analyst 4 and a State Procurement Analyst) to backfill DAS employees who will be working with the Public Employee Retirement System (PERS) on information technology solutions needed to implement SB 1049, which made significant changes to public employees' retirement. The cost of the DAS positions dedicated full-time to the PERS project to implement SB 1049 will be paid by PERS.

Office of the Governor

A General Fund appropriation of \$250,000 was approved for the Office of the Governor to provide administrative support for the Council on Wildfire Response established by executive order number 19-01. The Council was created to review Oregon's current model for wildfire prevention, preparedness, and response and provide recommendations to strengthen, improve, or replace the existing model. The recommendations of the council will be presented to the Governor no later than September 30, 2019.

Oregon Liquor Control Commission

Other Funds expenditure limitation in the amount of \$233,400 is included for the Oregon Liquor Control Commission to support a permanent, full-time internal auditor position (1.00 FTE). The position will help to evaluate and improve internal processes with the goal of increasing productivity and minimizing risk throughout the agency's various divisions.

Secretary of State

To address the costs of implementing HB 2983 relating to campaign finance, the Subcommittee appropriated \$336,696 General Fund to the Secretary of State's Elections Division and authorized the establishment of two new limited duration Compliance Specialist 2 positions (1.75 FTE). These positions will be used to manually accept, review, and maintain lists of filings; answer questions; conduct investigations; oversee civil penalties and case hearings; and fulfill public records requests. Over time, some of these manual processes will be able to be moved online reducing personal services costs, but potentially incurring one-time information technology expenditures. The agency can report back to the Legislature during the 2020 legislative session on progress in implementing HB 2983.

CONSUMER AND BUSINESS SERVICES

Department of Consumer and Business Services

An increase in Other Funds expenditure limitation of \$262,610 and the authorization to establish a permanent full-time position (1.00 FTE) in the Division of Financial Regulation, working on the Senior Health Insurance Benefit program, was approved by the Subcommittee. The position is being restored from a reduction taken in the agency's 2019 budget bill.

The Subcommittee approved an increase in the Federal Funds expenditure limitation to the Department of Consumer and Business Services of \$780,000 to allow the agency to expend federal grant funds awarded but not fully expended during the 2017-19 biennium from the Centers for Medicare and Medicaid Services for the planning and implementing of certain insurance market reforms under Title 27 of the Public Health Service Act.

ECONOMIC AND COMMUNITY DEVELOPMENT

Oregon Business Development Department

The Subcommittee approved a one-time General Fund appropriation of \$10,000,000 for the Oregon Business Development Department (OBDD) to deposit in the University Innovation Research Fund (UIRF) established in HB 2377. Other Funds limitation of \$10,000,000 was also established to accommodate distribution of monies from the UIRF. The UIRF will support grants to public universities and the Oregon Health and Science University to match competitive federal research awards, increasing the competitiveness of Oregon universities for federal research funds, leveraging federal grants that require matching funds, and supporting innovation and research capacity. Grants will be targeted in priority industries, such as advanced manufacturing, high technology, outdoor gear and apparel, health care innovation, food and beverage, and forestry and wood products.

Lottery Funds expenditure limitation for the Strategic Reserve Fund (SRF) was increased by \$2,000,000, bringing total ongoing Lottery Funds support for SRF to \$8,978,100, not including limitation of \$3,718,693 that was provided to expend the program's estimated beginning balance of committed project awards. The Subcommittee also increased Lottery Funds expenditure limitation by \$5,000,000 for the Oregon Manufacturing and Innovation Center (OMIC) operating and research expenses, bringing total Lottery Funds support for OMIC operations in the Department's budget to \$8,736,800.

The Subcommittee approved increasing Lottery Funds by \$175,350 and Other Funds by \$30,944 in the Operations Division to establish an Internal Auditor 3 position (0.88 FTE). The approved amount includes \$194,794 for personal services and \$11,500 for associated services and supplies expenditures.

The Subcommittee approved one-time Lottery Funds expenditure limitation of \$3,600,001 in the Infrastructure Division for the following projects and programs:

- \$500,000 for City of Sandy - Wastewater System Planning and Permitting
- \$500,000 for Columbia Corridor Drainage Districts Joint Contracting Authority - Levee Ready Columbia
- \$1,600,000 for Port of Port Orford - Port of Port Orford Cannery Redevelopment
- \$1,000,000 for City of Astoria - Warehouse Site Cleanup and Redevelopment
- \$1 for Tide Gates and Culverts Repair and Replacement Program

A lottery allocation of \$6,000,000 for the Tide Gates and Culverts Program is included in HB 5029. The Legislature or Emergency Board will increase the Lottery Funds expenditure limitation for the program after the Department presents a request that includes a proposal, developed in coordination with the Oregon Watershed Enhancement Board, for distributing grants and loans for the repair and replacement of tide gate and culvert infrastructure. The proposal should address eligible recipients, matching fund requirements, maximum awards for planning and construction grants and loans, criteria for prioritizing project requests, and necessary coordination with state, local, and federal agencies, as well as surrounding landowners or other entities, required for project implementation.

The Subcommittee approved one-time Lottery Funds expenditure limitation of \$2,125,000 for the Arts Commission to distribute the following grants:

- \$375,000 for Cottage Theatre - ACT III Theatre Expansion
- \$250,000 for High Desert Museum - By Hand Through Memory Exhibit Renovation and Art of the American West Gallery
- \$1,000,000 for Liberty Theatre - Stage House and Facilities Improvements
- \$500,000 for Oregon Nikkei Endowment - Oregon Nikkei Legacy Center Renovations

Other Funds expenditure limitation was increased by \$191,380,000 for distribution of general obligation and lottery bond proceeds authorized in HB 5005 and HB 5030 for the following projects and programs:

- \$100,000,000 for Seismic Rehabilitation Grant Program - Schools
- \$20,000,000 for Seismic Rehabilitation Grant Program - Emergency Services Facilities
- \$15,000,000 for Levee Grant Program
- \$15,000,000 for Port of Coos Bay - Channel Deepening Project
- \$1,880,000 for City of Mill City - Storm Drainage System Improvements
- \$20,000,000 for City of Salem - Drinking Water System Improvements
- \$7,000,000 for City of Sweet Home - Wastewater Treatment Plant Rehabilitation

- \$7,800,000 for Confederated Tribes of the Warm Springs Reservation - Warm Springs Wastewater Treatment Plant, Water Meter, and Water Distribution System Improvements
- \$1,700,000 for City of Hood River - Waterfront Stormwater Line Replacement
- \$1,500,000 for Beaverton Arts Foundation - Patricia Reser Center for the Arts
- \$1,500,000 for Lincoln City Cultural Center - Cultural Plaza and Exterior Grounds

The Subcommittee also increased Nonlimited Other Funds expenditures by \$35,000,000 for distribution of lottery bond proceeds authorized for the Special Public Works Fund (\$30 million) and the Brownfields Redevelopment Fund (\$5 million).

Other Funds expenditure limitation was increased by a total of \$3,338,294 for costs of issuing the general obligation and lottery revenue bonds authorized for the above projects. Bond proceeds are used to finance these costs.

The Subcommittee also established Other Funds debt service expenditure limitation of \$157,290 to allow the agency to apply excess proceeds and interest earnings to debt service payments in the 2019-21 biennium. An associated decrease in General Fund and Lottery Funds debt service is included in the statewide debt service adjustments table.

Finally, General Fund debt service was increased by \$4,535,118 for payments in the 2019-21 biennium on general obligation bonds authorized for the Seismic Rehabilitation Grant Program. The additional debt service supports issuing \$50.6 million of seismic rehabilitation bonds for schools and \$10.1 million of seismic rehabilitation bonds for emergency services facilities in spring 2020. The remaining seismic rehabilitation bonds, and all lottery revenue bonds authorized for projects and programs in this budget, are scheduled to be sold in spring 2021, with related debt service payments beginning in the 2021-23 biennium.

Housing and Community Services Department

The Subcommittee approved adjustments for the Housing and Community Services Department totaling \$70.1 million total funds. These changes provide for administrative expenses, capital construction investments to create new affordable housing for low income and chronically homeless Oregonians, programs funded by lottery bond proceeds, and expenditure limitation related to the passage of HB 2032. A permanent procurement manager and additional months for a limited research manager (both PEM E) positions will ensure accountability and data-driven decisions related to additional housing investments for the 2019-21 biennium. Expenditure limitation totaling \$376,763 Other Funds and 1.50 FTE in position authority are included for this purpose.

Cost of issuance amounting to \$730,000 Other Funds will allow for \$50 million in Article XI-Q Bonds to finance the construction of an estimated 500 units of permanent supportive housing. The target population for the new permanent supportive housing units will be chronically homeless individuals, including the following: formerly incarcerated people reentering the community, people with a severe and persistent mental illness or substance use disorder, and chronically homeless veterans. Expenditure limitation for administration of rental assistance payments is

included for the estimated 200 units of permanent supportive housing that are anticipated to be available to residents by the last six months of the 2019-21 biennium. Rental assistance payments are financed by a transfer of funding from the Oregon Health Authority in the amount of \$2,932,331 Other Funds. These funds also provide for 2 positions (1.17 FTE). Of the total amount budgeted, \$200,000 is for one-time costs related to procurement and enhancement of a data system to track and deliver rental assistance payments. Staffing costs totaling \$232,331 consist of a Program Analyst 3 for program setup and ongoing oversight and an administrative assistant position to process rent payments and calculate subsidy amounts. The rent subsidy payments are expected to total approximately \$999,996 Other Funds for the last six months of the biennium. Other Funds expenditure limitation in the amount of \$1.5 million will provide a rent guarantee to project investors and management companies but is recommended to be unscheduled.

Costs associated with the issuance of \$150 million in Article XI-Q Bonds for the Local Innovation and Fast Track (LIFT) housing program, which will finance the construction of an estimated 2,168 rental units for low income Oregonians, include the following: \$1,550,000 Other Funds for the cost of issuance, Other Funds expenditure limitation in the amount of \$462,839 and position authority for an additional loan officer (0.50 FTE), a low-income housing tax credit analyst (1.00 FTE), a Fiscal Analyst 3 position for debt management (0.50 FTE), and General Fund in the amount of \$11,370,998 for debt service. Debt service supports issuing \$75.8 million of bonds for the LIFT housing program in spring 2020, and early issuance of bonds for permanent supportive housing.

Other Funds expenditure limitation totaling \$15,278,750 is related to Lottery bond proceeds totaling \$15 million and is for project costs and cost of issuance. The bonds will seed a revolving loan fund that will finance the acquisition of housing properties. This is an effort to keep these properties affordable for residents at 60%-100% of area median income. There is also Other Fund expenditure limitation totaling \$25,407,658 for costs related to Lottery bonds to finance the preservation of existing affordable housing. Proceeds totaling \$25 million will be awarded to finance the preservation of 400 units of affordable housing. This can include publicly supported affordable housing, properties with federal project-based rental assistance contracts, rent subsidies, manufactured dwelling parks, and properties undergoing recapitalization.

An increase in Other Funds expenditure limitation of \$5 million and decrease in Federal Funds expenditure limitation of \$1 million are included for the agency's Housing Stabilization Program, which provides homeless assistance and is funded from Department of Human Services Temporary Assistance to Needy Families (TANF) funds. Other Funds expenditure limitation in the amount of \$10.5 million is included for a housing pilot project pursuant to HB 2032 (2019). The project will competitively award TANF funding to be used in conjunction with local shares of Emergency Housing Assistance (EHA) and other program dollars, to extend the period that families eligible for TANF can receive housing and other assistance to keep them stably housed. Successful applicants for the housing pilot program will be expected to apply federal funds prior to utilizing other funding, to ensure that TANF program funds are fully allocated for housing assistance provided through the pilot program. A limited duration Program Analyst 3 position (0.92 FTE) will design the competitive funding award and monitor program outcomes. This funding is not intended to be included in calculations used to estimate the cost of operations in future biennia.

The Low Income Rental Housing Fund program was eliminated because it was found to be redundant to the agency's Emergency Housing Assistance Program. Costs associated with two positions -- a Research Analyst 2 and a Program Analyst 4 position -- were shifted from General Fund to Other Funds. This change reduced ongoing General Fund operating expenditures by a total of \$935,504, while Other Funds expenditure limitation was increased by \$440,043 to accommodate the shift in position costs.

Oregon Department of Veterans' Affairs

The Subcommittee added Lottery Funds expenditure limitation of \$1,000,000 for a one-time grant to the YMCA of Marion and Polk Counties to construct veterans' affordable housing adjacent to the new YMCA facility in Salem. Other Funds expenditure limitation of \$4,000,000 was established for distribution of lottery bond proceeds authorized in HB 5030 for the veterans' affordable housing project and an additional \$56,603 was provided for costs of issuing the lottery revenue bonds. Bonds are scheduled to be sold in spring 2021, so no debt service payments are due in the 2019-21 biennium. Lottery Funds debt service is estimated to be \$690,005 in the 2021-23 biennium.

EDUCATION

State School Fund

The Subcommittee approved increases of \$5,101,078 General Fund and \$471,972 Other Funds, as well as a decrease of \$5,573,050 Lottery Funds for the State School Fund. This change reflects the final balance of available Lottery Funds across the entire state budget as well as the most recent forecast of Marijuana-related revenues.

Department of Education

A total of \$125,000,000 Other Funds expenditure limitation was approved for the Oregon School Capital Improvement Matching program (OSCIM). The proceeds of the sale of Article XI-P general obligation bonds are used for grants to school districts which match the grants with proceeds of locally issued bonds for the construction and improvement of school district buildings and property. The Subcommittee also approved \$1,090,000 Other Funds expenditure limitation for the issuance costs of the Article XI-P bonds.

Higher Education Coordinating Commission

Funding of \$4,184,935 total funds was included in HB 5047, the Student Success budget bill, for the 2019-21 costs of the education-related Statewide Longitudinal Data System (SLDS). That bill provided General Fund and Other Funds expenditure limitation to the Oregon Department of Education (ODE) for transfer to the Higher Education Coordinating Commission (HECC) for the staffing, data processing, and other costs of the SLDS which will be housed within HECC. These resources (expended by HECC as Other Funds) will support eight existing positions as well as the

addition of one Research Analyst position beginning in the second year of the biennium for a total of nine positions (8.50 FTE). Prior to 2017-19, the SLDS was part of the Chief Education Office which sunsets on June 30, 2019.

A General Fund appropriation of \$975,000 was approved for a one-time grant to Treasure Valley Community College for a portion of the construction costs of a new Career and Technical Center. In 2009, the Legislature approved Article XI-G bonds for the original proposal for this project which was reauthorized in 2013 when the scope of the project was changed to expand and improve an existing building. In 2017, the project was again reauthorized. Later in that year, the federal Economic Development Administration awarded the Community College a grant which is being used as a portion of the required match. This \$975,000 grant will be used to make up the difference between the current cost of the project and the previously estimated amount.

The Subcommittee approved transferring the responsibilities of the Criminal Justice Policy Research Institute's Law Enforcement Contacts Policy & Data Review Committee from Portland State University to the Criminal Justice Commission, thereby consolidating both quantitative and qualitative data collection on traffic and pedestrian stops in one state agency. This action reduced the HECC budget for Public University Statewide Programs by \$276,581 General Fund.

Total funding of \$245,362 (\$122,866 General Fund, \$27,030 Other Funds, and \$95,466 Federal Funds) was approved for a permanent Operations and Policy Analyst 4 position (1.00 FTE) to serve as HECC's Chief Culture, Diversity, and Inclusion Officer and will produce the Affirmative Action Plan, develop diversity and inclusion policies and trainings, analyze policies and procedures to ensure their contribution to the HECC's diversity goals, and review and make recommendations to assist HECC in implementing the Equity Lens within the education and workforce programs.

The Subcommittee approved Other Funds expenditure limitation of \$2,194,431 for the costs of issuance of bonds authorized in HB 5005 (Article XI-G and XI-Q bonds) and in HB 5030 (Lottery Bonds) for public universities and community colleges. Capital construction limitation for new capital projects is provided in HB 5006 and project descriptions are included in HB 5005.

The Subcommittee approved \$2,000,000 General Fund for the Oregon State University (OSU) Extension Service to build fire resilience and resistance by expanding the OSU Forestry Extension pilot fire program into a statewide effort. OSU Forestry and Natural Resources Extension and the College of Forestry will build fire resilience and resistance on lands at risk of catastrophic wildfire by forming cross-boundary partnerships and agreements, delivering landowner education and outreach, producing wildfire risk mitigation plans, assisting private landowners in developing land management plans, and implementing risk mitigation projects to reduce fuels. Regional Wildfire Extension Specialists will be added in six key regions of the state.

The Subcommittee also approved increasing General Fund support for the OSU Agricultural Experiment Station by \$2,270,000 and the OSU Extension Service by \$410,000 for an integrated river basin water quality and quantity program. Funding supports positions in the Agricultural Experiment Station (4.50 FTE) and Agricultural Extension Service (1.30 FTE) that will provide the expertise and capacity for systematic, coordinated regional research and education programs focused on helping to solve Oregon's growing ground and surface water management

challenges. Programs will address increasing water conservation, storage, and instream flows; integrating water and fertilizer management; and increasing irrigation efficiency.

A General Fund appropriation of \$375,000 was approved for two organic agriculture faculty positions in the OSU Extension Service to support the Organic Farming Program at the OSU College of Agricultural Sciences. One position will be located at the OSU Corvallis campus to cover the mid and southern valley regions. The second position will be located at the North Willamette Research and Extension Center and will support crops, growers, and consumers in the north valley and metro regions. Funding is approved to support position costs beginning January 1, 2020, or 18 months of the 2019-21 biennium. The Subcommittee also approved a one-time General Fund appropriation of \$125,000 to continue funding in the Agricultural Experiment Station for the Berry Initiative. The approved amount supports a berry research position at the OSU North Willamette Research and Extension Center.

The Subcommittee approved a one-time General Fund appropriation of \$450,000 for the Oregon Institute of Technology (OIT) to support the Oregon Manufacturing Innovation Center (OMIC) Research & Development (R&D) to begin research with equipment at the Rapid Toolmaking Center for Excellence. A one-time General Fund appropriation of \$300,000 was also approved for OIT system integration funds to develop additive manufacturing and prototyping training capability for students at the Klamath Falls campus.

General Fund debt service was increased by \$955,149 for payments in the 2019-21 biennium on general obligation bonds authorized for distribution to OIT for the OMIC R&D Rapid Toolmaking Center for Excellence facility and research equipment. The debt service supports issuing \$6.6 million of Article XI-Q bonds for the project in October 2019. The remaining general obligation bonds approved for public university and community college projects are scheduled to be sold in spring 2021, with related debt service payments beginning in the 2021-23 biennium.

Lottery Funds support for the Sports Lottery program was increased by \$5,859,809, resulting in total Sports Lottery funding of \$14,099,809. The approved increase is allocated to the four technical and regional public universities, bringing the 2019-21 allocation for each to \$2,440,560 (or \$2,440,561, due to rounding adjustments). Allocations to the remaining universities continue at the level approved in the prior two biennia. Total funding will be distributed to the public universities in the following amounts:

- \$2,440,561 for Eastern Oregon University
- \$2,440,560 for Oregon Institute of Technology
- \$1,030,000 for Oregon State University
- \$2,277,567 for Portland State University
- \$2,440,560 for Southern Oregon University
- \$1,030,000 for University of Oregon
- \$2,440,561 for Western Oregon University

The Subcommittee also approved a reduction of \$349,000 General Fund in the Public University Statewide Programs budget for Dispute Resolution allocated to the University of Oregon's Office for Community Dispute Resolution and increased the budget for the Labor Education and Research Center at the University of Oregon by \$349,000 General Fund.

HUMAN SERVICES

Oregon Health Authority

The Subcommittee approved \$200,000 General Fund for providing fresh Oregon-grown fruits, vegetables, and cut herbs from farmers' markets and roadside stands to eligible low-income seniors under the Senior Farm Direct Nutrition Program. Also included is \$1,000,000 General Fund for the same purpose for eligible individuals through the Women, Infants and Children Program. Both program enhancements are one-time only.

HB 5050 makes General Fund and Federal Funds adjustments related to Medicaid cost containment efforts included in the agency's 2019-21 budget bill (SB 5525). The budget bill includes savings of \$6.7 million General Fund and \$25 million Federal Funds to reflect a reduced annual average growth target of 3.3% for Oregon Health Plan capitation rates. Instead of this adjustment, the Subcommittee approved restoring the annual growth target to 3.4% and replacing it with a non-caseload related General Fund savings target of \$10 million.

The Subcommittee approved a \$6 million General Fund increase for community mental health programs to help ensure, at a minimum, these programs maintain the level of services provided in 2017-19 in light of budget adjustments made in the agency's 2019-21 budget bill based on the declining caseload forecast.

Also included is Other Funds expenditure limitation of \$1.5 million, Federal Funds expenditure limitation of \$1.5 million, and two limited duration positions (1.66 FTE) to support the fiscal impact of HB 2032 (2019). This bill creates a Mental and Behavioral Health Pilot Program to award grants to up to four coordinated care organizations to assess gaps in access to Medicaid behavioral health services by Temporary Assistance for Needy Family recipients. The Other Funds revenue will be realized through a transfer of funds from the Department of Human Services.

As a technical adjustment, the bill reduces the expenditure limitation in the agency's 2019-21 budget bill for Lottery Funds revenue allocated from the Administrative Services Economic Development fund by \$2.5 million and establishes a separate expenditure limitation of \$2.5 million for Lottery Funds revenue allocated from the Veterans' Services Fund. This adjustment is necessary to ensure the transfer of Measure 96 Lottery Funds revenue from the Veterans' Services Fund is authorized to take place to support veterans' behavioral health services, as intended in the agency's budget bill.

The Subcommittee also established Other Funds debt service expenditure limitation of \$216,435 to allow the agency to apply excess proceeds and interest earnings to debt service payments in the 2019-21 biennium.

The Subcommittee established expenditure limitation of \$1.5 million Other Funds, subject to available revenue, from the Community Housing Trust Account (which must be expended in accordance with section 431, chapter 595, Oregon Laws 2009) to support facility improvements to help people with mental illness. The intent of this adjustment is to help more Aid and Assistance patients receive restorative services in the community instead of at the Oregon State Hospital.

To support the ongoing effort by the Department of Human Services to develop and implement the ONE Integrated Eligibility and Medicaid Eligibility (ONE IE & ME) system, the Subcommittee approved \$671,490 General Fund, \$11,216,676 Other Funds expenditure limitation, \$1,638,121 Federal Funds expenditure limitation, and 45 positions (34.52 FTE). Of these positions, 20 are limited duration.

The Subcommittee also approved \$1 million General Fund for competitive grants to support sobering center planning and startup costs. Support for startup costs can include funding for operational expenses during a sobering center's first five years of operations. This funding is one-time and should be phased-out in the 2021-23 budget.

Department of Human Services

The Subcommittee approved two food-related investments in the Self Sufficiency program. The first is \$1,300,000 General Fund, on a one-time basis, for the Oregon Hunger Response Fund, which sustains the 2017-19 funding level. Funding is expected to help the Oregon Food Bank, through its network of 21 regional food banks, acquire and distribute more than one hundred million pounds of food annually to approximately 1,200 food assistance sites.

The second is \$1,500,000 General Fund for the Double Up Food Bucks program, also on a one-time basis, to incentivize fruit and vegetable consumption among Supplemental Nutrition Assistance Program (SNAP) recipients. Under this program, when clients use their SNAP benefit at a farmers' market, the value of that purchase is matched dollar for dollar (up to \$10 per visit), allowing them to take home more healthy food while also providing a financial benefit to local farmers. Eligible products include a variety of fresh, dried, or frozen fruits and vegetables without added sugars, fats, oils, or salt. Mushrooms, cut herbs, dried beans, vegetable starts, and nuts are also allowed under the program.

In the Aging and People with Disabilities (APD) program, the Subcommittee added \$2,235,831 General Fund to restore a budget reduction included in HB 5026, the primary budget bill for the Department of Human Services (DHS). These dollars, which augment federal Older Americans Acts funding, will be distributed to local Area Agencies on Aging to help pay for services including home-delivered meals, support for family caregivers, and transportation to medical appointments.

Another adjustment approved by the Subcommittee for APD is a \$251,600 one-time fund shift from General Fund to Other Funds in the nursing facilities program; this change relies on a projected carryforward balance in the long-term care facility assessment. Then, the General Fund is

used, along with an increase of \$167,188 in Federal Funds expenditure limitation, to pay for two (1.76 FTE) permanent full-time Operations and Policy Analyst 3 positions; these are phased-in effective October 1, 2019. One position will promote the effective use of emergency medical services by residents of licensed long term care settings and the other position will support efforts of the quality measurement council.

For the Intellectual and Developmental Disabilities (IDD) program, the Subcommittee made a budget adjustment to account for SB 274 not moving from the Joint Committee on Ways and Means to the second chamber, due to the measure having unresolvable conflicts with an already enrolled 2019 measure (SB 20). The DHS budget bill, HB 5026, contains increases of \$268,514 General Fund, \$267,674 Federal Funds expenditure limitation, and 3 positions (2.64 FTE) to implement SB 274; these amounts are reversed.

The Subcommittee also discussed provider rate increases approved in HB 5026, the DHS 2019-21 budget bill, and how to best ensure that information on rates for adult foster homes is included in an interim report. As a result, the Subcommittee approved the following budget note:

Budget Note

Under a budget note in the budget report for HB 5026, the Department of Human Services is directed to report, by February 1, 2020, to the Interim Joint Committee on Ways and Means on the transition to new rate models for providers in the Intellectual and Developmental Disabilities program. As part of that report, the Department shall provide a status update on the development of a new rate model for adult foster homes serving people with intellectual and developmental disabilities and note any outcomes or timelines related to union negotiations, since these rates are collectively bargained.

The Subcommittee approved funding for the final development phase, implementation, and transition to Maintenance and Operations (M&O) of an integrated eligibility system, called the Integrated Eligibility (IE) project. This effort integrates enrollment and eligibility activities for several programs at the Department of Human Services (DHS) (Non-MAGI Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Employment Related Day Care (ERDC)) into the OregonONEligibility (ONE) system used by the Oregon Health Authority (OHA).

Due to schedule changes and issues with the user acceptance testing vendor, the 2019-21 cost estimate for the project has increased over the budget development timeframe; some costs also shifted between biennia. The project's current cost estimate and approved amount for the 2019-21 biennium is \$200,561,925 total funds. This budget includes state staff costs of \$20.7 million, \$94 million for contracted information technology services, \$11.2 million for payments to OHA for its project work, and \$5.8 million for debt service. Other elements addressed in the project plan include cost allocation, contingency, legacy system work, hosting services, disaster recovery, and security enhancements. The state staffing component consists of 33 positions (30.78 FTE) and primarily supports business analytics, system program support, and training activities; 17 of the positions (14.78 FTE) are limited duration for system rollout and short-term training needs.

The bulk of the project budget, at \$139.7 million or 70% of 2019-21 costs, is supported by Federal Funds; this is due to enhanced federal funding (74% federal/26% state) approved for the Design, Development, and Implementation (DDI) phase of the work, which is expected to be closed

out by January 31, 2021. Once the system transitions to M&O in the last six months of the biennium, the federal cost share decreases. General Fund supports \$16.9 million of project costs and debt service; the bulk of the state share will be covered by \$43.9 million in ending balance or new proceeds from Article XI-Q bonds. In HB 5005, the Joint Committee on Ways and Means Subcommittee on Capital Construction approved \$38,165,000 Article XI-Q bonds to finance \$37,500,000 of project costs and \$665,000 for costs of issuing the bonds.

The Joint Legislative Committee on Information Management and Technology (JLCIMT) reviewed the project on June 4, 2019, and recommended conditional approval, contingent on funding availability and subject to completion of several actions. These actions include reporting to JLCIMT during the legislative interim and the 2020 session on project status, progress, and variances to key performance metrics; and developing a mitigation plan for issues and concerns identified by the quality assurance vendor and/or the Legislative Fiscal Office. The mitigation plan is to be provided to JLCIMT no later than November 2019.

JUDICIAL BRANCH

Commission on Judicial Fitness and Disability

The Subcommittee approved an additional \$16,000 for the Commission on Judicial Fitness and Disability to pay for compensation adjustments made at the end of the 2017-19 biennium and for up to 20 hours a month of administrative support. The Commission only has a half-time Executive Director and the amount of materials necessary to provide the volunteer members of the Commission adequate information on specifics of complaints requires additional support work.

Judicial Department

The Subcommittee approved \$1,755,516 General Fund and nine positions (9.00 FTE) for the Oregon Judicial Department to support implementation of SB 24 (2019) and SB 973 (2019) related to supports and services for people with serious mental illness and substance addictions. In addition, two new circuit court judge positions (1.00 FTE) were added, one in Jackson County and one in Marion County, as well as six judicial services specialist positions (3.50 FTE) to be funded with \$1,058,624 General Fund.

Other Funds expenditure limitation of \$410,000 was approved for the cost of issuance of \$28,230,000 in Article XI-Q bonds for the Oregon Judicial Department's Supreme Court Building Renovation Project. The project is to renovate the Oregon Supreme Court building, including seismic updates, energy efficiency improvements, and various systems and safety code upgrades. Bonds will be issued in March 2021.

Additionally, funds were added to the Judicial Department's budget to continue renovating county courthouses. Specifically, \$136,695,000 Other Funds is provided for project costs and the cost of issuing bonds for projects associated with the Clackamas, Lane, and Linn County Courthouses. The budget also includes \$1,300,000 Other Funds expenditure limitation for debt service costs and \$2,000,000 General Fund for planning costs associated with replacing the Benton County Courthouse.

Public Defense Services Commission

The Subcommittee restored one position and \$305,853 Other Funds in the Public Defense Services Commission's Application Contribution Program that was reduced in the agency's 2019-21 budget bill. In addition, effective July 1, 2020, the Parent-Child Representation Program will be extended into Multnomah County with \$3.5 million General Fund and one permanent full-time Deputy General Counsel position (1.00 FTE).

The Subcommittee approved the following two budget notes for the Public Defense Services Commission:

Budget Note

The Oregon Public Defense Services Commission is directed to work with stakeholders to identify data public defense contractors should be required to submit to the Office of Public Defense Services as part of its contractual agreement. It is the Legislature's intent that OPDS, in establishing reporting requirements, obtain data that to the greatest extent possible will allow the agency to determine (1) the level and quality of services provided to each defendant, and (2) improvements in case outcomes for defendants.

Budget Note

The Oregon Public Defense Services Commission shall evaluate options for delivering indigent public defense services and adopt an approach that delivers quality public defense services. In its evaluation of public defense contract options, the Commission is directed to consider the findings of the January 2019 report by the Sixth Amendment Center entitled "The Right to Counsel". As part of its new contract model, the Commission shall require contract attorneys to provide information the Commission determines is needed to demonstrate the level and quality of services provided, and the case outcomes.

LEGISLATIVE BRANCH

Funding is provided to the Legislative Administration Committee (LAC) for the Document Publishing and Management System (DPMS) project, including Other Funds expenditure limitation in the amount of \$5,168,000 for the cost of issuing general obligation bonds and for actual project costs to be incurred during the 2019-21 biennium. In addition, \$766,117 General Fund is provided to LAC for debt service costs associated with

the DPMS project. LAC is also charged with planning for Phase II of the Capitol Accessibility, Maintenance and Safety (CAMS) Project; \$1,361,800 General Fund is appropriated for this planning effort.

NATURAL RESOURCES

Department of Agriculture

The Subcommittee approved four General Fund increases, each of them one-time only, for the Department of Agriculture (ODA) totaling \$1,200,000. First, \$200,000 General Fund was added for the predator control program, which provides pass-through money to the U.S. Department of Agriculture Wildlife Services for predator control services in partnership with the Department of Fish and Wildlife and Oregon counties. A similar one-time appropriation is provided to the Department of Fish and Wildlife. Next, \$300,000 General Fund was provided for additional funding to the Invasive Species Council, and \$100,000 General Fund was added for the collection and testing of water samples from Klamath Lake to analyze for nutrients, including phosphorous, which can lead to harmful algae bloom. Finally, \$600,000 General Fund was added for the replacement of lab equipment.

Columbia River Gorge Commission

The Subcommittee approved an increase of \$109,813 General Fund for the Columbia River Gorge Commission to finance Oregon's share of a new Vital Sign Indicators Land Use Planner position and costs related to replacement of staff laptops and desk top computers. These expenditures were included in the State of Washington's budget for the Commission but were not included in the initial Oregon budget due to revenue uncertainties at the time of passage. With this appropriation, the agency will be able to hire the additional land use planner position since the operating costs of the Commission are to be shared equally by the two states under the Interstate Compact.

Department of Energy

The Subcommittee approved a one-time General Fund appropriation of \$2 million to the Department of Energy for the solar rebate program established in HB 2618. The \$2 million will be deposited into the Rooftop Solar Incentive Fund for the issuance of rebates and to pay for implementation and administration of a solar rebate program. Of the \$2 million, \$1.5 million is available for rebates through Special Payments, with \$500,000 available for administration. The Department will hire three limited duration positions, a Program Manager 3 (0.25 FTE) and two Program Analyst 2 positions (0.50 FTE each). Additionally, the Department will utilize existing personnel to assist with program establishment, implementation, and oversight. Personal Services costs are anticipated to be \$255,258, with \$83,138 for services and supplies and \$161,604 for indirect costs associated with administering the program.

Department of Environmental Quality

The Subcommittee approved a \$250,000 one-time General Fund appropriation to provide grants to local communities for planning and implementation of smoke management plans consistent with Oregon's new smoke management rules. The Department will utilize existing staff to administer and distribute the grant funds.

A technical adjustment was approved to accurately reflect the reduction of a position eliminated in the Department's 2019-21 budget bill (HB 5017). General Fund was reduced from the Land Quality program to reflect the eliminated position; however, the position was funded across three programs, and an adjustment is made to reduce General Fund in Air Quality and Water Quality with a corresponding increase to Land Quality for a net zero impact.

The Subcommittee approved \$5,065,000 Article XI-Q bonds to finance \$5,000,000 of project costs and \$65,000 for costs of issuing the bonds. The Environmental Data Management System (EDMS) project is to develop and implement a customized off-the-shelf software solution that will replace multiple outdated and disparate information technology systems. The EDMS project will modernize and improve business processes by providing a common platform to receive and share environmental information and support e-commerce and web-based interactions. Early estimates indicate the EDMS project will cost around \$18 million to be completed. Also approved is \$834,752 General Fund for the debt service associated with the bonds, which are scheduled to be sold in May 2020.

Department of Fish and Wildlife

The Subcommittee approved a \$200,000 one-time General Fund appropriation for the predator control program, which provides pass-through money to the U.S. Department of Agriculture Wildlife Services for predator control services in partnership with the Department of Agriculture and Oregon counties. A similar one-time appropriation is provided to the Department of Agriculture.

The Subcommittee approved a \$1,352,102 Other Funds expenditure limitation to continue operations of the Leaburg Hatchery. The Department will utilize a portion of the General Fund provided in SB 5510 for steelhead production to raise some of those fish at Leaburg instead of at the Santiam Hatchery. This will allow the Santiam Hatchery to continue to produce its current level of both steelhead and spring chinook, while Leaburg will be able to produce the summer steelhead and transport them to the Santiam waterways. To properly align the Department's budget and position need for the continued operation of Leaburg, there is a reduction of \$866,091 Federal Funds limitation that was carry-forward in the budget from 2017-19, the abolishment of a full-time technician position, and the addition of a half-time senior technician position, leaving a net reduction of 0.50 FTE. Total staffing at Leaburg will be 7 positions (6.50 FTE) funded with Other Funds fishing license revenue.

Department of Forestry

A one-time General Fund appropriation of \$200,000 to the Oregon Department of Forestry was approved to purchase a tract of timber land adjacent to the Santiam State Forest for inclusion in the Santiam State Forest. Purchase of the property is intended to resolve a legal dispute between the current owner and the Department of Forestry regarding access to the roughly 160-acre parcel. Access is limited due to the condition and availability of a logging road crossing existing state forest property that requires rebuilding.

A one-time General Fund appropriation of \$1.7 million to the Oregon Department of Forestry was approved for activities related to slowing or stopping the spread of *Phytophthora ramorum*, the invasive pathogen that causes sudden oak death.

The Subcommittee approved an increase of \$52,035 in the Other Funds expenditure limitation established for the Oregon Department of Forestry to accommodate the payment of bond issuance costs related to bonds issued for the replacement of a shared facility at Toledo. An increase of \$121,559 General Fund and Other Funds expenditure limitation of \$168,904 is included for the payment of debt service on the bonds for the project.

Department of Land Conservation and Development

The Subcommittee approved a one-time General Fund appropriation in the amount of \$2,005,563 and the establishment of seven limited-duration positions (6.00 FTE) for the implementation of HB 2001 and HB 2003 by the Department of Land Conservation and Development. The funding is in addition to General Fund appropriated in HB 2001 and HB 2003 for assistance to local governments and provides for the administrative costs of the agency for implementing the provisions of the bills.

Department of Parks and Recreation

An increase in the Lottery Funds expenditure limitation of \$448,769 was approved by the Subcommittee for the Oregon Parks and Recreation Department. This increase is due to updated projections of Lottery revenues as of the May 2019 revenue forecast. This increase will provide the Department with sufficient capacity to distribute the 12% of lottery revenues allocated to the Department that are dedicated to local parks.

The Subcommittee approved the establishment of an Other Funds expenditure limitation for the Parks and Recreation Department in the amount of \$33,023 for debt service. Investment earnings on non-expended bond proceeds are credited to the agency as Other Funds regardless of the type of bond issuance. These earnings are then expended by the agency to offset the debt service expenditures from the fund type that would otherwise be used. The offsetting reductions to Lottery Funds expenditure limitation for debt service are included in the statewide debt service adjustments.

An increase in the Other Funds expenditure limitation of \$5,106,587 for the Oregon Parks Department was approved by the Subcommittee for the expenditure of lottery bond proceeds for the Oregon Main Street Revitalization program. The funding will be used to provide competitive grants to organizations participating in the Oregon Main Street Network. The program awards grants to acquire, rehabilitate, and construct buildings on properties in designated downtown areas and facility community revitalization that leads to additional private investment, job creation or retention, expansion or establishment of viable businesses, or creating a stronger tax base. Of the total increase, \$106,587 is for the costs of bond issuance.

Department of State Lands

An increase in Federal Funds expenditure limitation of \$154,000 was approved for the Department of State Lands' South Slough National Estuarine Research Reserve. The National Oceanic and Atmospheric Administration awarded a federal grant to the Department to expand the reserve's maintenance compound and enhance security for the reserve's facilities.

The Subcommittee approved an Other Funds expenditure limitation increase in the amount of \$6 million for the Department of State Lands from the Portland Harbor Cleanup Fund. The agency will use the increased limitation to transfer \$6 million from the fund 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 (EPA). The amount transferred will be matched by the city of Portland. Monies in the trust will be transferred to the EPA on an as-needed basis to fund the activities under the agreement.

Water Resources Department

The Subcommittee approved the establishment of an Other Funds expenditure limitation for the Water Resources Department in the amount of \$394 for debt service. Investment earnings on non-expended bond proceeds are credited to the agency as Other Funds regardless of the type of bond issuance. These earnings are then expended by the agency to offset the debt service expenditures from the fund type that would be used otherwise. The offsetting reductions to Lottery Funds expenditure limitation for debt service are included in the statewide debt service adjustments.

The Subcommittee approved a total increase of \$25,521,689 in Other Funds expenditure limitation established for the Water Resources Department for the purpose of making grants, loans, and paying the cost of bond issuance from lottery bond proceeds deposited into the Water Supply Development Fund established under section 3, chapter 784, Oregon Laws 2013. Of the amount of additional limitation provided for the expenditure of net bond proceeds allocated to the fund, \$15,000,000 is for Water Supply Development grants and loans to evaluate, plan, and develop in-stream and out-of-stream water development projects that repair or replace infrastructure to increase the efficiency of water use; provide new or expanded water storage; improve or alter operations of existing water storage facilities in connection with newly developed water; create new, expanded, improved, or altered water distribution, conveyance, or delivery systems in connection with newly developed water; allocate federally stored water; promote water reuse or conservation; provide streamflow protection or restoration; provide for water

management or measurement in connection with newly developed water; and, determine seasonally varying flows in connection with newly developed water. The budget includes \$521,689 for the payment of bond issuance costs. The remaining \$10 million expenditure limitation is for bond proceeds allocated to the fund for the Deschutes Basin Board of Control Piping Project. The funding will be combined with additional state, local, and federal funds to allow the Board of Control to pipe currently open canals for a total project cost of \$99.38 million.

The Subcommittee approved a total increase of \$18,327,563 in the Other Funds expenditure limitation established for the Water Resources Department for the purpose of making grants, loans, and paying the cost of bond issuance from lottery bond proceeds deposited into the Water Supply Fund established by section 10, chapter 906, Oregon Laws 2009. Of the total increase, \$327,563 is for the estimated cost of bond issuance. The budget includes \$14 million for a grant to the Wallowa Lake Irrigation District for the rehabilitation of the Wallowa Lake Dam. The remaining \$4 million is for a grant to the City of Newport for planning, environmental permitting, and design costs to replace the Big Creek Dams.

PUBLIC SAFETY

Department of Corrections

The Subcommittee approved a General Fund appropriation of \$1,650,000 to the Department of Corrections for its Corrections Information System Tool Upgrade project.

The agency's General Fund appropriation for debt service was increased by \$1,579,588 for debt service to be paid in 2019-21 on \$47,835,000 in Article XI-Q bonds for the Department of Corrections' deferred maintenance program, wireless communications system, and camera system. Projects will be undertaken for facility improvements including building envelope, electrical systems, water systems, roofs, HVAC, fire systems and infrastructure improvements; to acquire and install wireless communications systems at 10 correctional facilities for mobile radio communications; and to acquire and install upgraded camera systems at 10 correctional facilities and place additional cameras in strategic locations to improve monitoring of activity. Debt service for bonds issued in 2019-21 is estimated to be \$12,463,107 General Fund in 2021-23.

The Subcommittee approved an increase in Other Funds expenditure limitation of \$724,932 for cost of issuance of \$47,835,000 in Article XI-Q bonds for the Department of Corrections' deferred maintenance program. Bonds will be issued in May 2020 and in March 2021.

An Other Funds expenditure limitation for debt service of \$51,378 was established for the Department of Corrections in order to allow the agency to apply interest earned on bond proceeds to debt service on bonds.

The Subcommittee approved an Other Funds expenditure limitation increase of \$4,585,442 for the Community Corrections program to allocate funding to counties from the Criminal Fines Account for the purpose of planning, operating, and maintaining county juvenile and adult corrections programs and facilities and drug and alcohol programs. The Subcommittee approved the following budget note:

Budget Note:

The Department of Corrections shall require county recipients of Criminal Fines Account disbursements to report annually on the programs and services funded with this allocation and on the number of clients served.

Oregon Department of Justice

The Subcommittee appropriated \$700,000 General Fund to support the Oregon Crime Victims Law Center, as a one-time increase. This will increase General Fund support for the Law Center from the Department of Justice (DOJ) from \$342,081 to \$1,042,081. This increase may supplant the need for DOJ to provide the Law Center with a state grant funded from punitive damage awards. In addition, the Law Center may continue to apply for, and possibly be awarded, federal Victim of Crime Act grant funding, as was the case during the 2017-19 biennium.

Oregon Military Department

The Subcommittee approved an increase in Other Funds expenditure limitation of \$348,000 for cost of issuance of \$22,275,000 in Article XI-Q bonds for Aviation Facility Emergency Enhancement projects in Salem and Pendleton, three Armory Service Life Extension projects at the Owen Summers and Anderson Readiness Center facilities in Salem and at the Jackson Armory in Portland, and construction of exhibit space at the Oregon Military Museum at Camp Withycombe. Bonds are planned to be issued in May 2020, and in March 2021.

The agency's General Fund appropriation for debt service was increased by \$533,528 for debt service on \$22,275,000 in Article XI-Q bonds estimated to be paid in 2019-21. Debt service for these bonds is estimated to be \$4,367,339 General Fund in 2021-23.

For a risk abatement study of the Critical Energy Infrastructure Hub located in Portland, the Subcommittee approved a one-time General Fund appropriation of \$300,000. The Office of Emergency Management will collaborate with the Department of Environmental Quality and the Department of Energy to commission a study that will evaluate the impacts of a catastrophic failure of fuel storage facilities located at the Critical Energy Infrastructure Hub following a Cascadia subduction zone earthquake.

Criminal Justice Commission

The Subcommittee approved adding Other Funds expenditure limitation of \$275,086 to the Criminal Justice Commission's 2019-21 budget to allow the agency to spend a grant award from the Laura and John Arnold Foundation. Oregon is one of five states chosen to participate in the

National Criminal Justice Reform Project and will use the grant funds to gather and establish baseline data on Oregon's pretrial detention system and pretrial jail population.

The Subcommittee approved transferring the responsibilities of the Criminal Justice Policy Research Institute's Law Enforcement Contacts Policy & Data Review Committee responsibilities from Portland State University to the Criminal Justice Commission, thereby consolidating both quantitative and qualitative data collection on traffic and pedestrian stops in one state agency. This action adds \$78,242 General Fund to the Criminal Justice Commission's 2019-21 budget and makes permanent an existing limited-duration Administrative Specialist 2 position.

To address the growth of the Criminal Justice Commission due to the programs, responsibilities, and positions added to the agency's budget through other legislation passed in 2019, an existing Program Analyst 4 is reclassified to a Principal Executive Manager F position, to ensure adequate managerial oversight of the grant programs operated by the Commission. This reclassification has no budget impact in 2019-21.

Department of Public Safety Standards and Training

To accommodate a purchase not anticipated to be received by June 30, 2019, the Subcommittee approved increasing the Department of Public Safety Standards and Training's 2019-21 Federal Funds expenditure limitation by \$325,955 in order to carry forward a grant received from the Federal Emergency Management Agency's Assistance to Firefighters grant program in 2018 for the purchase of a new fire truck. This is a one-time increase in expenditure limitation for the 2019-21 biennium.

Oregon Youth Authority

The Subcommittee approved an increase in Other Funds expenditure limitation of \$774,709 for cost of issuance of \$34,430,000 in Article XI-Q bonds to complete the remodel of seven living unit cottages at the MacLaren Youth Correctional Facility and dormitory spaces at the Rogue Valley Youth Correctional Facility; remodel three medical and dental clinics; renovate the control rooms at the Oak Creek, Rogue Valley, and Eastern Oregon youth correctional facilities; and undertake deferred maintenance projects in 2019-21. Bonds are planned to be issued in October 2019, May 2020, and in March 2021.

The agency's General Fund appropriation for debt service was increased by \$914,307 for debt service to be paid on \$34,430,000 in Article XI-Q bonds in 2019-21. Debt service for these bonds is estimated to be \$6,245,948 General Fund in 2021-23.

Other Funds expenditure limitation for debt service of \$95,000 was established for the Oregon Youth Authority in order to allow the agency to apply interest earned on bond proceeds to debt service on bonds.

TRANSPORTATION

Department of Transportation

The Subcommittee increased the Department of Transportation's (ODOT) Other Funds expenditure limitation, on a one time basis, by \$5,149,463 for ODOT project costs and cost of issuing lottery bonds. This amount consists of \$42,876 for the Sherwood Pedestrian Connectors Project and \$5,106,587 for the Coos Bay Rail Line and Bridge Replacement Project.

Additional one-time Other Funds expenditure limitation of \$1,000,000 was approved for the Neskowin Emergency Egress Project in Tillamook County. The source of funds for this project is the Transportation Operating Fund. The Transportation Operating Fund was also used to provide one-time Other Funds expenditure limitation of \$650,000 to support the upgrade and recapitalization of 44 electric vehicle charging station locations known as the West Coast Electric Highway.

The Subcommittee approved the addition of three limited duration Transportation Service Representative 1 positions (1.26 FTE) and \$221,442 Other Funds expenditure limitation to implement HB 2015 (2019).

Two budget notes were approved, as follows:

Budget Note

The Department of Transportation shall study the I-5 Boone Bridge Project and provide an estimate of the cost to complete the project. The Department shall report back to the Joint Committee on Ways and Means and the Joint Committee on Transportation no later than February 1, 2021.

Budget Note

The Department of Transportation, in coordination with the City of Sherwood, shall report to the Joint Committee on Ways and Means on the results of the City of Sherwood's Pedestrian Connector Project implementation and related feasibility study and submit a funding request for the balance of project costs in February 2020.

Adjustments to 2017-19 Budgets

Department of Corrections

The Subcommittee approved a net-zero rebalance of \$650,000 between General Fund appropriations and appropriated an additional \$3,000,000 General Fund, on a one-time basis only, to the Department of Corrections to address the remainder of a known 2017-19 budget shortfall of \$20.2 million and additional unanticipated expenditures totaling \$23.5 million. Unanticipated expenditures included emergency repairs to facilities, spending on medication for Hepatitis C and for contract medical staff in prisons, computer replacements and necessary software upgrades, and to backfill a federal grant. The agency has mitigated its budget shortfall through management actions such as a hiring freeze on management positions, limiting spending on staff training, reducing inmate alcohol and drug treatment costs, and limiting inmate clothing orders through the end of the biennium, as well as by using Other Funds revenue where available.

Enrolled
Senate Bill 5527

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with pre-session filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Oregon Department of Administrative Services)

CHAPTER

AN ACT

Relating to the financial administration of the State Parks and Recreation Department; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2019, as the maximum limits for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Parks and Recreation Department, for the following purposes:

- (1) Director's office..... \$ 1,460,929
- (2) Central services..... \$ 17,842,492
- (3) Parks development..... \$ 17,548,816
- (4) Direct services..... \$ 68,198,128
- (5) Community support
and grants..... \$ 21,358,995

SECTION 2. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2019, as the maximum limits for payment of expenses from lottery moneys allocated from the Parks and Natural Resources Fund to the State Parks and Recreation Department, for the following purposes:

- (1) Director's office..... \$ 1,681,651
- (2) Central services..... \$ 17,611,333
- (3) Parks development..... \$ 23,993,420
- (4) Direct services..... \$ 53,852,345
- (5) Community support
and grants..... \$ 17,765,880

SECTION 3. Notwithstanding any other law limiting expenditures, the amount of \$2,374,100 is established for the biennium beginning July 1, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the State Parks and Recreation Department for the payment of debt service.

SECTION 4. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2019, as the maximum limits for payment

of expenses from federal funds collected or received by the State Parks and Recreation Department for the following purposes:

- (1) Parks development..... \$ 1,810,132
- (2) Direct services..... \$ 2,333,020
- (3) Community support
and grants..... \$ 12,547,291

SECTION 5. This 2019 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2019 Act takes effect July 1, 2019.

Passed by Senate May 16, 2019

.....
Lori L. Brocker, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House May 29, 2019

.....
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2019

Approved:

.....M.,....., 2019

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2019

.....
Bev Clarno, Secretary of State

SB 5527 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Frederick

Joint Committee On Ways and Means

Action Date: 05/10/19

Action: Do pass with amendments. (Printed A-Eng.)

Senate Vote

Yeas: 7 - Beyer, Frederick, Johnson, Manning Jr, Roblan, Steiner Hayward, Wagner

Exc: 2 - Hansell, Winters

Abs: 3 - Girod, Heard, Thomsen

House Vote

Yeas: 8 - Gomberg, Holvey, McLain, Nosse, Piluso, Rayfield, Smith G, Stark

Exc: 1 - McLane

Prepared By: Linnea Wittekind, Department of Administrative Services

Reviewed By: Matt Stayner, Legislative Fiscal Office

**Parks and Recreation Department
2019-21**

Budget Summary*

	2017-19 Legislatively Approved Budget ⁽¹⁾	2019-21 Current Service Level	2019-21 Committee Recommendation	Committee Change from 2017-19 Leg. Approved	
				\$ Change	% Change
General Fund	\$ 228,729	\$ 273,580	\$ -	\$ (228,729)	(100.0%)
Lottery Funds	\$ 106,703,747	\$ 107,316,438	\$ 114,904,629	\$ 8,200,882	7.7%
Lottery Funds Debt Service	\$ 2,152,590	\$ 2,374,100	\$ 2,374,100	\$ 221,510	10.3%
Other Funds Limited	\$ 101,632,140	\$ 98,722,769	\$ 126,409,360	\$ 24,777,220	24.4%
Federal Funds Limited	\$ 16,422,002	\$ 10,294,950	\$ 16,690,443	\$ 268,441	1.6%
Total	\$ 227,139,208	\$ 218,981,837	\$ 260,378,532	\$ 33,239,324	14.6%

Position Summary

Authorized Positions	867	867	870	3
Full-time Equivalent (FTE) positions	596.05	599.79	602.55	6.50

⁽¹⁾ Includes adjustments through December 2018

Summary of Revenue Changes

The Oregon Parks and Recreation Department (OPRD) budget has not relied on General Fund since the beginning of the 1999-2001 biennium. OPRD depends on Lottery Funds and Other Funds. Constitutional amendments in 1998 and 2010, dedicated 7.5 percent of net Lottery proceeds to recreation. These funds are statutorily allocated to the Department. Other Funds revenues come mainly from park user and other fees, transfers of recreational vehicle registration, and all-terrain vehicle fuels tax revenues. The Department also receives federal grants.

Summary of Natural Resources Subcommittee Action

The mission of OPRD is to provide and protect outstanding natural, scenic, cultural, historic, and recreational sites for the enjoyment and education of present and future generations. The park system includes more than 108,499 acres of land. The Department receives direction from a seven-member Governor-appointed Commission. The Oregon constitution dedicates 7.5 percent of net Lottery proceeds for public parks, shore and beach access, historic sites, and recreation areas, 12 percent of which is dedicated to funding local government park grants. The Subcommittee approved a budget of \$260,378,532 total funds and 870 positions (602.55 FTE). This includes \$117,278,729 Lottery Funds. The total funds budget is a 14.6 percent increase from the 2017-19 Legislatively Approved Budget and an 18.9 percent increase from the 2017-19 current service level. Lottery Funds are a 7.7 percent increase from the 2017-19 biennium Legislatively Approved Budget and a 6.9 percent increase from the 2017-19 current service level.

Director's Office

This program unit is responsible for the overall management of the Department. It is the liaison and provides support for the Oregon Parks and Recreation Commission. The unit provides policy direction for Department programs and activities and coordination with the Governor's Office, Legislature, and other government agencies. The Director's Office also reviews Department programs, conducts annual internal audits, and coordinates rulemaking in its efforts to improve Department performance. The Subcommittee approved a total funds budget of \$3,142,580 and six full-time equivalent positions (6.00 FTE).

The Subcommittee recommends the following policy packages:

Package 105, Improve Visitor Experience. This package provides one-time expenditure limitation of \$243,900 Lottery Funds and \$256,100 Other Funds to assist with internal and external work to broaden OPRD's reach to a more diverse staff and visitor base. The plan involves investment into internal training to ensure staff understand recreation and service needs of under-represented and non-traditional users. It also includes work to recruit a work force that better represents the changing demographics in Oregon.

Package 801, LFO Analyst Adjustment. This package shifts funding for the Office of Outdoor Recreation from General Fund to Lottery Funds.

Package 802, Technical Position Adjustments. This package includes budgetary adjustments to move a position serving as the Department's Public Information Officer from the Central Services Division to the Director's Office. The duties of this position include serving as the Department's Public Information Officer, responsibility for the Department's response to public records requests, policy advisor to the Director, and project lead for the Director's Office. No classification change is expected.

Central Services Program

This program includes Department financial services, public information services, personnel services, and information services. The Subcommittee approved a total funds budget of \$37,827,925 and 79 positions (77.57 FTE). Services include budget and fiscal resources management, staff training, information technology services, and centralized business services such as fleet and purchasing management. It also includes the safety programs and the customer information call center.

The Subcommittee recommends the following policy packages:

Package 101, Operational Cost Increases. This package increases Other Funds expenditure limitation by \$647,329 and Lottery Funds expenditure limitation by \$616,492, for a total funds increase of \$1,263,821. The funding in the package addresses increased costs for two components of OPRD's reservation system. The first issue, an increase in merchant services costs, is related to an increase in the dollar volume of transactions completed using credit or debit cards. The second part is for costs associated with the transition to contracted call center

reservation services from OPRD provided services. The Department transitioned to using contracted call center services in December 2016. Of the nine call center positions established, three were eliminated and six were abolished in favor of the creation of three positions; a design specialist, a public affairs specialist, and a research analyst, as part of a permanent finance plan approved in the 2017-19 biennium. Since the Department repurposed the funding of the six eliminated positions rather than funding the contracted call center services, a funding shortfall was created. The September 2018 Emergency Board provided a one-time increase in expenditure limitation to address the budgetary shortfall.

Package 105, Improve Visitor Experience. This package provides one-time expenditure limitation of \$200,000 total funds. Of this, \$100,000 is to implement ongoing inclusion competency training for all Department staff and a one-time expenditure limitation of \$100,000 total funds to develop an effective branding strategy for the Department.

Package 108, Apply Modern Tech to Improve Service. For reservation system replacement planning, this package provides one-time expenditure limitation of \$243,900 Lottery Funds and \$256,100 Other Funds. For the costs related to the transition to Office 365, this package provides \$283,412 Lottery Funds and \$297,588 Other Funds. Of those amounts, \$73,170 Lottery Funds and \$76,830 Other Funds are one-time. To address increased Enterprise Technology Services (ETS) charges from the Department of Administrative Services, this package provides ongoing expenditure limitation of \$185,364 Lottery Funds and \$194,636 Other Funds. And, to initiate the process of infrastructure evaluation by mapping locations of underground infrastructure in state parks, this package authorizes the establishment of one limited duration position (0.88 FTE) and provides expenditure limitation of \$122,865 Lottery Funds and \$129,011 Other Funds.

Package 802, Technical Position Adjustments. This package includes three separate technical position adjustments. No classification changes are expected as part of the adjustments. The technical position adjustments are as follows; (1) a position serving as the Public Information Officer is moved from Central Services to the Director's Office, (2) three positions, one Manager and two Safety Specialist 2's are moved from Central Services to Direct Services, and (3) a Right of Way Agent position is moved to Central Services from Direct Services. None of the duties of the above positions are expected to change.

Park Development

This program combines the acquisitions and facility investments programs. The resulting program acquires new properties according to an Investment Strategy that provides a framework for prioritizing additions to the parks system. The Engineering Division designs and engineers projects, surveys park land and oversees construction for new parks and for maintenance and improvement of current properties. The subcommittee approved a total funds budget of \$43,352,368 and nine positions (9.00 FTE).

The Subcommittee recommends the following policy packages:

Package 104, Improve and Develop Parks. This package provides one-time Other Funds expenditure limitation of \$3,000,000 to address fish passage and habitat concerns at Bates State Park. The existing Bates State Park pond dam fish ladder does not meet current fish passage requirements. The project will allow for renovations or rebuilding of the fish ladder, if necessary, to meet current standards including a fish stream bypass. The addition of a bypass would also reduce the effects of higher water temperature caused by the pond.

Package 105, Improve Visitor Experience. This package provides one-time Lottery Funds expenditure limitation of \$1,500,000 and one-time Other Funds expenditure limitation of \$2,000,000 to provide for increased accessibility improvements in existing day use and overnight facilities throughout the park system and enhance overnight camping options along the coast. The funding will be allocated across three projects. The first is \$500,000 to be used to expand ADA enhancements to picnic facilities, campgrounds, trail systems, and viewpoints. The second is \$1,000,000 to allow for an accelerated schedule of restroom replacements. The remaining \$2,000,000 will allow OPRD to selectively add additional camping along the Oregon coast, including the addition of a small tent walk-in loop at Fort Stevens State Park, and to make improvements to older sites along the coast where campgrounds are built to capacity.

Package 106, Prep for State Park System Centennial in 2022. This package provides one-time Other Funds expenditure limitation of \$7,000,000 to allow for the construction of several projects in commemoration of the State Parks Centennial. The projects currently planned include development of a new overnight camping facility at Fogerty Creek State Park, a new parking area, visitor orientation/education facility, projects to mitigate congestion at Silver Falls State Park, implementation of visitor/traffic management at Smith Rock, and development of new entrance areas and a visitor welcome center at Smith Rock State Park.

Package 107, Invest in Signature State Trails. This package provides one-time Other Funds expenditure limitation of \$2,250,000 to provide funding for work on closing gaps in the Oregon Coast Trail and for improvements associated with the extension of the Historic Columbia River Trail. Of the total investment, \$1,250,000 will be used to conduct an assessment of existing Coast Trail conditions and facility needs, provide trail restoration or trail reroutes to achieve maintenance goals, design and construct identified trail side facilities and improve trail signage as needed. The remaining \$1,000,000 would be used in conjunction with the Oregon Department of Transportation (ODOT) funded projects to make improvements at Viento State Park where the Columbia River Highway Trail would intersect and overlay a portion of the existing shop access road. The Department would work with ODOT on site grading, construction of a new shop access road, and employee parking area.

Package 109, Targeted Strategic Park Acquisitions. This package provides one-time Lottery Funds expenditure limitation of \$3,000,000 for the purchase of state park property.

Budget Note:

In addition to any other required materials, Oregon Parks and Recreation Department shall provide a report to the Joint Committee on Ways and Means during the budget presentation hearings for the 2021-23 biennium detailing purchases of additional park property completed, or anticipated to be completed during the 2019-21 biennium. The report must include, at a minimum, the specific location, acres, and price paid for each property, and the initial development and management plan for each property.

Direct Services

This program manages the park system including daily park services, functions, and routine maintenance. It manages land, state scenic waterways, ocean shores, and natural resources. It includes engineering services for operations, parks safety and risk management, and operations support. When possible, the program uses the inmate work crews through the Parks and Prisons program, which began in the 1997-99 biennium. It manages threatened and endangered species, habitats, and watershed health issues on park land. This program has responsibility for park planning functions including master, strategic, long-term, land use, and recreational planning for land and water-based trail systems and volunteers. The Subcommittee approved a total funds budget of \$124,383,493 and 748 positions (481.98 FTE).

The Subcommittee recommends the following policy packages:

Package 101, Operational Cost Increases. This package provides increased expenditure limitation of \$1,211,806 Other Funds and \$201,717 Lottery Funds for budget items where costs are increasing faster than inflation and the cost is generally outside of the department's control. These costs include; expenditures from the user-fee preventative maintenance fund, extraordinary inflation for utilities, fleet and fire protection, "enterprise" activities related to vended goods or services at campgrounds, and additional expenditure limitation for the "lower Deschutes River dedicated account" for the funding of allowable projects from the account. The package also provides a one-time increase in Federal Funds expenditure limitation of \$118,000 that is supported by additional revenue from the U.S. Bureau of Reclamation for construction projects in the Prineville management unit.

Package 102, Grant Obligations from Past Biennium. This package provides one-time Lottery Funds expenditure limitation of \$158,423 and one-time Other Funds expenditure limitation of \$475,271 to complete work under a grant awarded to the Department from the Federal Emergency Management Agency (FEMA) for state park properties damaged in the Willamette Valley and along the Oregon coast due to 2015 winter storms. Not all work was completed during the 2017-19 biennium.

Package 103, Agency Shared Costs for State Capitol Park. This package provides one-time Other Funds expenditure limitation of \$400,000 for the Department to conduct an evaluation of necessary repairs at the State Capitol Park. The funding for the evaluation is transferred to ORPD from Department of Administrative Services for this purpose.

Package 104, Improve and Develop Parks. This package provides ongoing expenditure limitation of \$48,780 Lottery Funds and \$51,220 Other Funds to develop and implement comprehensive archaeological testing projects at state parks. The information will be used to identify key archaeological features and sites, delineate site boundaries, and provide critical archaeological background information to expedite clearances on needed projects.

Package 110, Support Multiagency Salmonberry Trail Project. This package provides one-time Other Funds expenditure limitation of \$500,000 and the authorization to establish a limited duration position (1.00 FTE) to work as a project manager on the Salmonberry Trail Project. The package recognizes \$425,000 in new revenues from grants and donated funds raised for the project. The remaining funding is carried-forward from prior biennia.

Package 111, Invest in Parks and Heritage Staff. This package provides expenditure limitation of \$112,591 Lottery Funds and \$118,222 Other Funds and authorizes the establishment of one position (0.88 FTE) as an additional Park Region Manager. This allows OPRD to divide the existing three regions of the state into four regions, reducing travel time and balancing workload.

Package 802, Technical Position Adjustments. This package includes three separate technical position adjustments. No classification changes are expected as part of the adjustments. The technical position adjustments are as follows; (1) a position serving as the Public Information Officer is moved from Central Services to the Director's Office, (2) three positions, one Manager position, and two Safety Specialist 2 positions are moved from Central Services to Direct Services, and (3) a Right of Way Agent position is moved to Central Services from Direct Services. None of the duties of the above positions are expected to change.

Community Support and Grants

This program administers five grant programs: All-Terrain Vehicle grants, Land and Water Conservation grants, local government grants, the Recreational Vehicle County Opportunity grants, and Recreational Trails grants. The program also includes the Heritage Program, which covers heritage conservation, the State Historic Preservation Office and support for the Heritage Commission. The office administers federal and state programs for historic and archeological resource planning and preservation. The office also assists with the management, development and interpretation of historic and cultural resources in the parks system. The Subcommittee approved a total funds budget of \$51,672,166 and 28 positions (28.00 FTE).

The Subcommittee recommends the following policy packages:

Package 101, Operational Cost Increases. This package provides \$3,000,000 Other Funds expenditure limitation to allow OPRD to distribute increased funding available from the increase in fuels tax approved during the 2017 Legislative Session. The increased limitation will be used to award grants for operations, maintenance, and law enforcement of ATV riding areas.

Package 102, Grant Obligations from Past Biennium. This package reestablishes expenditure limitation for certain grant programs phased-out of the Department's budget at the current service level. The grants include: \$5.18 million for the Main Street grant program, \$613,000 for the County Opportunity Grant program, and \$6.27 million for the Land and Water Conservation Fund and the Recreational Trails program.

Package 106, Prep for State Park System Centennial in 2022. This package provides \$490,000 in Lottery Fund expenditure limitation to supplement existing funding in four community grant programs. The package adds \$150,000 to the Diamond in the Rough historic preservation grant program, increases funding for the Preserving Oregon historic and archaeology grant program by \$150,000, increases funding for the Heritage grant program by \$150,000 for non-building heritage projects, and increases funding for the Museum grant program by \$40,000.

Package 111, Invest in Parks and Heritage Staff. This package provides ongoing expenditure limitation of \$9,607 Lottery Funds and \$7,503 Federal Funds to reclassify two positions. An Administrative Specialist position will be converted to a Natural Resource Specialist position. An Information Systems Specialist position will be reclassified upward to better reflect current duties.

Package 802, Technical Position Adjustments. This package includes budgetary adjustments to move a Program Analyst 2 from Community Support and Grants to Direct Services. The position is expected to work on property management, planning, and stewardship projects. No classification change is expected.

Summary of Performance Measure Action

See attached "Legislatively Approved 2019-2021 Key Performance Measures."

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Parks and Recreation Department
Linnea Wittekind – 503-378-3108

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2017-19 Legislatively Approved Budget at Dec 2018 *	\$ 228,729	\$ 108,856,337	\$ 101,632,140	\$ -	\$ 16,422,002	\$ -	\$ 227,139,208	867	595.05
2019-21 Current Service Level (CSL)*	\$ 273,580	\$ 109,690,538	\$ 98,722,769	\$ -	\$ 10,294,950	\$ -	\$ 218,981,837	867	599.79
<u>SUBCOMMITTEE ADJUSTMENTS (from CSL)</u>									
SCR 63400-100-10 - Directors Office									
Package 105: Improve Visitor Experience									
Services and Supplies	\$ -	\$ 243,900	\$ 256,100	\$ -	\$ -	\$ -	\$ 500,000		
Package 801: LFO Analyst Adjustment									
Personal Services	\$ (240,757)	\$ 240,757	\$ -	\$ -	\$ -	\$ -	\$ -	0	0.00
Services and Supplies	\$ (32,823)	\$ 32,823	\$ -	\$ -	\$ -	\$ -	\$ -		
Package 802: Technical Position Adjustments									
Personal Services	\$ -	\$ 151,109	\$ 158,667	\$ -	\$ -	\$ -	\$ 309,776	1	1.00
Services and Supplies	\$ -	\$ 40,390	\$ 42,410	\$ -	\$ -	\$ -	\$ 82,800		
SCR 63400-200-10 - Central Services									
Package 101: Operational Cost Increases									
Services and Supplies	\$ -	\$ 616,492	\$ 647,329	\$ -	\$ -	\$ -	\$ 1,263,821		
Package 105: Improve Visitor Experience									
Services and Supplies	\$ -	\$ 97,560	\$ 102,440	\$ -	\$ -	\$ -	\$ 200,000		
Package 108: Apply Modern Tech to Improve Service									
Personal Services	\$ -	\$ 72,272	\$ 75,887	\$ -	\$ -	\$ -	\$ 148,159	1	0.88
Services and Supplies	\$ -	\$ 763,269	\$ 801,448	\$ -	\$ -	\$ -	\$ 1,564,717		
Package 802: Technical Position Adjustments									
Personal Services	\$ -	\$ (393,365)	\$ (413,040)	\$ -	\$ -	\$ -	\$ (806,405)	(3)	(3.00)
Services and Supplies	\$ -	\$ (61,882)	\$ (64,980)	\$ -	\$ -	\$ -	\$ (126,862)		
SCR 63400-300-10 - Park Development									
Package 104: Improve and Develop Parks									
Services and Supplies	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000		
Package 105: Improve Visitor Experience									
Services and Supplies	\$ -	\$ 1,500,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 3,500,000		
Package 106: Prep for State Park System Centennial in 2022									
Services and Supplies	\$ -	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -	\$ 7,000,000		

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Parks and Recreation Department
 Linnea Wittekind – 503-378-3108

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
Package 107: Invest in Signature State Trails Services and Supplies	\$ -	\$ -	\$ 2,250,000	\$ -	\$ -	\$ -	2,250,000		
Package 109: Targeted Strategic Park Acquisitions Services and Supplies	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	3,000,000		
SCR 63400-400-10 - Direct Services									
Package 101: Operational Cost Increase Services and Supplies	\$ -	\$ 201,717	\$ 1,211,806	\$ -	\$ 118,000	\$ -	1,531,523		
Package 102: Grant Obligations from Past Biennia Services and Supplies	\$ -	\$ 158,423	\$ 475,271	\$ -	\$ -	\$ -	633,694		
Package 103: Agency Shared Costs for State Capitol Park Services and Supplies	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	400,000		
Package 104: Improve and Develop Parks Services and Supplies	\$ -	\$ 48,780	\$ 51,220	\$ -	\$ -	\$ -	100,000		
Package 110: Support Multiagency Salmonberry Trail Project Personal Services	\$ -	\$ -	\$ 296,706	\$ -	\$ -	\$ -	296,706	1	1.00
Services and Supplies	\$ -	\$ -	\$ 203,294	\$ -	\$ -	\$ -	203,294		
Package 111: Invest in Parks and Heritage Staff Personal Services	\$ -	\$ 98,583	\$ 103,513	\$ -	\$ -	\$ -	202,096	1	0.88
Services and Supplies	\$ -	\$ 14,008	\$ 14,709	\$ -	\$ -	\$ -	28,717		
Package 802: Technical Position Adjustments Personal Services	\$ -	\$ 242,256	\$ 486,775	\$ -	\$ -	\$ -	729,031	3	3.00
Services and Supplies	\$ -	\$ 21,492	\$ 22,570	\$ -	\$ -	\$ -	44,062		
SCR 63400-500-10 - Community Support and Grants									
Package 101: Operational Cost Increase Special Payments	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	3,000,000		
Package 102: Grant Obligations from Past Biennia Special Payments	\$ -	\$ -	\$ 5,796,868	\$ -	\$ 6,269,990	\$ -	12,066,858		

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Parks and Recreation Department
 Linnea Wittekind -- 503-378-3108

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
Package 106: Prep for State Park System Centennial in 2022 Special Payments	\$ -	\$ 490,000	\$ -	\$ -	\$ -	\$ -	490,000		
Package 111: Invest in Parks and Heritage Staff Personal Services	\$ -	\$ 9,607	\$ -	\$ -	\$ 7,503	\$ -	17,110	0	0.00
Package 802: Technical Position Adjustments Personal Services	\$ -	\$ -	\$ (232,402)	\$ -	\$ -	\$ -	(232,402)	(1)	(1.00)
TOTAL ADJUSTMENTS	\$ (273,580)	\$ 7,588,191	\$ 27,686,591	\$ -	\$ 6,395,493	\$ -	41,395,695	3	2.76
SUBCOMMITTEE RECOMMENDATION *	\$ -	\$ 117,278,729	\$ 126,409,360	\$ -	\$ 16,690,443	\$ -	260,378,532	870	602.55
% Change from 2017-19 Leg Approved Budget	(100.0%)	7.7%	24.4%	0.0%	1.6%	0.0%	14.6%	0.3%	0.0%
% Change from 2019-21 Current Service Level	(100.0%)	6.9%	28.0%	0.0%	38.9%	0.0%	18.9%	0.3%	0.5%

*Excludes Capital Construction Expenditures

Legislatively Approved 2019 - 2021 Key Performance Measures

Published: 5/8/2019 5:02:00 PM

Agency: Parks and Recreation Department

Mission Statement:

To provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2020	Target 2021
1. PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.		Approved	480	450	450
2. HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.		Approved	2,064	2,107	2,130
3. Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program.		Approved	52%	54.70%	57.10%
4. PROPERTY ACQUISITION - Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)		Approved	78%	82%	83%
5. FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999.		Approved	0%	85%	85%
6. CUSTOMER SATISFACTION - 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.	Accuracy	Approved	0%	95%	95%
	Availability of Information		0%	95%	95%
	Overall		0%	95%	95%
	Helpfulness		0%	95%	95%
	Timeliness		0%	95%	95%
	Expertise		0%	95%	95%
7. COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission.		Approved	100%	100%	100%

LFO Recommendation:

The Legislative Fiscal Office recommends adoption of the Key Performance Measures and targets as presented.

SubCommittee Action:

The subcommittee approved adoption of the Key Performance Measures and Targets as recommended by LFO

Budget Narrative

Parks and Recreation Department

Agency Summary

OREGON STATE PARKS AND RECREATION COMMISSION

To assure accountability to all Oregonians, the Oregon State Parks and Recreation Commission sets policy and approves major actions of the Oregon Parks and Recreation Department (OPRD). The Commission establishes policy, promotes the state's outdoor recreation agenda, sets budget goals and approves the OPRD biennial budget request, adopts rules for OPRD, approves acquisition of property for the state park system, and sets rates for the use of park facilities.

The Oregon State Parks and Recreation Commission consists of seven members appointed by the Governor and confirmed by the Senate. As specified by state law, the Commission represents each of Oregon's five congressional districts, plus two at-large representatives, one from east of the Cascade Mountains and one from west of the summit of the Coast Range. The Commissioners are committed advocates who only receive a nominal daily stipend while in performance of official duties, plus actual costs of travel, food and lodging associated with their service to the state. Commissioners serve staggered four-year terms. Current members of the Commission are:

Cal Mukumoto, Chair
Coos Bay
Congressional District 4

Steve Grasty
Hines
Congressional District 2

Jonathan Blasher
Portland
Congressional District 3

Jennifer H. Allen
Portland
Congressional District 1

Vicki Berger
Salem
Congressional District 5

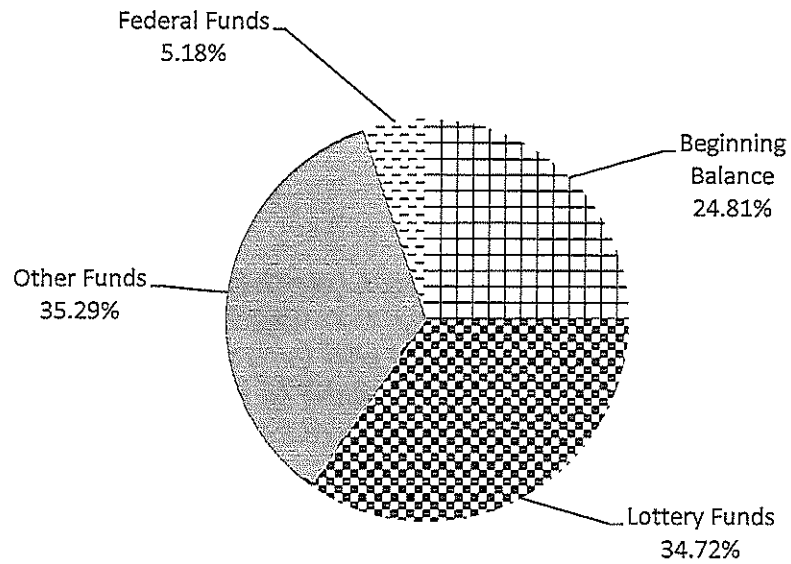
Doug Deur
Arch Cape
West of the Coast Range

Lisa Dawson
Joseph
East of the Cascade Range

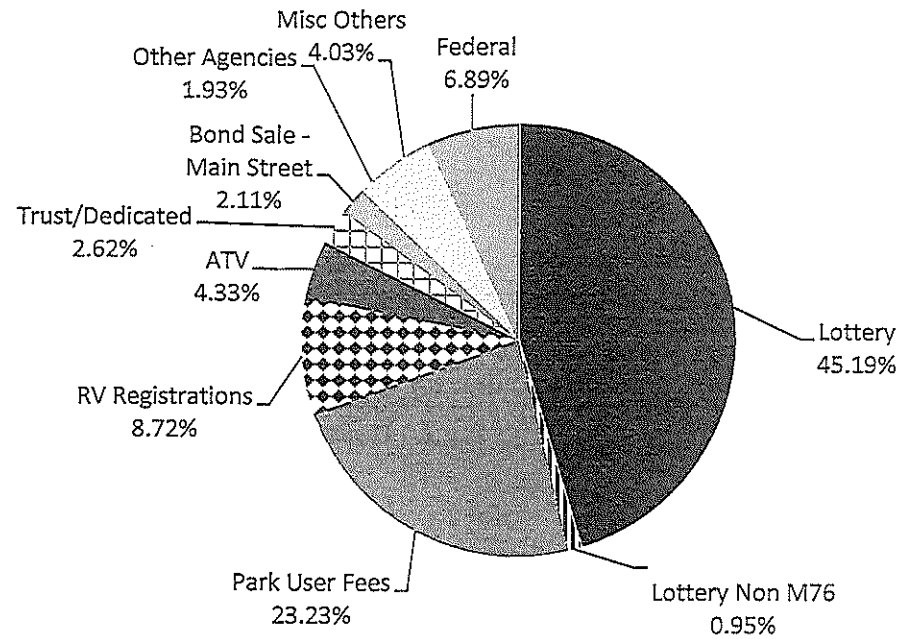
Budget Narrative

Budget Summary Graphics

2019-21 Legislatively Adopted Budget by Fund
Revenues by Fund Type

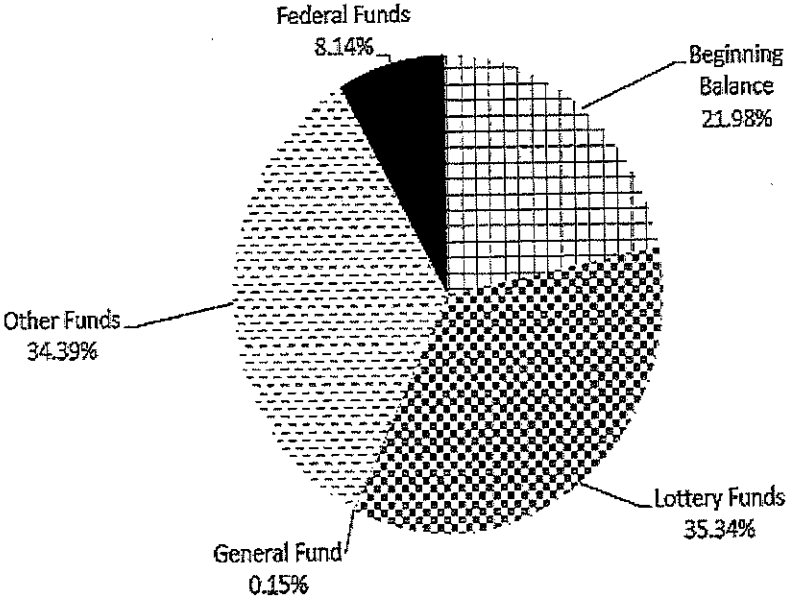


2019-21 Legislatively Adopted Budget
Breakdown of Revenue Sources

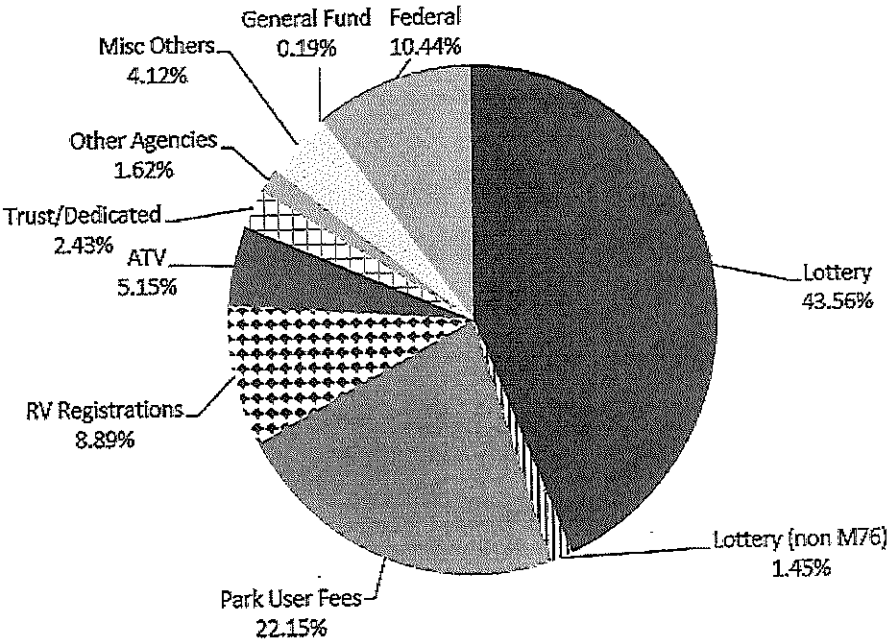


Budget Narrative

2021-23 Governor's Recommended Budget by Fund Type Revenues by Fund Type



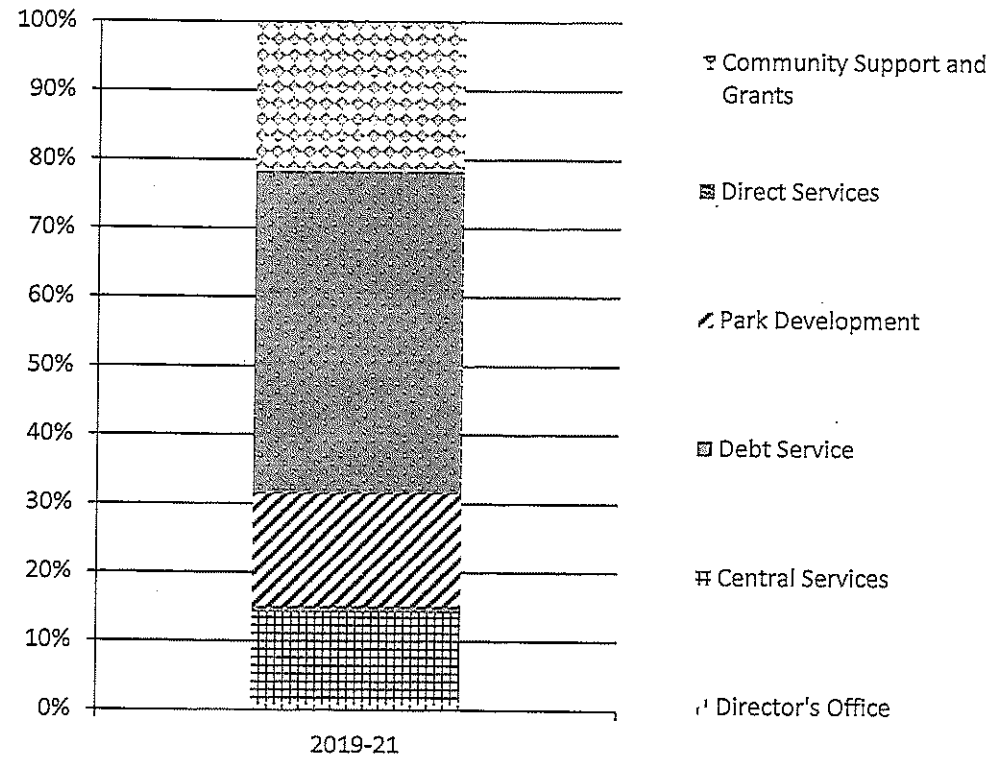
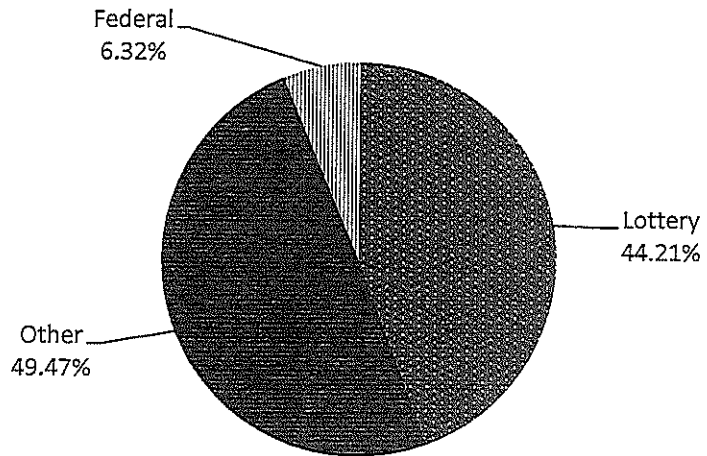
2021-23 Governor's Recommended Budget Breakdown of Revenue Sources



Budget Narrative

2019-21 Legislatively Adopted Budget by Program

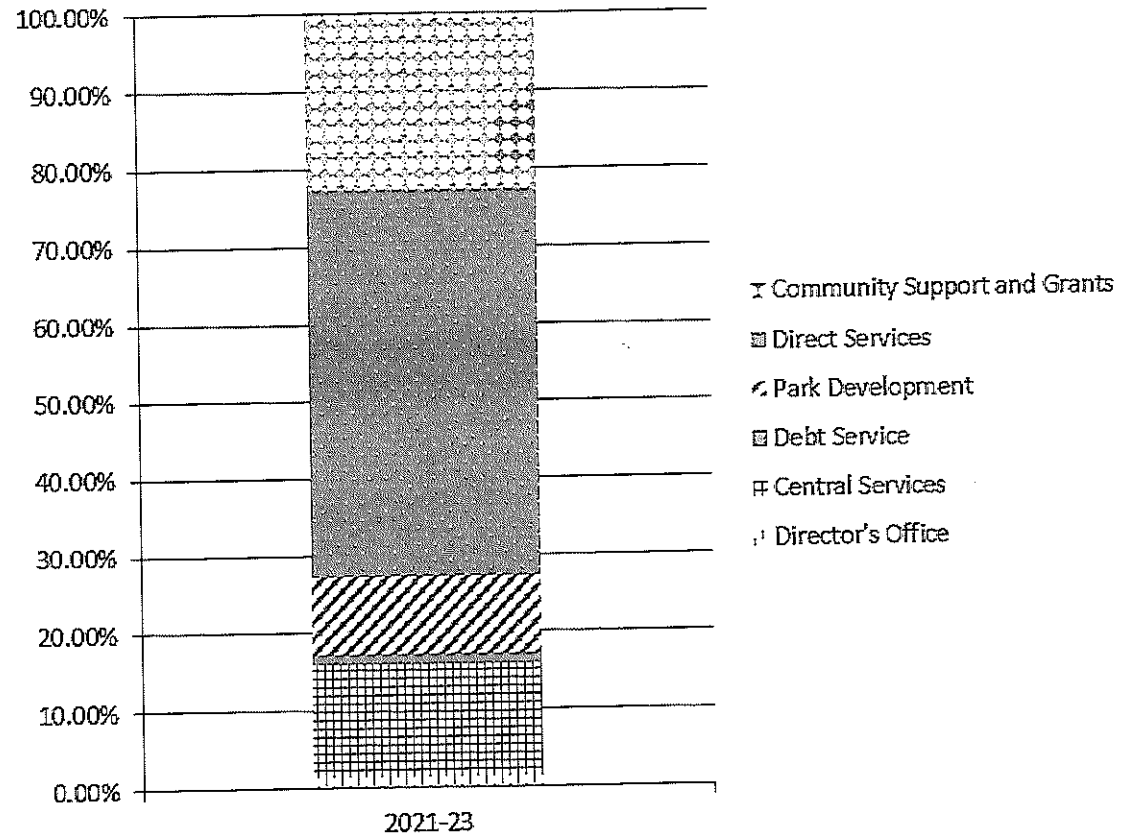
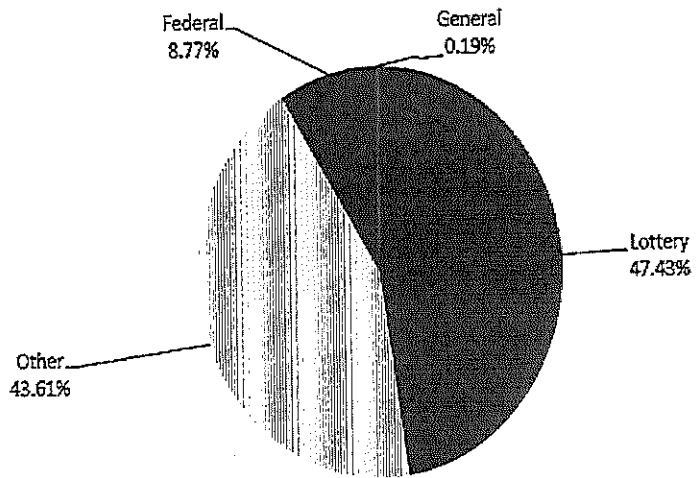
2019-21 Legislatively Adopted



Budget Narrative

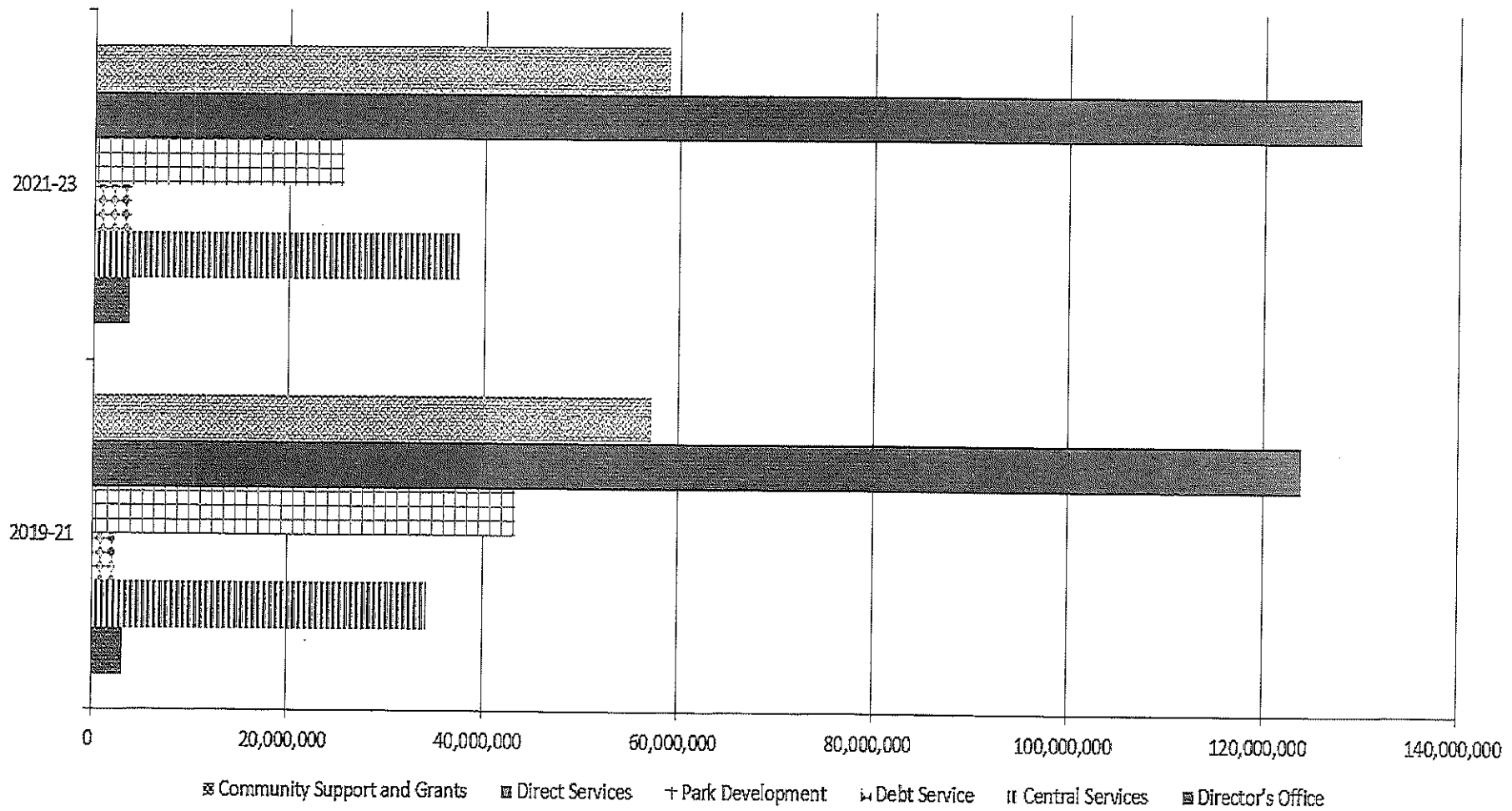
2021-23 Governor's Recommended Budget by Program

2021-23 Governor's Recommended Budget



Budget Narrative

Comparison of 2019-21 Legislatively Adopted Budget to 2021-23 Governor's Recommended Budget



Budget Narrative

Mission Statement and Statutory Authority

MISSION: TO PROVIDE AND PROTECT OUTSTANDING NATURAL, SCENIC, CULTURAL, HISTORIC AND RECREATIONAL SITES FOR THE ENJOYMENT AND EDUCATION OF PRESENT AND FUTURE GENERATIONS.

Oregon Parks and Recreation Department (OPRD) administers Oregon's public investment in land and facilities for parks, recreation and historic preservation as follows:

- State Park and other Land Management:
 - Providing outstanding park experiences to visitors,
 - Administering, operating and maintaining state parks, trails, and natural areas,
 - Protecting and managing significant natural and cultural resources,
 - Acquiring state park lands,
 - Planning, designing, and implementing state park facility maintenance and development projects,
 - Providing opportunities to connect to state parks through volunteering,
 - Protecting Oregon's Ocean Shore State Recreation Area and State Scenic Waterways, and
 - Managing Oregon's Natural Heritage Program.
- Outdoor Recreation and Planning
 - Administration of non-motorized land and water based recreation trails,
 - Administration of the All-Terrain Vehicles (ATV) program,
 - Administration of recreation grants to counties and local governments,
 - Management of Parks and Natural Resource funded programs for local park development grants,
 - Development of statewide comprehensive outdoor recreation plans,
 - Coordination of interagency and inter-organizational recreation outreach, and
 - Management of the Office of Outdoor Recreation.
- Heritage Conservation
 - State Historic Preservation Office,
 - Oregon Heritage Commission,
 - Oregon Historic Cemetery Commission,
 - Administration of state and federal grants and programs of the National Historic Preservation Act,
 - Archaeological site assessments and permits,
 - State and federal tax incentive programs for Oregon Historic Properties, and
 - Administration of Oregon's Main Street Revitalization Grant Program.

Budget Narrative

OREGON CONSTITUTIONAL PROVISION

Article XV, Section 4(d)-State Lottery; Use of Net Proceeds from State Lottery

Article XV, Section 8-Parks and Natural Resources Fund

Article IX, Section 3a-Use of revenue from taxes on motor vehicle use and fuel; legislative review of allocation of taxes between vehicle classes

STATUTORY AUTHORITY

ORS Chapter 390; State and Local Parks; Office of Outdoor Recreation; Recreation Programs; Scenic Waterways; Recreation Trails; State Recreation Areas; Ocean Shores; and All-Terrain Vehicles.

Historic, Archaeological and Cultural Preservation Statutes:

ORS 97.740-97.760	Indian Graves and Protected Objects
ORS 97.772-97.784	Oregon Commission on Historic Cemeteries
ORS 273.563-273.591	Natural Areas Program
ORS 358.475-358.565	Classification of Historic Property
ORS 358.570-358.595	Oregon Heritage Commission
ORS 358.583	Grants for Museums
ORS 358.605-358.622	Historic Preservation Plan
ORS 358.635-358.660	Preservation of Property of Historic Significance
ORS 358.680-358.690	Oregon Property Management Program for Historic Sites and Properties
ORS 358.905-358.961	Archaeological Objects and Sites

Oregon Administrative Rules: Chapters 736

Budget Narrative

Agency Strategic Plan

Long-Range Plans

In 2008, the Oregon Parks and Recreation Commission articulated principles that provide long-term, fundamental direction for the Department. These three principles have guided the development of Oregon's outdoor recreation and heritage services in one form or another since the state park system was created at the behest of Oregonians in 1922:

- Protecting Oregon's special places.
- Delivering great outdoor recreation and heritage experiences.
- Doing both things sustainably.

To deliver on this vision, the Oregon Parks and Recreation Department is engaged in long-range thinking on four fronts:

- Create a parks and outdoor recreation system that welcomes every visitor.
- Redefine the way public outdoor recreation and heritage services are delivered and powered with resources.
- Plan for staff succession.
- Find innovative, effective ways to convey Oregon's historical story.

With re-energized support from Oregonians and policymakers, we will secure lasting success for the state park and heritage system.

Introduction

The mission of the Oregon Parks and Recreation Department is to provide and protect outstanding natural, scenic, cultural, historic and recreation sites for the enjoyment and education of present and future generations. The Department is guided by the Oregon State Parks and Recreation Commission—seven citizens appointed by the Governor and confirmed by the Senate. The Commission oversees the direction of the Department, and they adopted a guiding set of principles called *Centennial Horizon* in 2008 to steer the system, toward its centennial in 2022 and beyond, by stating principles that guide management of the Oregon parks, recreation, and heritage services.

The three main principles have been stated and restated in one form or another since the park system was founded in 1922, and continue to provide an overarching vision for Oregon's state parks and heritage services:

Budget Narrative

1. **Protect Oregon's special places:** guide steady protection of Oregon's key outdoor recreation and heritage features. We must make strategic decisions about where and how to maintain facilities that create access to these special places.
2. **Provide great experiences:** give every Oregonian an opportunity to connect with enriching outdoor experiences and an honest perspective of land's history. The state park system, heritage programs, grants, and other agency services will be available and welcoming to members of every Oregon community.
3. **Take the long view:** continuously deliver on these commitments through good management and by finding the resources to operate and evolve the system. Dealing with aging infrastructure, social turbulence associated with the coronavirus and the pursuit of justice for all people, changing real-environmental conditions, and a workforce experiencing a wave of retirements all challenge future service delivery.

Each principle is fulfilled through short-term actions within each biennial budget, and driven by long-term strategies that transcend this shorter-term thinking.

Principle 1: Protect Oregon's special places

The park system we enjoy today is because of the foresight of yesterday. Policymakers, politicians and ordinary citizens took bold actions that set aside priceless pieces of Oregon. OPRD's job is to continue this legacy steadily and strategically.

The state is endowed with wild, rural and urban areas interconnected with systems of trails, parks, natural areas, heritage sites, coastline and rivers that are accessible and healthy. To serve people in every community equally, this interlocking system should be seamless, regardless of landowner or boundary. Significant work remains to decide where and how to create public access points, and to make sure their operations and maintenance are funded well.

Strategies

- Selectively secure outstanding habitats, historic places and scenic settings. Encourage public ownership through grants or public/private partnerships.
- Recognize outright Department ownership is just one of many options available. Bring policymakers across the business, nonprofit, and government sectors together to build consensus on strategies for protecting resources.
- Manage properties to ensure their environmental health and protect their beauty.
- Protect Oregon's ocean beaches and rocky shores.

Budget Narrative

Principle 2: Provide great experiences

OPRD fulfills its mandate by providing state park opportunities for outdoor recreation and Oregon's heritage, and by leading others to work cooperatively to meet every Oregonian's recreation needs.

Strategies

- Make sure state park development and opportunities for recreation reflect the needs of all Oregonians, regardless of age, background, past outdoor experience, or any other factor. Focus on reaching out to new visitor groups to introduce them to the joys of outdoor play, and be willing to evolve park services to meet new needs.
- Grow state park services steadily and smartly as Oregon's population grows, and enable others to build parks that will meet emerging needs. Examine the way services are delivered, staffed, and funded to ensure we're getting the most benefit out of every dollar spent.
- Create interconnected system of bicycle, hiking and water trails to position Oregon as a top trails state in the U.S.
- Bring policymakers across the business, nonprofit, and government sectors together to build consensus on strategies for providing access to outdoor recreation in every corner of the state across jurisdictional boundaries, and encouraging participation by people in every community.

Principle 3: Take the Long View

When we create opportunities for outdoor recreation and protect heritage areas, we must keep in mind our ability to continue the effort over the long haul. Environmentally sound construction, management and maintenance are key for the long life of a park. Two other resources are also vital: a constantly refreshed supply of talented, dedicated stewards, and financial resources capable of naturally growing in pace with increasing costs. Together, these strengths ensure the state parks that have served us for the last hundred years will be around for another hundred-plus.

Strategies

- Provide first-class park facilities designed to appeal to all Oregonians.
- Promote the ethic that parks are vital to Oregon's way of life, and that we have a civic responsibility to provide and protect them.
- Apply sound planning, industry standards and technology to design, construct, and maintain the physical infrastructure of the park system. Thinking long-term, Oregon will require a decision to intentionally increase investment in some areas, and purposefully reduce investment in others, to create a balanced, sustainable portfolio of recreation and heritage services.
- Create mutual agreement and support from the full range of organizations that rely on continued access to healthy recreation and heritage resources—businesses, nonprofits, recreation management agencies.
- Strengthen the system's ability to maintain services during critical incidents like the COVID-19 outbreak in 2020 by exploring new revenue and governance models.

Budget Narrative

2021-23 Short Term Plan

The Oregon Parks and Recreation Department is divided into three main operating divisions—Operations, Heritage Programs, Administration. Each of these divisions are charged with ensuring that agency goals are met.

Operations Division:

- Provide on-the-ground operation of recreational properties – including Parks that offer overnight accommodations,
- Deliver the state park experience to visitors.
- Manage the natural resources under agency stewardship, and statewide resources beyond the state park system boundary such as the ocean shore and designated scenic waterways,
- Execute the Maintenance and Enhancement Program,
- Manage the Acquisition and Development Program,
- Manage the Department's volunteer program which provides over 465,000 hours of support to the Department's mission each year. Plan for future recreational needs,

Heritage Programs:

1. Manage all federal and state heritage programs
2. Coordinate programs that:
 - a. advocate for historic cemetery conservation,
 - b. advise on historic preservation policy,
 - c. designate historic properties,
 - d. provide grants to heritage programs,
 - e. provide grants to museums and historical societies, and

The Administration Division includes the Director's Office:

- Provide overall agency direction, support commission,
- Provide Financial Services including budget, accounting and payroll,
- Provide statewide technology support to the agency,
- Provide Human Resources, Risk and Safety Services,
- Provide public services, communications, and service promotion including development and printing of brochures, media contacts, interpretation, and an extensive web presence including e-commerce services,
- Provide lottery, other and federally funded grants to local communities.

Budget Narrative

- Provide grants for Oregon ATV safety, law enforcement, and riding opportunities, all of which occur outside the state park system.

Debt service payments on bonds issued for Willamette Falls, Forest Park and Main Street are included in the Department's budget. Non-Measure 76 Lottery Funds will be used to pay the Debt Service until it is paid off.

Budget Narrative

Section 1: Budget Principles

- a. Dedicated lottery funds will be used as constitutionally directed for: “protection, repair, operation, creation and development of state parks, ocean shores and public beach access areas, historic sites and recreation areas [and] for the following purposes: (1) maintain, construct, improve, develop, manage and operate state park and recreation facilities, programs and areas; (2) acquire real property(3) operate grant programs for local government.
- b. General operations of the Department will be funded with a mix of other and lottery funds with the other funds primarily coming from Parks User Fees and Recreational Vehicle registration fees. Dedicated funds will be spent according to their specific purpose.
- c. The Department is committed to maintaining the following programs as adopted by the Commission in its Investment Strategy and will allocate dedicated lottery funds in each biennium.
 - i. Facility Investment Program (FIP) – for maintenance, repair, and enhancement of park facilities.
 - ii. Acquisition – for the acquisition of real property for the creation and operation of state parks, ocean shores public beach access areas, recreation and historic sites or because of natural, scenic, cultural, historic and recreational value
 - iii. Local Government Grant Program – consult with and assist local governments in accomplishing park and recreation purposes
- d. Federal funds will be maximized for the greatest benefit to the Department.
- e. Review user fees biennially and adjust as necessary to accommodate for inflation, parity, and other factors, while ensuring that parks are maintained at the current standards or better while remaining accessible. Set user fees within a flexible range to keep them affordable, but earn revenue more in line with the high quality Oregon State Park experience.

Section 2: Budget Objectives

- a. Ensure the long-term sustainability of Oregon’s state park and heritage systems.
- b. Create outstanding recreation and heritage experiences that meet the needs of a diverse population.
- c. Build a strong relationship with Oregon communities through grants and expertise so we can connect Oregonians to a more complete recreational experience.
- d. Strengthen, and develop, mutually beneficial partnerships with other state, federal and local agencies, tribal governments, communities, service groups, volunteer organizations and private businesses.
- e. Balance repairs and improvements to existing parks against strategic, affordable new acquisitions.
- f. Use technology to better serve our customer’s needs, and earn new revenue as a consequence.
- g. Maintain current service levels in the state park and heritage systems without expanding agency responsibilities into new areas.

Budget Narrative

2019-21 Key Performance Measures

1. Park Visitation- Visitors per acre of Oregon Parks and Recreation Department property.
2. Heritage Program Benefits- Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
3. Grant Programs- Percent of Oregon Communities that benefit from an OPRD-managed grant program.
4. Property Acquisition- Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
5. Facilities Backlog- Percent reduction in facilities backlog since 1999.
6. Customer Satisfaction- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and reliability of information.
7. Commission Best Practices- Percent of total best practices met by the State Parks and Recreation Commission.

The September 2020 Key Performance Measures report is located in the Special Reports section.

Budget Narrative

State-Owned Buildings and Infrastructure

Senate Bill 1067 (2017) placed requirements on state agencies that own buildings and infrastructure. OPRD owns buildings across the state; the buildings are a variety of parks related buildings such as: small offices, registration booths, rental cabins, picnic shelters, visitor centers, meeting halls, maintenance shops, storage sheds, pump houses and water treatment buildings. In addition, OPRD park related infrastructure such as roads, parking lots, hard stands, sidewalks, trails (for walking, hiking, biking, horseback riding), bridges, boardwalks, docks, gangways, fishing piers, playgrounds, pools, amphitheaters and utility systems.

Every biennium OPRD budgets funds in the Department's Facility Investment Program (FIP) for the maintenance and repair of park properties; these are usually major maintenance projects (\$13.5M). In addition there are major preventive maintenance projects (\$1M) funded each biennium from FIP. OPRD also funds minor preventive maintenance projects (\$3.1M) from a portion of park user fees. Finally, park budgets include funding for routine ongoing maintenance projects.

While the bill requires that agencies budget 2% of current replacement value for deferred maintenance, OPRD only has that information currently available for a portion of the Departments assets; the remainder have historic costs currently available. OPRD is working to have current replacement value on all assets in the future. Below is a table summarizing OPRD's assets:

Oregon Parks and Recreation Department				
State Owned Buildings and Infrastructure				
Summary for Budget Book				
		Breakdown by Region		
	Agencywide	Coast	Valley	Mountain
Current Replacement Value				
Buildings	288,707,863	115,824,587	105,737,160	67,146,116
Docks, Gangways, Fishing Piers	13,472,616	1,198,571	6,270,890	6,003,155
Amphitheaters, Pools, Playgrounds	2,691,792	542,896	1,514,085	634,811
Subtotal	304,872,271	117,566,054	113,522,135	73,784,082
Historic Costs				
Roads, Parking, Hardstands, Sidewalks, Trails, Bridges, Boardwalks	92,033,459	29,146,715	36,964,482	25,922,262
Utility Systems	83,421,991	38,055,509	23,609,646	21,756,836
Subtotal	175,455,450	67,202,224	60,574,128	47,679,098
Grand Total	480,327,721	184,768,278	174,096,263	121,463,180

Budget Narrative

Major Information Technology Projects/Initiatives

This section provides a summary of major information technology projects/initiatives that may exceed \$1,000,000 and follow the State CIO/LFO Stage Gate Process. Business case documents and a Project Prioritization Matrix are included in the Special Reports section of this budget document.

OPRD Campground Reservation System:

The purpose of this project is to improve business efficiency for park operations and the park user experience; both are currently limited by the existing reservation system. The project will identify the best technological solution that supports the needed business process improvements for providing reservations and park sales for the Oregon Parks and Recreation Department (OPRD). The agency has used the existing reservation system since 1996. Although the product has evolved over time, it does not fully address all agency needs and is not as efficient and flexible to adapt to changing business practices and customer desires.

OPRD is legislatively mandated to manage the utilization of state parks and resources, “in a manner that upholds their scenic, historic, natural, cultural, and recreation values,” (OAR 736-010-0005, ORS 390.111, ORS 390.121). The reservation system helps the agency do this, and it is OPRD’s single most important technology investment seen by park users. For a park system of OPRD’s size (3rd in day-use attendance and 7th in overnight attendance nationally), a robust reservation system is a necessity. The Department uses this system to process more than \$22 million in revenue annually, which represents over 400,000 nightly reservations. In addition, this system affects more than 220,000 customers and external partners, such as the Oregon Department of Forestry and Portland Metro Parks.

This system is vital to a variety of customers: individuals, families, groups, and small business providers who use state parks to recreate or as a staging place for delivering outdoor recreation activities. At a high level, the system supports Oregon’s tourism industry by connecting people with outdoor resources and bringing tourists into local communities. In the long-run, this system could be leveraged across the public campground system and provide a centralized location for county, city and state park camping. Furthermore, this project aligns with two of the Governor’s current priorities – government efficiency and conserving Oregon’s beauty for future generations. This system has the opportunity to increase operational efficiency and thus “deliver quality public services efficiently and affordably” to Oregonians. It will also foster a “strong connection to nature” for young people by helping them spend time outdoors connecting with Oregon’s beauty and history. It is this connection that will lead to passion for conserving Oregon and ensuring it remains the special place it is today.

Budget Narrative

OPRD Heritage Hub:

The Heritage Division has been working since 2014 toward the fulfillment of the vision of a centralized location-based cultural resource management system that would provide access, internally and externally, to cultural resource data the Division possesses and processes to administer state and federal programs. These cultural resources are the buildings, structures, places, collections and institutions important to the State's history. The system will interweave all Division administered programs with each cultural resource touched and each stakeholder served. This technological tool is called the "Heritage Hub".

The implementation of the Heritage Hub being reviewed in the business case will create a modern platform accessible to internal staff and external customers. The benefits of implementing this platform are:

- Enhanced stakeholder and citizen satisfaction – Moving from program silos of information to easily accessible information across Division programs will result in a higher level of service, accountability and transparency when responding to stakeholders and the public.
- Improved business practices – Implementation of the Heritage Hub will automate many workflows currently in place. Staff efficiency will improve, response times will shorten, training time will be reduced, and business procedures will be better documented through enhanced visibility.
- Increased data management and quality – Enforced data standards and improved data integrity will enhance business practices and heighten the level of confidence in both Division staff and those served that the information available is accurate and complete in nature.
- Elevated availability of information – By tracking all cultural resources with a connection to all projects and all stakeholder interactions across programs more information will be available to internal and external Heritage Hub users. Increasing the available information related to a cultural resource will greatly enhance the making of sound preservation and policy decisions.

The Heritage Hub project supports Governor Brown's vision of "Moving Oregon Forward". As stated on the governor's priorities web page, to achieve this vision state government will be open, accessible and accountable; reflect the diverse experiences and communities of all Oregonians; and deliver services effectively and efficiently. The Heritage Hub project aims to do exactly that by specifically providing more transparency, providing more effective and efficient delivery of services and by establishing business automation freeing valuable staff resources to focus on program and policy areas to better reflect the diversity of all Oregonians in the protection of cultural resources.

The Heritage Hub project supports the primary mission of OPRD by specifically raising the level of customer service and data management in the protection of cultural and historic resources for the enjoyment and education of present and future generations. This project will support integration and cooperation with external partners in the heritage arena (federal government, Native American governments, local government, and local property owners).

Budget Narrative

Program Prioritization for 2021-23

Agency Name: Oregon Parks and Recreation Department

2021-23 Biennium Current Service Level

Agency Number: 63400

Program/Division Priorities for 2021-23 Biennium

1	2	3	4	5	6	7	8	9	10	12	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	FF	TOTAL FUNDS	Pos.	FTE	New or Enhance d Program (Y/N)	Included as Reductio n 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	
1	1	OPRD	Park Exp	Park Experiences - field operations, interpretive services, natural resources, Ops engineering	634.1,4,6	11	56,538,823	62,027,287	2,335,941	\$ 120,902,051	742	475.68	N	Y					A policy package adds funding for the cost of utilities.
2	1	OPRD	Heritage prg	Heritage Programs	634.2,3	11	4,594,464	551,261	2,259,347	\$ 7,405,072	17	17.00	N	Y	FO	see below (a)	See notes with Criteria	Grant funds are carried over in a policy package.	
3	1	OPRD	PIP	Facilities Investment Program	634.1,4,5,6	11	18,500,428	3,422,473	1,892,853	\$ 23,815,754	8	8.00	N	Y					
4	2	OPRD	Rec Grants	Recreation Grants	634.3	11	14,482,047	2,044,101	4,369,222	\$ 20,895,370	4	4.00	N	Y	FO	see below (b)	See notes with Criteria	Grant funds are carried over in a policy package.	
5	2	OPRD	Acq	Property Acquisition Program	634.1,4,6	11	1,684,037			\$ 1,684,037			N	Y					
6	2	OPRD	T&S	Trust and Dedicated Accounts	634.1,5,6	11	543,136	8,612,349		\$ 9,155,485			N	Y					
7	1	OPRD	Ext Relation	External Relationships - communication with the public, recreation research	634.1,6	11	2,500,026	2,627,694		\$ 5,127,720	17	17.00	N	Y					
8	3	OPRD	ATV Prog	ATV program and grants	634.3,4,6	11		13,501,333		\$ 13,501,333	6	6.00	N	Y					

Budget Narrative

Program/Division Priorities for 2017-19 Biennium																					
1	2	3	4	5	6	7	8	9	10	12	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	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			
NR	NR	OPRD	Debt Svc	Willamette Falls Debt Service - includes Willamette Falls, Forest Park and Main Street bonds	11		3,776,660			\$ 3,776,660	0	0.00	N	N	D						
NR	NR	OPRD	DOComm	Director's Office and Commission	634.6.7	11	1,120,120	1,158,540		\$ 2,278,660	4	4.00	N	Y							
NR	NR	OPRD	Agcy Improve	Agency Improvement - agency wide policy, program review and improvement	634.6	11	164,619	172,853		\$ 337,472	1	1.00	N	Y							
NR	NR	OPRD	Off Outdoor	Office of Outdoor Recreation	634.1.6	11	0	391,903	0	\$ 391,903	1	1.00	N	Y							
NR	NR	OPRD	Adm Svcs	Administrative Functions - Acctg, Budget, IT, HR, Procurement, Volunteers, Risk and safety	634.1.6	11	16,963,330	17,183,295		\$ 34,152,625	62	61.51	N	Y						A policy package adds limitation for increased merchant fees and IT connectivity costs.	
							121,265,593	111,301,186	10,857,363	\$ 243,424,142	862	595.19									
							121265593	111301186	10857363	243424142	862	595.19									

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
- (a) SHPO - National Historic Preservation Act of 1966; Public Law 89-665
 (b) Land and Water Conservation Program - Public Law 88-578 Stat 887 Title 16 U.S.C. OAR Division 8 736-008-0005:0055 and ORS 390.180
 (b) Recreation Trails Program 23 U.S.C. 104 SAFETEA-LU
 (b) Natural Heritage Program - United States Endangered Species Act of 1973, Cooperative Endangered Species Conservation Fund (Section 6 grant program), 16 U.S.C. §1535(a)(1)

Document criteria used to prioritize activities:

OPRD based the prioritization on the Agency Mission and the Investment Strategy. These items have been approved by the Oregon Parks and Recreation Commission. In addition, OPRD reviewed the required 10 percent reduction list and internal prioritizations maintained in case Other or Lottery Funds decline substantially to maintain consistent priority rankings.

OPRD has constitutionally dedicated funding but not programs. Therefore, there are no "C's" in Column 19.

NR - Not ranked based on the instructions.

OPRD is not required to accept federal funds from the Land and Water Conservation Fund (LWCF) or Recreation Trails Program (RTP). However, these programs primarily pass these funds on to other entities in the state - cities and counties. Once LWCF funds have been accepted and grants awarded, OPRD has a responsibility to inspect and certify past funded projects at least one every 5 years forever.

While the state is not technically required to accept federal funds to carry out State Historic Preservation Office (SHPO) functions, doing so allows Oregon's historic properties to benefit from those programs. It also provides the state a streamlined method for handling the cultural resource reviews required of all federally funded or licensed projects in the state (approx. 250 projects per month, including numerous ODOT projects). Without the SHPO reviews, many of those projects would be delayed or perhaps canceled.

Budget Narrative

Reduction Options

The Oregon Parks and Recreation Department modified current service level budget includes \$115,964,459 Parks and Natural Resource Funds (Lottery), \$3,776,660 Lottery Funds, \$111,282,186 Other Funds, and \$10,857,363 Federal Funds. Major business activities supported by these funds are: Operations, Facility Investment Program, Grant Programs, Heritage and Community Programs, and Administration. These activities include: 1) Legislatively established parks and recreation programs, including Historic and Cultural preservation, Scenic Waterways, Willamette Greenway, Ocean Shores, Recreational Trails and; 2) essential operating services including personnel, payroll, accounting, reporting, budgeting, information services, publicity and publications, purchasing, fleet, property management and operation of the state park system. The department's operating budget is 70.60% of the total current service level budget. The remainder is a combination of pass-through funds to local governments, non-profit groups, and other government entities; acquisition, development and facility investment funds; debt service costs; and charges from other state agencies. The proposed reductions options are as follows, by priority and fund type:

ACTIVITY OR PROGRAM (Which program or activity will not be undertaken)	DESCRIBE REDUCTION (Describe the effects of this reduction. Include positions and FTE in 2021-23 and 2023-25)	AMOUNT AND FUND TYPE (GF, LF, OF, FF. Identify Revenue Source for OF, FF)	RANK AND JUSTIFICATION (Rank the activities or programs not undertaken in order of lowest cost for benefit obtained)
1. Remove standard inflation.	Eliminates the standard inflation of 4.3% (5.7% on Professional Services) granted during the budget building process.	\$1,935,291 LF \$2,315,698 OF \$ 409,617 FF	Costs to operate the park system will continue to rise and the impact will reduce the services available to visitors. May impact KPM #6 Customer Satisfaction.
2. Reduce small grant limitation.	Agency will not seek small, one time grants that are Other or Federal funds for projects throughout the Department.	\$3,315,220 OF \$ 676,119 FF	This will hinder efforts to complete projects and park development by reducing total funds available. Will defer costs of necessary projects to future biennia.
3. Reduce Acquisition program.	Reduces funding available to the Department for the purchase of property..	\$614,609 LF	This reduction may impede the Department's efforts to acquire additional recreational opportunities and require the Department to forgo opportunities to meet current and future needs, to protect significant resources,

Budget Narrative

			scenic and historic areas when they become available. Impacts KPM #4 Property Acquisition.
4. Across the board 17.611% reductions to Services and Supplies and Capital Outlay in the Director's Office, Central Services and Direct Services.	Take an across the board reduction in Other and Lottery Funds impacting primarily services and supplies where possible.	\$2,984,728 LF \$3,433,621 OF	Programs funded with Other and Lottery funds include all field operations, reservation and information services, public information services (brochures, maps etc). A reduction to these programs will reduce customer service. Would reduce maintenance and cleaning of park facilities, provision of information to potential park visitors, and marketing efforts. Could result in loss of revenue to the Department. Impacts KPM #6 Customer Satisfaction.
5. Across the board 10% reductions in the Heritage programs and grants, Grant Administration and the ATV program, trust and dedicated accounts.	Take an across the board reduction in Other and Lottery Funds impacting primarily services/supplies where possible and grant awards where necessary.	\$ 176,863 LF \$2,063,680 OF	Programs funded with these Other and Lottery funds includes the staff and programs that work with communities related to historic preservation and provide associated grants; bicycle recreation, scenic waterways and other grant administration functions.
6. Reduce facilities construction and maintenance program.	Reduce funding available to the Department for maintenance, repair and enhancement of park properties.	\$5,884,955 LF	This program's purpose is to complete major maintenance, preventive maintenance and repairs to park facilities. The program also includes enhancements and upgrades that coincide with major maintenance and repairs. Program reductions will hinder the agency's efforts to

Budget Narrative

			reduce deferred maintenance projects This action will not result in any long term savings. Delays in maintenance could actually result in higher overall costs. Impacts KPM #5 Facilities Backlog.
--	--	--	--

Budget Narrative

Summary of 2021-23 Budget

Oregon Parks and Recreation Department

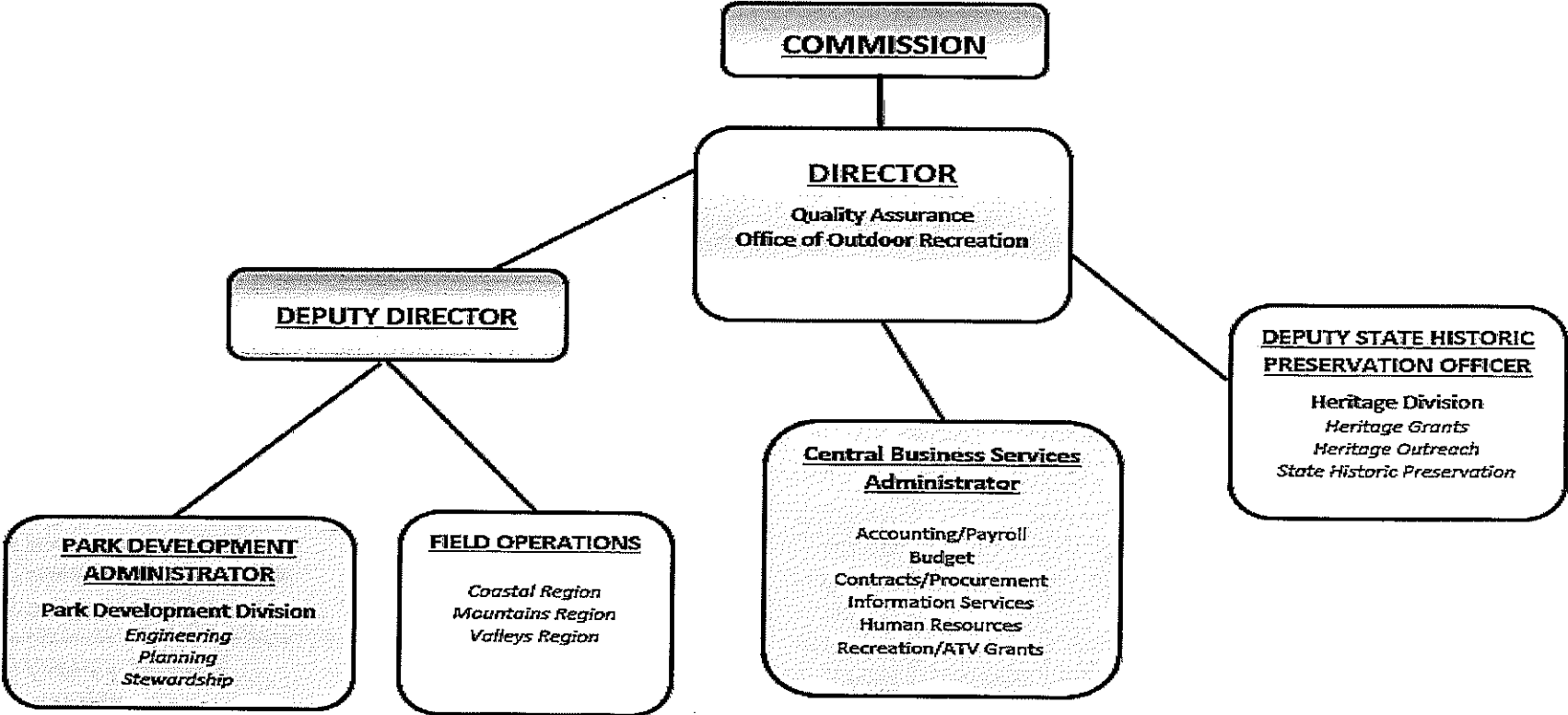
	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Federal
2019-21 LEGISLATIVELY ADOPTED BUDGET	870	602.55	264,126,720		116,785,574	130,655,323	16,685,823		
Emergency Board Actions (through 3/2020)									
2019-21 Legislatively Approved Budget	870	602.55	264,126,720		116,785,574	130,655,323	16,685,823		
Base Budget Adjustments:									
Net Cost of 2019-21 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out	(S)	(7.36)	8,553,108		4,489,463	3,920,941	142,704		
Estimated Cost of 2021-23 Merit Increase									
Base Debt Service Adjustment			1,479,117		1,479,117				
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2021-23 Base Budget	862	595.19	274,158,945		122,754,154	154,576,264	16,828,527		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/(Decrease)			(115,188)		(40,549)	(74,539)			
Non-PICS Personal Service Increase/(Decrease)			647,627		325,987	314,385	7,255		
Subtotal			532,439		285,338	239,846	7,255		
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs			4,302		2,002	2,100			
022 - Phase-Out Programs and One-Time Costs			(38,732,150)		(5,363,930)	(26,980,230)	(6,387,990)		
Subtotal			(38,728,048)		(5,361,928)	(26,978,130)	(6,387,990)		
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			5,021,414		2,598,094	2,213,749	409,571		
State Govt Service Charges Increase/(Decrease)			2,439,392		1,189,935	1,249,457			
Subtotal			7,460,806		3,588,029	3,463,206	409,571		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments									
Subtotal: 2021-23 Current Service Level Budget	862	595.19	243,424,142		121,265,593	111,301,186	10,857,363		
2021-23 Current Service Level - Page 1 Subtotal	862	595.19	243,424,142		121,265,593	111,301,186	10,857,363		
Package No. 070									
Revenue Shortfalls			(193,993)		(174,993)	(19,000)			
Subtotal: 2021-23 Modified Current Service Level	862	595.19	243,230,149		121,090,600	111,282,186	10,857,363		

Budget Narrative

	TOTALS			FUND TYPE					
	POS	FIE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
Emergency Board Packages: (List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
090 Analyst Adjustments	2	2.00	716,073	500,000	2,816,073	(2,600,000)			
096 Statewide Adjustments DAS Chgs			(2,399,728)		(1,170,587)	(1,229,141)			
097 Statewide AG Adjustment			(10,974)		(5,353)	(5,621)			
099 Microsoft 365 Consolidation			(613,698)		(299,362)	(314,336)			
101 Standard Operational Needs			862,749		420,849	441,900			
102 Honor Grant Award Obligations			17,274,306			5,409,040	11,865,266		
Subtotal Policy Packages	2	2.00	15,828,728	500,000	1,761,620	1,701,842	11,865,266		
Total: 2021-23 Budget	864	397.19	259,058,877	500,000	122,852,220	112,984,028	22,722,629		
Percent Change From 2019-21 Leg. Approved	-0.7%	-0.9%	-1.9%	0.0%	5.2%	-13.5%	36.2%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.2%	0.3%	6.4%	0.0%	1.3%	1.5%	109.3%	0.0%	0.0%

Budget Narrative

Oregon Parks and Recreation Department 2021-23 Organization Chart



Parks & Recreation Dept

Agency Number: 63400

Agencywide Program Unit Summary
2021-23 Biennium

Version: Y - 01 - Governor's Budget

Summary Cross Reference Number	Cross Reference Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
100-10-00-00000	Directors Office						
	General Fund	226,952	-	-	-	500,000	-
	Lottery Funds	883,533	1,678,745	1,678,745	1,676,642	1,887,362	-
	Other Funds	920,323	1,457,967	1,457,967	1,331,393	1,325,772	-
	All Funds	2,030,808	3,136,712	3,136,712	3,008,035	3,713,134	-
200-10-00-00000	Central Services						
	Lottery Funds	17,291,639	19,322,180	19,322,180	23,546,605	22,304,699	-
	Other Funds	14,906,588	17,261,884	17,261,884	20,126,614	18,822,587	-
	All Funds	32,198,227	36,584,064	36,584,064	43,673,219	41,127,286	-
300-10-00-00000	Park Development						
	Lottery Funds	22,672,520	23,986,750	23,986,750	20,184,465	20,184,465	-
	Other Funds	2,476,967	17,547,150	17,547,150	3,422,473	3,422,473	-
	Federal Funds	227,527	1,810,132	1,810,132	1,892,853	1,892,853	-
	All Funds	25,377,014	43,344,032	43,344,032	25,499,791	25,499,791	-
400-10-00-00000	Direct Services						
	Lottery Funds	49,221,391	53,597,672	53,597,672	57,202,219	59,574,176	-
	Other Funds	60,120,209	67,929,772	67,929,772	70,765,911	67,926,461	-
	Federal Funds	365,440	2,332,437	2,332,437	2,335,941	2,335,941	-
	All Funds	109,707,040	123,859,881	123,859,881	130,304,071	129,836,578	-

Agency Request
2021-23 Biennium

Governor's Budget

Legislatively Adopted
Agencywide Program Unit Summary - BPR010

Summary Cross Reference Number	Cross Reference Description	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
500-10-00-00000	Community Support and Grants						
	Lottery Funds	15,048,019	18,200,227	18,200,227	17,552,037	18,901,518	-
	Other Funds	12,729,528	26,458,550	26,458,550	21,486,735	21,486,735	-
	Federal Funds	7,951,839	12,543,254	12,543,254	18,493,835	18,493,835	-
	All Funds	35,729,386	57,202,031	57,202,031	57,532,607	58,882,088	-
TOTAL AGENCY							
	General Fund	226,952	-	-	-	500,000	-
	Lottery Funds	105,117,102	116,785,574	116,785,574	120,161,968	122,852,220	-
	Other Funds	91,153,615	130,655,323	130,655,323	117,133,126	112,984,028	-
	Federal Funds	8,544,806	16,685,823	16,685,823	22,722,629	22,722,629	-
	All Funds	205,042,475	264,126,720	264,126,720	260,017,723	259,058,877	-

Budget Narrative

Revenue Discussion

Park User Revenues

The Oregon Parks and Recreation Department collects user fees for overnight and day use facilities, and reservations. These user fees comprise a significant portion of revenues, and are primarily dedicated to operation of the state park system.

Overnight Camping Revenues

Many of the agency's parks offer overnight camping. Facilities range from individual full hook-up sites with water, electrical, and sewer, to primitive hiker-biker sites with few amenities. Specialty facilities available for rental include deluxe cabins and yurts featuring full kitchen and bathroom, standard cabins and yurts, and teepees. Group camps, other group overnight facilities, and horse camps are other popular types of facilities available at selected parks across the state.

HB 2318 enacted by the 2017 Legislature provides that the Oregon Parks and Recreation Commission may adopt rules setting a range of changes for camping fees and the Director may vary fees within those ranges. Camping site rental fees may be increased for certain site types to help offset the costs of fee waivers, and to better align with current market rates.

Day Use Revenues

The Oregon Parks and Recreation Department currently charges a day use parking fee at 25 state parks. Revenue generated from these fees is used to help offset park operations and maintenance costs. The fee is charged to park a vehicle at any time during daily operating hours. Also available for purchase are 12-month and 24-month passes that allow the permit holder unlimited daytime parking at all day use fee state parks across the state. Other day use fees include charges for use of group picnic and special meeting facilities at selected parks.

Reservation Revenues

A reservation fee is charged for making reservations at 43 reservation parks. Customers may call a toll-free number or use the internet to make a reservation up to nine months in advance through the agency's reservation system. Reservation fees are also charged at selected parks for use of group shelters, meeting halls, and particular day use facilities. Revenue to the Department is reduced by a fee charged for each reservation made through the internet by Active Networks – the provider of the internet reservation service.

Recreational Vehicle Registration Fees

Recreational vehicles in Oregon must be licensed every two years. Revenue from recreational vehicle license fees is shared between Oregon Parks and Recreation Department (OPRD) and the 36 Oregon counties. The Oregon Department of Transportation (ODOT) collects the fees, deducts administrative costs, and transfers the remaining funds to OPRD for use and distribution to the counties. The counties share is 45% and OPRD's share is 55%.

Budget Narrative

Of the 45% that OPRD distributes to the counties, 90% is distributed through the Park Assistance Formula. The Park Assistance Formula uses data from a biennial survey of each county's number of campsites, and annual figures for number of recreational vehicle registrations and population as a percent of statewide figures, to determine the monthly county-by-county allotment. ORS 390.134 states that the counties must use this money for parks and recreation purposes.

The remaining 10% is reserved for the County Opportunity Grant Program. This program provides funding for the acquisition, development, rehabilitation, and planning of county park and recreation sites that provide overnight camping facilities.

Lottery Revenues

In November 1998, Ballot Measure 66 amended the Oregon Constitution dedicating 15% of the net lottery proceeds to a new Parks and Natural Resource fund. Half of these proceeds were dedicated to OPRD for the repair, operation and creation of state parks, ocean shore and public beach access areas, historic sites and recreation areas. The Legislature allocated these funds to administration and operations, local grants, facility maintenance, Oregon State Fair and Exposition Center, debt service, and acquisition. Ballot Measure 66 sunset in 2014 unless reauthorized by voters.

Ballot Measure 76 was passed by voters in November 2010, making permanent the language in Ballot Measure 66. In addition, constitutional language now requires that no less than 12% of the Lottery funds received by OPRD be used to provide grants to regional and local government entities to acquire property for public parks, natural areas, or outdoor recreation areas, or to develop or improve these sites.

Budget Narrative

The following table shows lottery monies received, expended, and carried forward for the bienniums 2017-19 through 2021-23:

Lottery Received, Expended, and Carried Forward

	2017-19 Actuals	2019-21 Legislatively Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Legislatively Adopted Budget
Beginning Balance	34,406,868	30,599,517	29,198,941	29,198,941	
Lottery Transfer	108,352,260	109,382,124	101,377,188	113,306,999	
Interest	887,506	200,914	906,366	906,366	
Expended	(102,964,517)	(114,488,081)	(116,385,308)	(119,075,560)	
Ending Balance	40,682,117	25,694,524	15,097,187	24,336,746	0
Dedicated Funds:					
Local Government Grant Program	7,581,878	6,757,561	7,810,915	7,893,011	
Cash Flow	7,390,000	7,121,880	2,504,780	9,804,780	
Salary/Benefit Reserve		4,626,998	4,579,211	4,579,211	
Reserve for ODOT funding issue		900,000			
Reserve for Technology updates		2,180,222			
Total Dedicated	14,971,878	21,586,661	14,894,906	22,277,002	0

All-Terrain Vehicle Revenues

The 1999 Legislature transferred responsibility for an all-terrain vehicle (ATV) program from the Oregon Department of Transportation (ODOT) to the Oregon Parks and Recreation Department. This transfer became effective January 1, 2000. Revenues are generated for this program from two sources: fees collected for the issuance of operating permits and a portion of un-refunded fuel tax that is determined to be tax on fuel used by ATV's for off-road recreational purposes. The revenue from this program is dedicated to ATV programs and may not be used to fund other agency programs.

Additional Other Fund Sources

The Department receives additional Other Funds from a variety of sources. Many of these revenues are dedicated to specific purposes. For example, the Department receives funding from the Oregon State Marine Board for development and repair of boating facilities, and contract fees from the Oregon Department of Transportation for maintaining park roads and certain highway rest areas.

The Department also collects revenues from the sale of timber from thinning projects designed to reduce fire hazard and for improving forest health, park concessions, rental of park property and employee housing, miscellaneous use permits, and a portion of proceeds from sale of Salmon license plates which is transferred monthly from the Oregon Department of Transportation.

Budget Narrative

The Department also receives miscellaneous Other Fund grants and donations that are used to leverage existing funds for park projects. For example, collaborative efforts between the Marine Board and the Department have resulted in improvements to docks and boat ramps at several parks. These improvements would not have been accomplished without these matching funds.

Federal Funds

The Department receives federal funds from four major sources: 1) Historic Preservation Act; 2) Land and Water Conservation Fund; 3) Recreational Trails Program; and 4) Natural Heritage Program. These programs include funds that are passed on to local government, private individuals, and non-profit entities for specific grant projects. The Historic Preservation Act and Land and Water are funded through the Department of the Interior's National Park Service, the Recreational Trails Program is funded by the Federal Highway Administration, and the Natural Heritage Program is funded by the US Fish and Wildlife service.

The Department also receives miscellaneous federal grants as funding for specific projects. As with Other Funds miscellaneous grants, Federal grants are used to allow for greater improvements to park facilities than could not be accomplished with existing funds. Some grants require state match; none of these grants obligate funds beyond the life of the project.

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITES Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	2021-23		
						Agency Request	Governor's Budget	Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605	887,506	200,914	200,914	906,366	906,366	-
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605	17,997					
Transfers-In								
Intrafund	Lot	1010	-	-	-	-	-	-
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	108,419,596	109,488,309	83,540,779	101,492,357	113,422,168	-
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107	2,110,972	2,292,182	2,292,182	3,776,660	3,776,660	-
From Department of Forestry	Lot							
Intrafund								
Administrative Services	Lot	2010	-	-	-	-	-	-
Dept. of Forestry	Lot	2107						
To Oregon Department of Transportation	Lot	2629	(67,336)	(106,185)	(106,185)	(115,169)	(115,169)	-
	Lot	2730	-	-	-	-	-	-
Total Lottery Funds	Lot		111,368,735	111,875,220	85,927,690	106,060,214	117,990,025	-
Other Funds (Limited)								
Park User Fees	Oth	0255	58,119,387	56,298,736	44,208,498	60,388,017	57,698,167	-
Other Nonbusiness Lic & Fees	Oth	0210	1,691,081	2,129,287	2,129,287	2,279,065	2,279,065	-
Federal Revenues - Svc Contracts	Oth	0410	159,421	-	-	-	-	-
Charges for Services	Oth	0410	153,476	-	-	-	-	-
Rents and Royalties	Oth	0510	1,861,956	-	-	-	-	-
Interest Earnings	Oth	0605	3,444,956	2,131,271	2,131,271	3,595,572	3,595,572	-
Sales Income	Oth	0705	3,538,726	4,097,658	4,097,658	4,013,400	4,013,400	-
Donations	Oth	0905	1,090,487	-	-	-	-	-
Grants (Non-Fed)	Oth	0910	168,562	-	-	-	-	-
Other Revenues	Oth	0975	774,316	9,399,274	9,399,274	8,453,207	8,453,207	-
Lottery Bonds Proceeds	Oth	0565	5,021,595	5,106,587	5,106,587	-	-	-
Transfers-In								
Intrafund	Oth	1010	-	-	-	-	-	-
From Dept. Adminst Serv	Oth	1107	-	400,000	400,000	-	-	-
Oregon Military Department	Oth	1248	614	-	-	-	-	-
From Marine Board	Oth	1250	428,404	400,000	400,000	400,000	400,000	-
Oregon Dept of Energy	Oth	1330	-	-	-	-	-	-
OR Business Development	Oth	1123	304,309	260,000	260,000	260,000	260,000	-
From Oregon Dept of State Lands	Oth	1141	-	-	-	-	-	-
From Oregon Department of Forestry	Oth	1629	-	-	-	-	-	-
From Oregon Department of Transportation	Oth	1730	55,448,978	50,529,933	48,201,581	57,020,697	57,020,697	-
From Dept of Fish/Wildlife	Oth	1635	-	-	-	-	-	-

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBIT'S Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	2021-23		
						Agency Request	Governor's Budget	Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010	-	-	-	-	-	-
To Counties	Oth	2080	(15,537,361)	(14,252,405)	(13,309,422)	(15,634,249)	(15,634,249)	-
To Oregon Department of Transportation	Oth	2730	(570,114)	(580,308)	(580,308)	(715,483)	(715,483)	-
To OR Business Development	Oth	2123	-	-	-	-	-	-
To Dept. of Agriculture	Oth	2603	(7,354)	-	-	-	-	-
To Dept. of Forestry	Oth	2629	(1,191,052)	(1,485,672)	(1,485,672)	(1,672,269)	(1,672,269)	-
To Oregon State Police	Oth	2257	(560,057)	(690,898)	(690,898)	(894,602)	(894,602)	-
Total Other Funds	Oth		114,340,330	113,731,463	100,267,856	117,493,355	114,803,505	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	8,764,263	16,685,823	16,685,823	22,722,629	27,192,019	-
Oregon Department of Transportation	Fed	1730	-	-	-	-	-	-
Oregon Military Dept	Fed	1248	-	-	-	-	-	-
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635	-	-	-	-	-	-
To Dept of Forestry	Fed	2629	(212,103)	-	-	-	-	-
Total Federal Funds - Limited	Fed		8,552,160	16,685,823	16,685,823	22,722,629	27,192,019	-
TOTAL LIMITED			234,261,225	242,292,506	202,881,369	246,276,198	259,985,549	-
Lottery, Other, and Federal Funds			234,261,225	242,292,506	202,881,369	246,276,198	259,985,549	-

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

Parks & Recreation Dept
2021-23 Biennium

Agency Number: 63400
Cross Reference Number: 63400-000-00-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Lottery Funds						
Interest Income	905,503	200,914	200,914	906,366	906,366	-
Tsfr From Administrative Svcs	110,530,568	111,780,491	111,780,491	105,269,017	117,198,828	-
Tsfr To Forestry, Dept of	(67,336)	(106,185)	(106,185)	(115,169)	(115,169)	-
Total Lottery Funds	\$111,368,735	\$111,875,220	\$111,875,220	\$106,060,214	\$117,990,025	
Other Funds						
Non-business Lic. and Fees	1,691,081	2,129,287	2,129,287	2,279,065	2,279,065	-
Park User Fees	58,119,387	56,286,736	56,286,736	60,388,017	57,698,167	-
Federal Revenues - Svc Contracts	159,421	-	-	-	-	-
Charges for Services	153,476	-	-	-	-	-
Rents and Royalties	1,861,956	-	-	-	-	-
Lottery Bonds	5,021,595	5,106,587	5,106,587	-	-	-
Interest Income	3,444,956	2,131,271	2,131,271	3,595,572	3,595,572	-
Sales Income	3,538,726	4,097,658	4,097,658	4,013,400	4,013,400	-
Donations	1,090,487	-	-	-	-	-
Grants (Non-Fed)	168,562	-	-	-	-	-
Other Revenues	774,316	9,399,274	9,399,274	8,453,207	8,453,207	-
Tsfr From Administrative Svcs	-	400,000	400,000	-	-	-
Tsfr From OR Business Development	304,309	260,000	260,000	260,000	260,000	-
Tsfr From Military Dept, Or	614	-	-	-	-	-
Tsfr From Marine Bd, Or State	428,404	400,000	400,000	400,000	400,000	-
Tsfr From Transportation, Dept	55,448,978	50,529,933	50,529,933	57,020,697	57,020,697	-
Transfer to Counties	(15,537,361)	(14,252,405)	(14,252,405)	(15,634,249)	(15,634,249)	-
Tsfr To Police, Dept of State	(560,057)	(690,898)	(690,898)	(894,602)	(894,602)	-
Tsfr To Forestry, Dept of	(1,191,052)	(1,485,672)	(1,485,672)	(1,672,269)	(1,672,269)	-

Agency Request
2021-23 Biennium

Governor's Budget

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

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

Parks & Recreation Dept
2021-23 Biennium

Agency Number: 63400

Cross Reference Number: 63400-000-00-00-00000

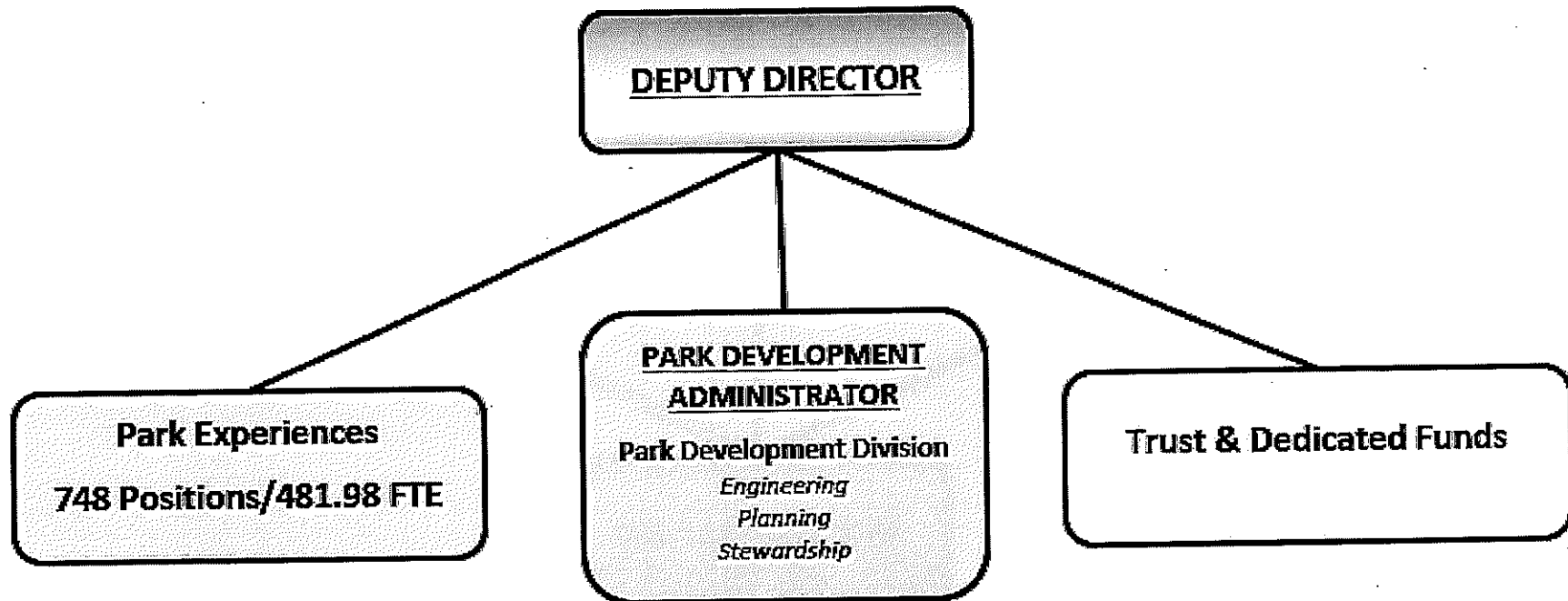
<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Other Funds						
Tsfr To Transportation, Dept	(570,114)	(580,308)	(580,308)	(715,483)	(715,483)	-
Total Other Funds	\$114,347,684	\$113,731,463	\$113,731,463	\$117,493,355	\$114,803,505	-
Federal Funds						
Federal Funds	8,764,263	16,685,823	16,685,823	22,722,629	27,192,019	-
Tsfr To Agriculture, Dept of	(7,354)	-	-	-	-	-
Tsfr To Forestry, Dept of	(212,103)	-	-	-	-	-
Total Federal Funds	\$8,544,806	\$16,685,823	\$16,685,823	\$22,722,629	\$27,192,019	-

Budget Narrative

Direct Services

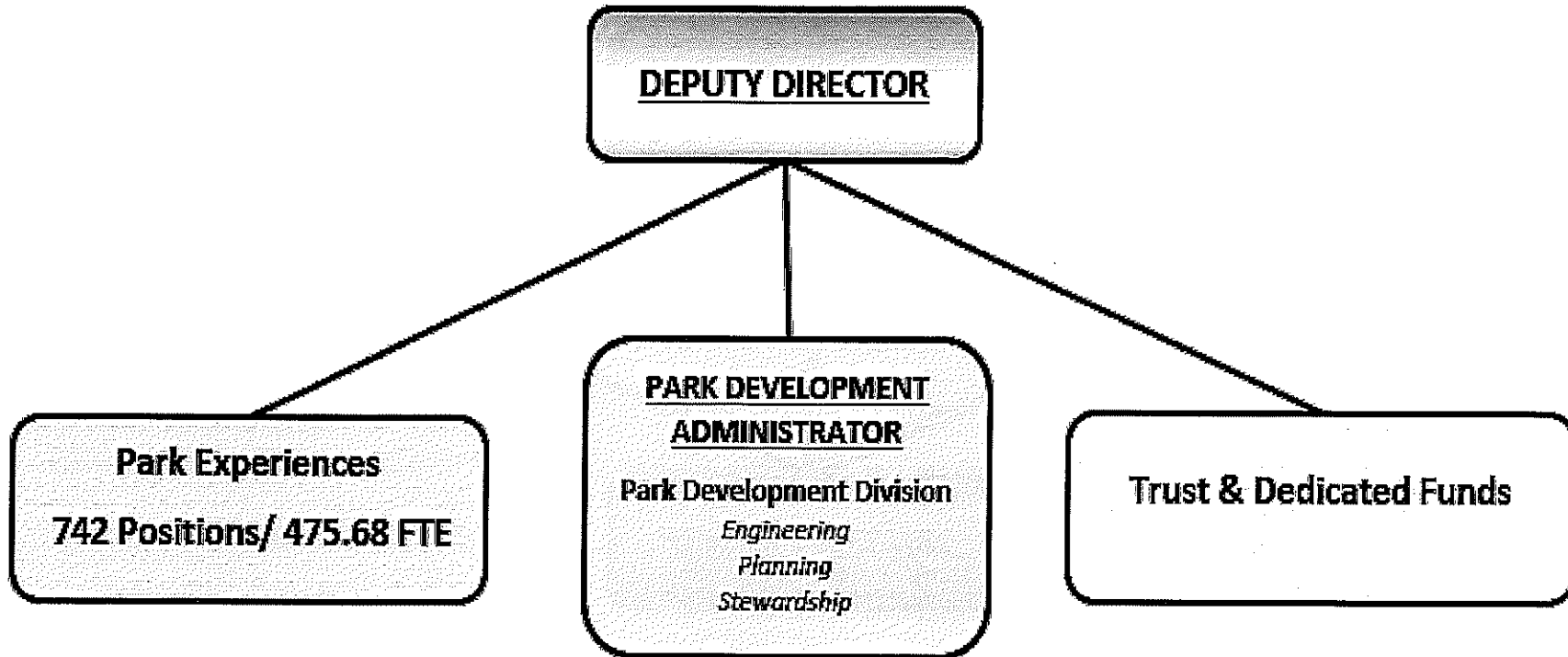
Program Description

Oregon Parks and Recreation Department Direct Services 2019-21



Budget Narrative

Oregon Parks and Recreation Department
Direct Services
2021-23



Budget Narrative

Direct Services

Executive Summary

The Oregon state park system, one of the most popular in the nation, delivers consistent, high quality direct services through more than 55 million park visits each year. It symbolizes Oregon's commitment to a healthy environment and provides critical access to nature and the outdoors for the people of the state. The 98-year-old system is a national leader in protecting natural and cultural resources, creating memorable outdoor recreation experiences, and helping generate environmentally-based local economic activity. The working capital necessary to operate the park system comes primarily from user-fee-generated Other Funds and constitutionally-dedicated Lottery Funds. The two main challenges facing the Oregon state park system are the age of many facilities, and increasingly year-round demand for service without a corresponding increase in operating resources. The COVID-19 crisis reduced the demand for long-distance travel, resulting in increased demand on the state park system at a time when two of its three funding streams—Lottery and park visitor revenue—became highly unstable due to economic measures instituted to contain the spread of infection. To reduce expenses, layoffs and hiring freezes late in the 2019-21 biennium dramatically reduced the number of Direct Services staff.

Program Description

Park experiences create vivid memories that enrich the lives of millions of park visitors each year and generate interest and support for a healthy Oregon environment. Bringing these uniquely Oregonian experiences to people requires a strong park system with varied, ample, and appealing places to visit; enthusiastic, professional staff; and a commitment to high-quality teaching and interpretation.

This program consists of *state park operations* (directly providing state park experiences to Oregonians and tourists), *planning* (plotting a course so parks meet public needs), and *special accounts* (donations, interest and small-scale, self-generated income set aside for maintenance). It delivers direct overnight and day-use services at over 250 state park properties and the ocean shore. Since 1922, the system has protected Oregon natural resources and heritage, provided significant recreational experiences to people, and produced substantial local economic activity, especially in rural areas where most state parks are located.

State park operations provides staff and services necessary to manage, operate, and protect 113,000 acres of Oregon state park properties. Besides providing services necessary for the day-to-day park operations, maintenance, and management, the program is also responsible for natural resource stewardship, interpretation, forest management, and volunteer management.

Planning is responsible for the development of comprehensive plans for each state park area, guiding state park resource management and facility development to meet changing, growing public needs for cultural and recreational experiences, and natural resource protection.

Budget Narrative

Special accounts are established to track funds acquired through donations, interest earnings, business endeavors, store operations, and income specified for dedicated reinvestment into facility repair and maintenance.

Overall costs for the program are driven by increases in park visitation, labor expenses, inflation (fuel, water, sewer, power), natural conditions (severe weather and natural disasters), and aging facilities which require costly upkeep to maintain their intended public service. As Oregon's population grows and recent warming trends increase need for parks beyond the traditional summer season, frontline staff are stretched thin to provide services up to the usual high Oregon standards. By one important measure — number of visitors per acre of state park — the Oregon State Park system is the busiest in the nation by far. There are around 500 visitors per state park acre in Oregon, nearly seven times the national average.

Program Justification and Link to 10-Year Outcome

The Direct Services program that provides Oregon's state park system symbolizes the state's commitment to responsible environmental stewardship. When people think of Oregon, they think of its quality parks and great outdoors. Not only does the program directly connect people with the environment and enjoyable experiences in the outdoors, but it also provides leadership through coordinated natural resource stewardship, and meaningful ways for people to volunteer and give back to the state. Together, these and other opportunities created by this program help make people aware of the importance of having a healthy environment. This broader understanding produces public support for other programs in the outcome area.

Across the state's healthy environment strategies, the Direct Services program primarily fulfills two key outcomes to "help communities and businesses create places where people want to live, work and play, and that Oregon will be proud to pass on to the next generation":

- Increase access and availability to transit, rail, bicycle, and pedestrian travel; and
- Balance ecological and economic interests to improve the health of watersheds, and fish and wildlife habitat.

The state park system's natural resource stewardship effort is geared towards helping to implement a number of statewide plans—the Oregon Conservation Strategy, the Oregon Plan for Salmon and Watersheds, Species Management Plans, and others—in a strategic manner by working effectively with state and local partners to cooperatively implement conservation. By improving existing state parks and coordinating with mass transit and recreation authorities in metropolitan areas, they will also become more useful and attractive to bicyclists, hikers, and other people who use alternative modes of transportation as a regular part of their everyday lives.

Budget Narrative

Program Performance

The Oregon state park system is among the most popular in the nation, with around 502 visitors per acre, the highest in the nation.

Enabling Legislation/Program Authorization

ORS 390.111 Creation of department; jurisdiction and authority. (1) The State Parks and Recreation Department is created ... the department has complete jurisdiction and authority over all state parks, waysides and scenic, historic or state recreation areas, recreational grounds or places acquired by the state for scenic, historic, natural, cultural or recreational purposes except as otherwise provided by law.

ORS 390.121 Powers of commission. In carrying out its responsibilities, the State Parks and Recreation Commission may ... manage, operate and maintain facilities and areas, including but not limited to roads, trails, campgrounds, picnic areas, boat ramps and nature study areas ...

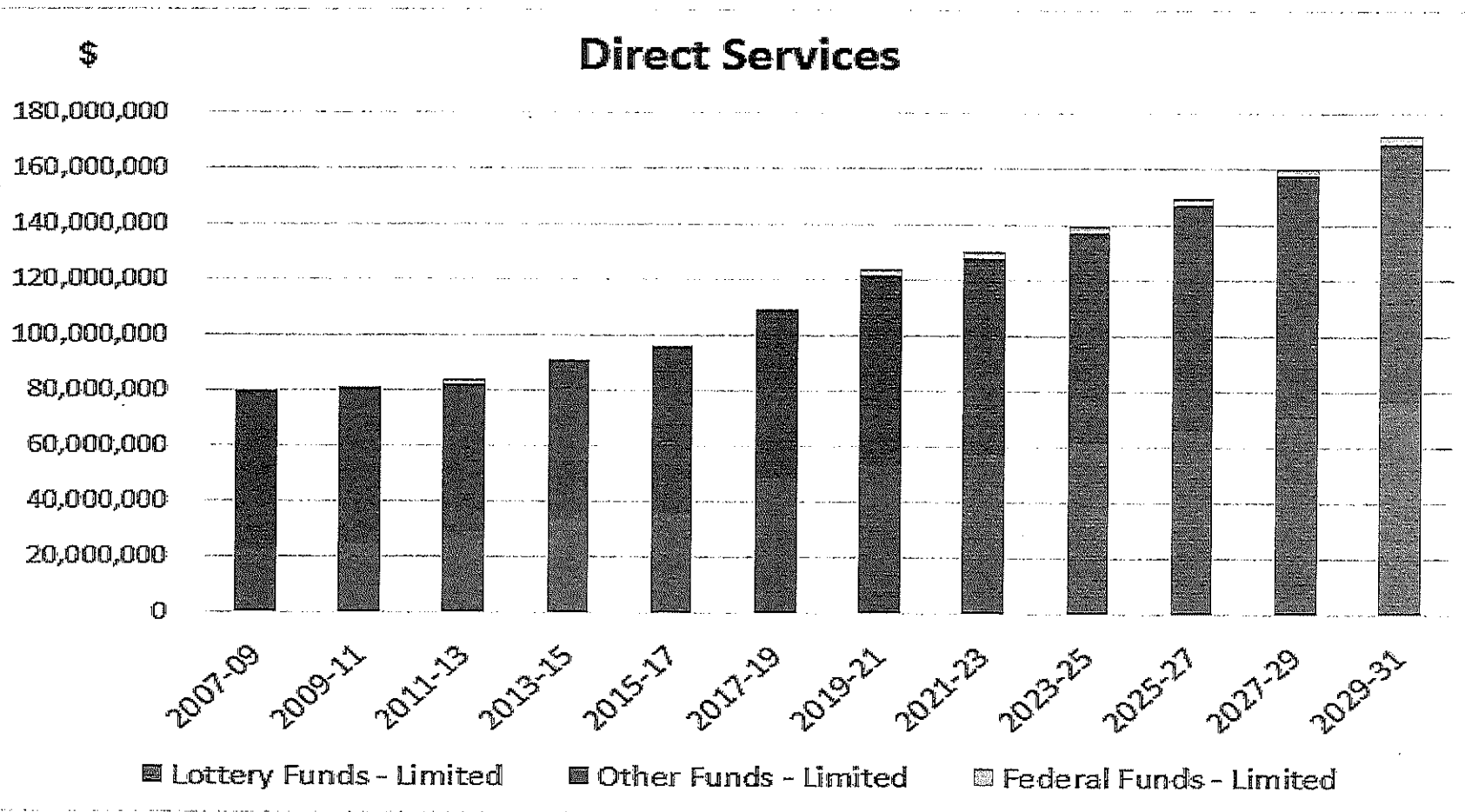
ORS 390.180 Standards for recreational planning and fund disbursement; rules; park master plans. (1) The State Parks and Recreation Director shall adopt rules that ... Performs comprehensive statewide recreational planning; or ... Establish a master plan for each state park, including an assessment of resources and a determination of the capacity for public use and enjoyment of each park, that the State Parks and Recreation Department shall follow in its development and use of each park.

Funding Streams

Direct Services are funded by Other Funds (mostly user fee revenue from park visitors and recreational vehicle licensees), dedicated Lottery Funds, and Federal Funds (in the form of grants and transfers from other agencies).

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund ... to achieve all of the following: Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.

Budget Narrative



Significant Proposed Program Changes from 2019-21

Due to uncertainty associated with the ongoing COVID-19 pandemic, Direct Services during the 2021-23 biennium will experience significant disruptions and no major new changes are planned. Policy Option Package 101 includes a \$246,535 for fuel and utility cost increases. Major new investments have been shelved until economic conditions and revenues stabilize.

Budget Narrative

Purpose, customers, and source of funding

The purpose of OPRD's Direct Services program is to provide everyone that decides to visit a state park with a great park experience and increase their appreciation for the state of Oregon and its healthy environment. The customers are the general public, and they include both Oregon residents, visitors, and tourists. In 2019, the state park system provided people with 3 million camper nights and 52.1 million day visits. Based on the most recent visitor surveys, 56% of customers are Oregon residents. Campsite rental prices are kept slightly below market averages, and 90% of state park properties are free from parking fees so access to state parks is available to as many people as possible. The revenue generated by these and other minor sources of visitor revenue comprises more than a third of the expenditures necessary to deliver the service. Dedicated lottery funding also provides more than a third of the necessary revenue, and less than a third is provided through other funding sources including federal grants, RV license fees, and agency transfers.

Expenditures by fund type, positions and full-time equivalents

Direct Services:	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Park Experiences		59,031,040	59,314,112	2,335,941	120,681,093	742	475.68
Trust & Dedicated Funds		543,136	8,612,349	0	9,155,485		
Total	0	59,574,176	67,926,461	2,335,941	129,836,578	742	475.68

Activities, programs, and issues in the program unit base budget

The Direct Services program activities included within *state park operations* are primarily customer service, routine park maintenance, rules enforcement, park resource management and outdoor education and include the salaries, services and supplies to operate the state park system. Additional programs operating under this portion of the budget include the state scenic waterway and scenic bikeway programs, the ocean shores program (including implementation of a habitat conservation plan for the western snowy plover), the Willamette Greenway, and the state natural areas program. The issues most affecting the program are:

- Increasing fixed costs including labor, fuel, utilities, and supplies.
- Aging facilities and infrastructure.
- Ongoing challenges associated with a heavily restricted number of management position for a dispersed, statewide service.
- Retention of quality staff.
- Difficulties in securing adequate law enforcement support.
- Economic uncertainty produced by restrictions on travel and businesses that produce Lottery revenue.

Budget Narrative

In the *planning* part of the budget, the main activities are planning for future management of state park properties; management of volunteer opportunities in state parks; and the park signs program. The issues most affecting these programs are similar to those for *state park operations*, but also include increasing conditions and regulation around siting and maintaining parks in various areas throughout the state. Finally, the *special accounts* part of the budget includes activities such as accepting donations; managing business endeavors such as park stores and firewood sales; and other miscellaneous revenue sources that are primarily applied to park facility preventive maintenance. The issues most affecting *special accounts* are having adequate budget limitation to replenish inventory and generating too little revenue to keep up with all of the facility preventive maintenance needs.

Important background for decision makers. Include trends in caseload and workload.

The key driver for the Direct Services program is park visitation. Visitation over the past several years has generally been increasing. The system provided 2.4 million camper nights and 41.5 million day visits in 2010, and 3 million camper nights and 52.1 million day visits in 2019, roughly a 25% increase. Record-breaking increases in park day visits do not directly translate to revenue since only 10% of state parks charge for parking, and only the largest campgrounds come close to breaking even due to economies of scale. Population growth leads to gradual, increasing levels of park use. Unpredictable fluctuations in attendance are due primarily to weather and, more recently, travel restrictions prompted by the health crisis. In the last several years, the weather has been relatively warm and dry in spring and autumn in many areas of the state.

Expected results from the 2021-23 budget for the program unit.

The expected results from the 2021-23 budget are the provision of 100-plus million quality park experiences to visitors, and the ongoing protection and enhancement of park natural and cultural resources. Based on recent studies of coastal park visitation, it is estimated that these visits will generate over \$9 billion in environmentally-based economic activity at or near state parks throughout Oregon over the two-year period. This is \$65-70 dollars of primarily local, economic activity for every \$1 dollar of public expenditure on the park system. Visitor spending in local communities includes groceries, gasoline, restaurants, lodging, camping, entertainment, and souvenirs. This economic activity contributes significant numbers of full and part-time jobs in Oregon communities. These results will be accomplished while park resources continue to be protected and kept in a condition that will attract future visitors. The agency performance measure that relates most directly to this program is Park Visitation (visits per acre of state park property). The goal for this measure is to maintain a high degree of use on state park properties while monitoring an optimal balance between recreation opportunities and natural resource protection. While Oregon ranks highest in number of visitors per park acre among states, acquisitions and park enhancements over the past several years have somewhat mitigated pressure on park lands. Links to the 10-year outcome are discussed above. The other expected results are positive performance on the Department's Centennial Horizon principles are:

Budget Narrative

- Save Oregon's Special Places
 - Manage properties to ensure their health, to protect their beauty, and to restore sensitive, threatened and endangered species;
 - Expand and reform protection of Oregon's oceans, beaches, and rocky shore habitat;
 - Maintain and enhance watersheds and ecosystems the Department owns by collaborating with other agencies, nonprofit organizations and park neighbors.
 - Convey the Oregon story to park visitors.
- Connect People to Meaningful Outdoor Experiences
 - Increase the state park system's reach to every Oregon community by offering facilities and programs that spark a love of nature and the outdoors through firsthand experience.
 - Efficiently deliver quality services to Oregonians from every community regardless of background.
- Taking the Long View
 - Provide first-class facilities designed to appeal to a wide variety of visitors and park users;
 - Promote the ethic that parks are vital to Oregon's way of life and that the Department has a civic responsibility to provide and protect them;
 - Apply sound planning, industry standards and technology to design, construct, and maintain the physical infrastructure of the park system.
 - Reduce OPRD's environmental impact at all levels;
 - Maintain the physical infrastructure of the park system.
 - Set fees and other sources of earned revenue more flexibly so they reflect the value of the experience and market conditions.
 - Use the new Office of Outdoor Recreation to set the foundation for cooperative agreement between the business, nonprofit, and government communities on long-term strategies for elevating investment and participation in outdoor recreation in every corner of the state.

Revenue sources and proposed revenue changes

- In Direct Services, Park Experiences are funded by a standard mixture of Lottery Funds, Other Funds (Park User Fees, various other sources) and Federal Funds.
- The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.
- Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data. Discounts and waivers drive down revenue, and high-value experiences and market conditions would allow the department to offset those losses, with the departments' authority to allow

Budget Narrative

fees to vary around a sensible average. Social equity is a key requirement, however, and flexible fees must not be allowed to price lower-income Oregonians out of recreation experiences.

- Additional Other Funds are provided by the Department of Transportation (ODOT) for paving maintenance of rest areas in state parks, RV Registration funds and salmon plate funds; ODOT provides the projected revenue amounts to the Department.
- The Oregon State Marine Board provides Other Funds to assist with the maintenance of marine facilities in state parks; the Marine Board provides the projected revenue amount.
- Finally, this budget contains Other Revenue (Other Funds) and Federal revenue. These funds come from a variety of sources depending on what partners the Department works with during the biennium. Because the sources change from biennium to biennium, it is not possible to list specific revenue sources. The Department has no accurate way to gauge how ongoing economic uncertainty will affect revenue.
 - The Trust & Dedicated budget is funded by a combination of Lottery and Other Funds.
 - The Other fund revenues are generated by:
 - A percentage of Park User Fees transferred for Preventive Maintenance
 - Sales Income – firewood, ice, and other goods sold in the parks
 - Interest income – earned on funds in the bank
 - Miscellaneous revenue – permit sales, forest management, land rental, donations
 - The Department forecasts this revenue based on historical information.

Proposed new laws that apply to the program unit

None.

Budget Narrative

Summary of 2021-23 Budget

Oregon Parks and Recreation Department

Direct Services	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Federal
2019-21 LEGISLATIVELY ADOPTED BUDGET	748	481.98	123,859,881		53,597,672	67,929,772	2,332,437		
Emergency Board Actions (through 3/2020)									
2019-21 Legislatively Approved Budget	748	481.98	123,859,881		53,597,672	67,929,772	2,332,437		
Base Budget Adjustments:									
Net Cost of 2019-21 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out	(3)	(3.30)	6,120,880		3,215,025	2,883,362	22,493		
Estimated Cost of 2021-23 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2021-23 Base Budget	745	478.68	129,980,761		56,812,697	70,813,134	2,354,930		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			(78,016)		(38,821)	(39,195)			
Non-PICS Personal Service Increase/(Decrease)			502,793		243,867	257,916	1,012		
Subtotal			424,779		205,046	218,721	1,012		
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs			4,102		2,002	2,100			
022 - Phase-Out Programs and One-Time Costs			(1,354,988)		(158,423)	(1,078,565)	(118,000)		
Subtotal			(1,350,886)		(156,421)	(1,076,465)	(118,000)		
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			1,839,063		639,720	1,101,344	97,999		
State Govt Service Charges Increase/(Decrease)									
Subtotal			1,839,063		639,720	1,101,344	97,999		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments	(3)	(3.00)	(836,181)		(419,083)	(417,098)			
Subtotal: 2021-23 Current Service Level Budget	742	475.68	130,057,536		57,081,959	70,639,636	2,335,941		
2021-23 Current Service Level - Page 1 Subtotal	742	475.68	130,057,536		57,081,959	70,639,636	2,335,941		
Package No. 070									
Revenue Shortfalls									
Subtotal: 2021-23 Modified Current Service Level	742	475.68	130,057,536		57,081,959	70,639,636	2,335,941		

Budget Narrative

Direct Services	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
Emergency Board Packages: (List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
090 Analyst Adjustments					2,600,000	(2,600,000)			
096 Statewide Adjustments DAS Chgs			(467,493)		(228,043)	(239,450)			
097 Statewide AG Adjustment									
099 Microsoft 365 Consolidation									
101 Standard Operational Needs			246,535		120,260	126,275			
102 Honor Grant Award Obligations									
Subtotal Policy Packages			(220,958)		2,492,217	(2,713,175)			
Total: 2021-23 Budget	742	473.68	129,836,578		59,574,176	67,926,461	2,335,941		
Percent Change From 2019-21 Leg. Approved	-0.8%	-1.3%	4.8%	0.0%	11.2%	0.0%	0.2%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.0%	0.0%	-0.2%	0.0%	4.4%	-3.8%	0.0%	0.0%	0.0%

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS	2017-19	2019-21	2019-21	2021-23		
		Revenue Acct	Actual	Legislatively Approved	Estimated	Agency Request	Governor's Budget	Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010						
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	49,288,727	53,703,857	52,167,338	57,317,388	59,689,345	
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629	(67,336)	(106,185)	(106,185)	(115,169)	(115,169)	
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		49,221,391	53,597,672	52,061,153	57,202,219	59,574,176	-
Other Funds (Limited)								
Park User Fees	Oth	0255	30,493,439	33,328,937	31,112,908	35,189,688	32,499,838	
Other Nonbusiness Lic & Fees	Oth	0210		520,000	520,000	530,590	530,590	
Federal Revenues - Svc Contracts	Oth	0410	159,421					
Charges for Services	Oth	0410	117,836					
Rents and Royalties	Oth	0510	1,861,956					
Interest Earnings	Oth	0605	302,578	216,426	216,426	314,794	314,794	
Sales Income	Oth	0705	3,538,726	4,097,658	4,097,658	4,013,400	4,013,400	
Donations	Oth	0905	471,393					
Grants (Non-Fed)	Oth	0910	118,562					
Other Revenues	Oth	0975	741,004	7,167,064	7,167,064	6,181,221	6,181,221	
Lottery Bonds Proceeds	Oth	0565						
Transfers-In								
Intrafund	Oth	1010						
From Dept. Adminst Serv	Oth	1107		400,000	400,000			
Oregon Military Department	Oth	1248	614					
From Marine Board	Oth	1250	405,605	400,000	400,000	400,000	400,000	
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730	24,132,535	22,138,833	20,858,319	23,995,019	23,995,019	
From Dept of Fish/Wildlife	Oth	1635						

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	2021-23		
						Agency Request	Governor's Budget	Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730						
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629	(75,175)	(111,497)	(111,497)	(120,929)	(120,929)	
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		62,268,294	68,157,421	64,660,878	70,503,783	67,813,933	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	365,440	2,332,437	2,332,437	2,335,941	2,335,941	
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		365,440	2,332,437	2,332,437	2,335,941	2,335,941	-
TOTAL LIMITED			111,855,125	124,087,530	119,054,468	130,041,943	129,724,050	-
Lottery, Other, and Federal Funds			111,855,125	124,087,530	119,054,468	130,041,943	129,724,050	-

Budget Narrative

Direct Services

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 4.3% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor

63400-400-10-00-00000

Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
	Temporary Appointments								13,209	13,870		27,079
	Overtime Payments								11,199	11,760		22,959
	Shift Differential								5,124	5,380		10,504
	All Other Differential								274	288		562
	Public Employees Retire Cont								2,843	2,985		5,828
	Pension Bond Contribution								163,574	173,456	1,012	338,042
	Social Security Taxes								2,280	2,394		4,674
	Unemployment Assessments								32,250	33,863		66,113
	Mass Transit Tax								13,114	13,920		27,034
	Vacancy Savings								(38,821)	(39,195)		(78,016)
Total Personal Services								-	205,046	218,721	1,012	424,779
SERVICES AND SUPPLIES												
Total Services and Supplies								-	-	-	-	-
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	\$205,046	\$218,721	\$1,012	\$424,779
TOTAL POSITIONS/FTE			Pos	FTE								

Budget Narrative

Direct Services

021 Phase In

Package Description

This package phases in limitation related to the establishment of a new Region Manager position for park operations. This adds limitation to have a full 24 months' worth of funding associated with the new position.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 021 Phase-In

63400-400-10-00-00000

Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Fnds
Total Personal Services												
								-	-	-	-	-

SERVICES AND SUPPLIES

4100	Instate Travel								114	119		233	
4150	Employee Training								45	48		93	
4175	Office Expenses								28	30		58	
4200	Telecommunications								143	149		292	
4475	Facilities Maintenance								380	398		778	
4575	Agency Program Related S and S								348	366	-	714	
4650	Other Services and Supplies								472	495		967	
4700	Expendable Prop 250 - 5000								472	495		967	
Total Services and Supplies									-	2,002	2,100	-	4,102

CAPITAL OUTLAY

Total Capital Outlay												
									-	-	-	-

SPECIAL PAYMENTS

Total Special Payments												
									-	-	-	-

TOTAL REQUESTS

									-	\$2,002	\$2,100	\$0	\$4,102
--	--	--	--	--	--	--	--	--	---	---------	---------	-----	---------

TOTAL POSITIONS/FTE

			Pos			FTE							
--	--	--	-----	--	--	-----	--	--	--	--	--	--	--

Budget Narrative

Direct Services

022 Phase out Program and One time Costs

Package Description

This package phases out limitation related to policy packages from the 2019-21 biennium.

- Federal Emergency Management Agency (FEMA) funds carried over for storm clean up,
- Funding related to the Salmonberry trail,
- Project funding from the Bureau of Reclamation (BOR) for Prineville State Park,
- Funding from the Department of Administrative Services (DAS) related to the State Capitol State Park.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY														
Package No. 022 Phase-out Pgm & One-time Costs										65400-400-10-00-00000				
PERSONAL SERVICES										Direct Services				
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds		
Total Personal Services										-	-	-	-	-
SERVICES AND SUPPLIES														
4100	Instate Travel									(1,868)		(1,868)		
4150	Employee Training									(747)		(747)		
4175	Office Expenses									(467)		(467)		
4200	Telecommunications									(2,336)		(2,336)		
4475	Facilities Maintenance								(158,423)	(481,499)	(118,000)	(757,922)		
4575	Agency Program Related S&S									(176,182)		(176,182)		
4650	Other Services and Supplies									(407,733)		(407,733)		
4700	Expendable Prop 250-5000									(7,733)		(7,733)		
Total Services and Supplies										-	(158,423)	(1,078,565)	(118,000)	(1,354,988)
CAPITAL OUTLAY														
Total Capital Outlay										-	-	-	-	-
SPECIAL PAYMENTS														
Total Special Payments										-	-	-	-	-
TOTAL REQUESTS										-	(\$158,423)	(\$1,078,565)	(\$118,000)	(\$1,354,988)
TOTAL POSITIONS/FTE			Pos	FTE										

Budget Narrative

Direct Services

031 Standard Inflation

Package Description

This package includes standard inflation of 4.3% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 5.7% inflation.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 031 Standard Inflation										63400-400-10-00-00000			
										Direct Services			
PERSONAL SERVICES													
No.	Group by Classification Name	Pos.	FTE	Base Rate	Step	Salary	OPE	GF	LF	OF	FF	Funds	
Total Personal Services													
SERVICES AND SUPPLIES													
4100	Instate Travel								12,923	14,413		27,336	
4125	Out of State Travel								361	379		740	
4150	Employee Training								5,598	6,347		11,945	
4175	Office Expenses								18,456	56,177		74,633	
4200	Telecommunications								15,365	16,343		31,908	
4250	Data Processing								35	36		71	
4275	Publicity and Publications								4,138	9,052		13,190	
4300	Professional Services								50,341	61,595	40,919	152,855	
4375	Employee Recruitment and Develop								470	493		963	
4400	Dues and Subscriptions								117	123		240	
4425	Facilities Rental and Taxes								1,340	2,917		4,257	
4450	Fuels and Utilities								105,420	112,570		217,990	
4475	Facilities Maintenance								89,632	142,164	5,652	237,448	
4500	Food and Kitchen Supplies								4,765	5,003		9,768	
4575	Agency Program Related S and S								86,830	291,474	51,428	429,732	
4650	Other Services and Supplies								49,125	160,675		209,800	
4700	Expendable Prop 250 - 5000								8,645	13,770		22,415	
4715	IT Expendable Prop								19	21		40	
Total Services and Supplies													
									-	453,780	893,552	97,999	1,445,331
CAPITAL OUTLAY													
5350	Industrial and Heavy Equipment								33,447	36,941		70,388	
5450	Agricultural Equip. and Mach.								7,834	8,293		16,127	
5650	Land Improvements								28,539	34,369		62,908	
5700	Building Structures								14,759	19,740		34,499	
5900	Other Capital Outlay								7,077	9,447		16,524	
Total Capital Outlay													
									-	93,656	108,790	-	200,446
SPECIAL PAYMENTS													
Total Special Payments													
									-	-	-	-	
TOTAL REQUESTS													
									-	\$545,436	\$1,002,342	\$97,999	\$1,645,777
TOTAL POSITIONS/FTE				Pos		FTE							

Budget Narrative

Direct Services

032 Above Standard Inflation

Package Description

This package includes additional inflation allowed for DAS Fleet charges.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 032 Above Standard Inflation

63400-400-10-00-00000

Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
Total Personal Services												
								-	-	-	-	-

SERVICES AND SUPPLIES

4450	Fuels and Utilities											
4575	Agency Program Related S and S								23,194	24,355		47,549
Total Services and Supplies												
								-	23,194	24,355	-	47,549

CAPITAL OUTLAY

Total Capital Outlay												
								-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments												
								-	-	-	-	-

TOTAL REQUESTS

								-	\$23,194	\$24,355	\$0	\$47,549
--	--	--	--	--	--	--	--	---	----------	----------	-----	----------

TOTAL POSITIONS/FTE

			Pos			FTE						
--	--	--	-----	--	--	-----	--	--	--	--	--	--

Budget Narrative

Direct Services

033 Exceptional Inflation

Package Description

This package includes additional inflation allowed for DAS Fleet charges.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 033		Exceptional Inflation					63400-400-10-00-00000					
Direct Services												
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4450	Fuels and Utilities											-
4575	Agency Program Related S and S								71,090	74,647		145,737
Total Services and Supplies								-	71,090	74,647	-	145,737
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	\$71,090	\$74,647	\$0	\$145,737
TOTAL POSITIONS/FTE			Pos	FTE								

Budget Narrative

Direct Services

060 Technical Adjustments

Package Description

This package includes adjustments related to moving the sign coordinator, a risk and safety analyst, program funds associated with the volunteer program and an administrative staff person to Central Services. It also includes moving the bikes and trails program from Community Support and Grants to Direct Services.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY													
Package No. <u>050</u> Technical Adjustments							63400-400-10-00-00000 Direct Services						
PERSONAL SERVICES													
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds	
OAO C0107	Admin Specialist 1	-2	-2			[216,312]	[130,424]						
OAO C0860	Program Analyst 1	-1	-1			[33,322]	[62,850]						
MMN X1346	Safety Specialist 2	-1	-1			[182,015]	[33,433]						
OAO C8503	Nat Res Specialist 3	1	1			119,376	67,917						
									Salary and Wages				
									Overtime Payments	[196,130]	[182,350]		[378,480]
									Shift Differential				-
									Empl Rel Bd Assessments	(89)	(65)		(154)
									Public Employees Retire Cont	[33,597]	[31,237]		[64,834]
									Pension Bond Contribution				-
									Social Security Taxes	[15,004]	[13,950]		[28,954]
									Workers Comp Assessment	(10)	(6)		(16)
									Mass Transit Tax				-
									Flexible Benefits	[59,636]	[55,060]		[114,696]
Total Personal Services													
SERVICES AND SUPPLIES									-	[304,526]	[282,750]	-	[587,276]
4100	Instate Travel								529	557			1,086
4125	Out of State Travel												-
4150	Employee Training								2,586	(449)			2,137
4175	Office Expenses								[18,182]	[19,091]			[37,273]
4200	Telecommunications								[2,476]	[2,602]			[5,078]
4250	Data Processing												-
4275	Publicity and Publications												-
4300	Professional Services												-
4375	Employee Recruitment and Develop								(158)	(166)			(324)
4400	Dues and Subscriptions												-
4425	Facilities Rental and Taxes												-
4450	Fuels and Utilities												-
4475	Facilities Maintenance								(88)	(93)			(181)
4500	Food and Kitchen Supplies												-
4575	Agency Program Related \$ and \$								[76,234]	[76,314]			[152,548]
4650	Other Services and Supplies								[20,534]	[35,530]			[56,064]
4700	Expendable Prop 250 - 5000												-
4715	IT Expendable Prop												-
Total Services and Supplies									-	[114,557]	[134,348]	-	[248,905]
CAPITAL OUTLAY													
Total Capital Outlay									-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments									-	-	-	-	-
TOTAL REQUESTS													
TOTAL POSITIONS/FTE			[3]	Pos	[3.00]	FTE			[419,083]	[417,038]	\$0		[836,121]

Budget Narrative

Direct Services

090 Analyst Adjustments

Package Description

The purpose of this package is to adjust expenditure limitation to match revenues available for the Park Operations.

How Achieved:

Due to the COVID-19 pandemic, updated revenue projections for Park User Fees indicate a reduction in revenue. The November 2020 Lottery forecast indicated an increase in revenue. This package reduces Other Fund expenditures and increases Lottery Fund expenditures resulting in a net no change in total limitation.

Staffing Impact:

None.

Quantifying Results:

The results of this package will be that there is no impact to park operations for the changes in revenue sources.

Revenue Source:

\$<2,600,000> Other Funds (Park User Fees), \$2,600,000 Lottery

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. <u>090 Analyst Adjustment</u>							63400-400-10-00-00000 Direct Services					
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
								-	-	-	-	-
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4450	Fuels and Utilities											-
4575	Agency Program Related S and S								2,600,000	(2,600,000)		-
Total Services and Supplies								-	2,600,000	(2,600,000)	-	-
CAPITAL OUTLAY												
								-	-	-	-	-
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
								-	-	-	-	-
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	\$2,600,000	(\$2,600,000)	\$0	\$0
TOTAL POSITIONS/FTE			_____ Pos	_____ FTE								

Budget Narrative

Direct Services

096 Statewide Adjustment DAS Chgs

Package Description

The purpose of this package is to account for statewide adjustments.

How Achieved:

The agency's service charges from the Department of Administrative Services (DAS) were reduced based on changes made to DAS's budget during the Governor's Budget process.

Staffing Impact:

None.

Quantifying Results:

With reductions in charges from DAS, more funding is available for operating the state park system.

Revenue Source:

\$<239,450> Other Funds, \$<228,043> Lottery

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 096 Statewide Adjustment D&S Chgs

63400-400-10-00-00000

Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
				Salaries & Wages								
				Empl Rel Bd Assessments								
				Public Employees Retire Cont								
				Social Security Taxes								
				Workers Comp Assessments								
				Flexible Benefits								
Total Personal Services								-	-	-	-	-

SERVICES AND SUPPLIES

4100	Instate Travel											-
4150	Employee Training											-
4175	Office Expense											-
4225	State Gov Service Charges											-
4250	Data Processing											-
4325	Attorney General											-
4425	Facilities Rental and Taxes											-
4575	Agency Program Related S&S								(228,043)	(239,450)		(467,493)
4650	Other Services and Supplies											-
Total Services and Supplies								-	(228,043)	(239,450)	-	(467,493)

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-
-----------------------------	--	--	--	--	--	--	--	---	---	---	---	---

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-
-------------------------------	--	--	--	--	--	--	--	---	---	---	---	---

TOTAL REQUESTS

TOTAL POSITIONS/FTE								-	(228,043)	(239,450)	\$0	(467,493)
----------------------------	--	--	--	--	--	--	--	---	-----------	-----------	-----	-----------

Budget Narrative

Direct Services

101 Standard Operational Needs

Package Description

Purpose:

The purpose of this package is to increase expenditure limitation for specific budget items where costs are increasing faster than inflation and the cost is generally outside the Department's control.

How Achieved:

The state park system faces rising costs that do not stay within the standard inflation allowed. While the Department does all it can to control costs, increases outside its control are causing an erosion of limitation available to operate and maintain the park system. Below is the budget line item that needs additional limitation to cover accelerating costs:

- Utilities – this would be electricity, natural gas, water/sewer costs. The analysis looked at what is driving the increase and it is both rate increases and usage. The Department must pay what local utility companies charge and much of the utility usage in parks is customer driven. Amount requested: \$246,535.

Staffing Impact:

None.

Quantifying Results:

With additional expenditure limitation for utilities, the budget for other park operating costs should go up allowing for more routine maintenance and less need for larger maintenance and repair projects in the future.

Revenue Source:

\$120,260 Lottery Funds, \$126,275 Other Funds

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. **101 Standard Operational Needs**

63400-400-10-00-00000

Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
Total Personal Services												
								-	-	-	-	-

SERVICES AND SUPPLIES

4450	Fuels and Utilities								120,260	126,275		246,535
4475	Facilities Maintenance											-
4575	Agency Program Related S and S											-
Total Services and Supplies												
								-	120,260	126,275	-	246,535

CAPITAL OUTLAY

Total Capital Outlay												
								-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments												
								-	-	-	-	-

TOTAL REQUESTS

								-	\$120,260	\$126,275	\$0	\$246,535
--	--	--	--	--	--	--	--	---	-----------	-----------	-----	-----------

TOTAL POSITIONS/FTE

			Pos			FTE						
--	--	--	-----	--	--	-----	--	--	--	--	--	--

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

Parks & Recreation Dept
2021-23 Biennium

Agency Number: 63400
Cross Reference Number: 63400-400-10-00-00000

Source	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Lottery Funds						
Tsfr From Administrative Svcs	49,288,727	53,703,857	53,703,857	57,317,388	59,689,345	-
Tsfr To Forestry, Dept of	(67,336)	(106,185)	(106,185)	(115,169)	(115,169)	-
Total Lottery Funds	\$49,221,391	\$53,597,672	\$53,597,672	\$57,202,219	\$59,574,176	-
Other Funds						
Non-business Lic. and Fees	-	520,000	520,000	530,590	530,590	-
Park User Fees	30,493,439	33,328,937	33,328,937	35,189,688	32,499,838	-
Federal Revenues - Svc Contracts	159,421	-	-	-	-	-
Charges for Services	117,636	-	-	-	-	-
Rents and Royalties	1,861,956	-	-	-	-	-
Interest Income	302,578	216,426	216,426	314,794	314,794	-
Sales Income	3,538,726	4,097,658	4,097,658	4,013,400	4,013,400	-
Donations	471,393	-	-	-	-	-
Grants (Non-Fed)	118,562	-	-	-	-	-
Other Revenues	741,004	7,167,064	7,167,064	6,181,221	6,181,221	-
Tsfr From Administrative Svcs	-	400,000	400,000	-	-	-
Tsfr From Military Dept, Or	614	-	-	-	-	-
Tsfr From Marine Bd, Or State	405,605	400,000	400,000	400,000	400,000	-
Tsfr From Transportation, Dept	24,132,535	22,138,833	22,138,833	23,995,019	23,995,019	-
Tsfr To Forestry, Dept of	(75,175)	(111,497)	(111,497)	(120,929)	(120,929)	-
Total Other Funds	\$62,268,294	\$68,157,421	\$68,157,421	\$70,503,783	\$67,813,933	-
Federal Funds						
Federal Funds	365,440	2,332,437	2,332,437	2,335,941	2,335,941	-
Total Federal Funds	\$365,440	\$2,332,437	\$2,332,437	\$2,335,941	\$2,335,941	-

Agency Request
2021-23 Biennium

Governor's Budget

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

Budget Narrative

Park Development

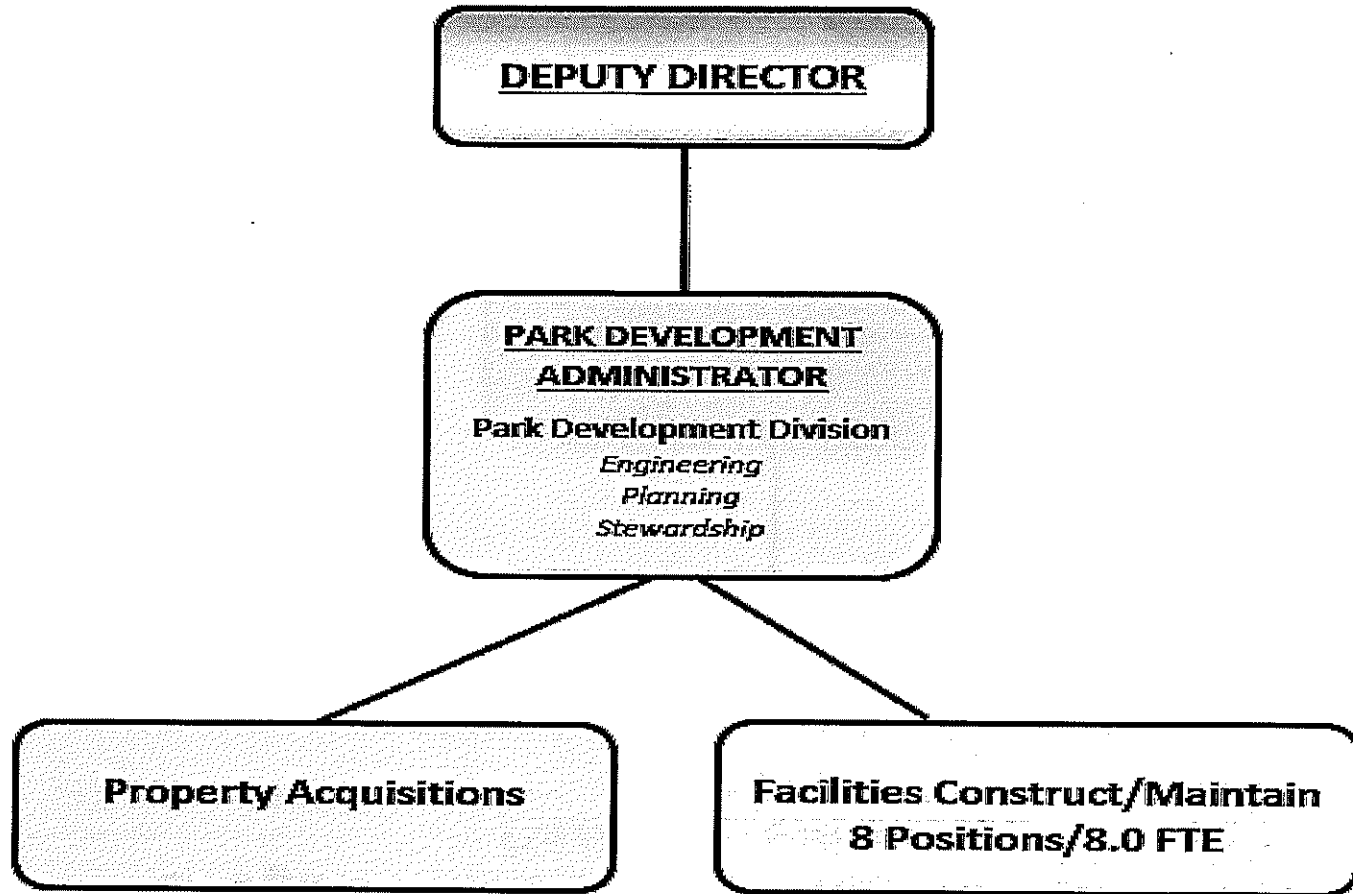
Program Description

Oregon Parks and Recreation Department Park Development 2019-21



Budget Narrative

Oregon Parks and Recreation Department
Park Development
2021-23



Budget Narrative

Park Development

Executive Summary

The Park Development program looks forward, preparing the Oregon state park system for sustainable operations and growth in the face of changing societal needs, increasing expenses, and decreasing state resources for basic park maintenance. The program defines success through:

- Strategic, thoughtful park *acquisitions*.
- Exploiting improvements in *design and engineering* technologies to improve efficiency.
- Enhancement and major maintenance of parks and park facilities.

The program positions the state for a long-term commitment to both the Healthy Environment and Jobs Outcome Areas through the lands and facilities that it acquires, improves, and maintains. The working capital necessary to build and maintain the park system comes predominantly from constitutionally-dedicated Lottery Funds, but also from user-generated Other Funds and Federal Funds.

As the system ages, choices must be made in advance of facility replacement and improvement: which expenditures serve Oregon's long-term needs best.

Program Description

The Oregon Parks and Recreation Department has a broad leadership role to advocate for and promote outdoor recreation in Oregon. It is both a steward of natural, scenic, cultural and recreational resources and a provider of needed high-quality recreational facilities and sites that can fit harmoniously within natural and historic settings. The Department's Park Development program contains two key areas to help accomplish this mission: *property acquisitions* (strategically acquiring parks), and *facility maintenance/construction* (to address overdue maintenance and improve parks).

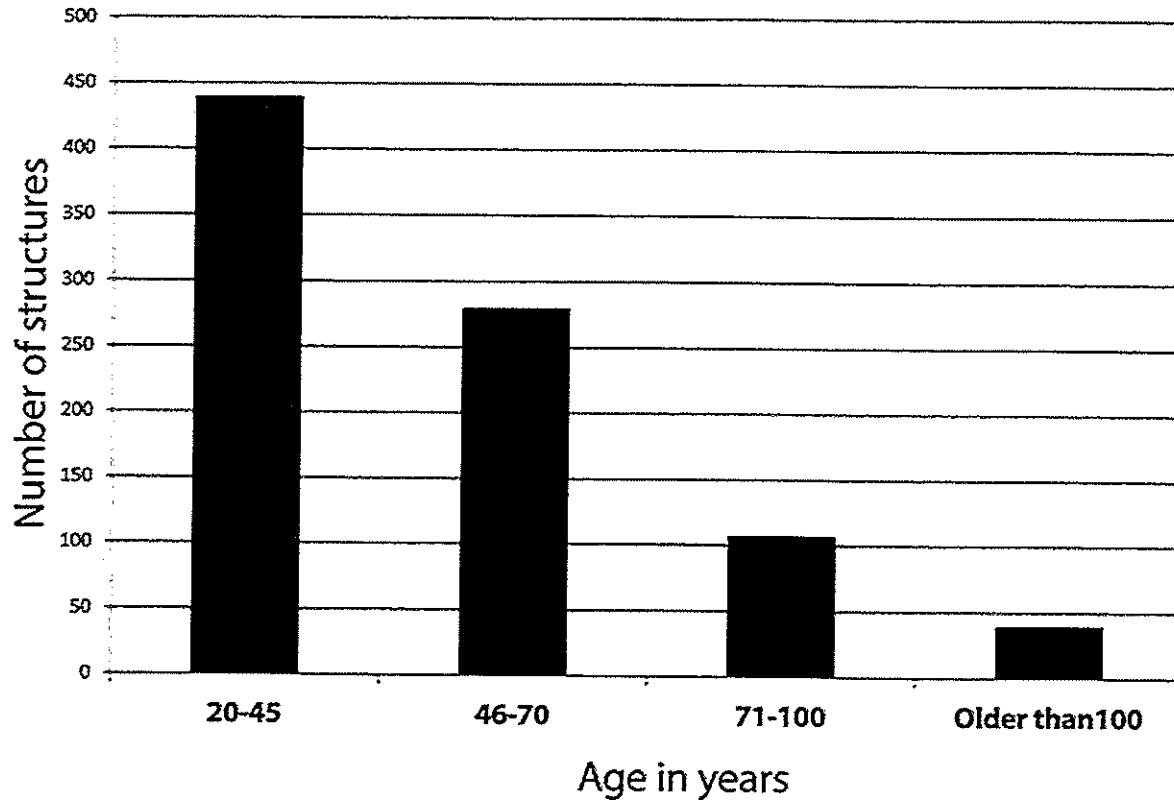
Property acquisition is responsible for the negotiation and purchase of new park properties to keep pace with changes in Oregon demographics, recreational habits and conservation priorities. Acquisitions—trades, easements, donations and purchases—are informed by state documents such as the Oregon Conservation Strategy, Statewide Comprehensive Outdoor Recreation Plan, Oregon Plan for Salmon and Watersheds and Species Management Plans. Protection of public lands and open spaces is a significant tool and goal of many of these plans, though improvement to existing parks is a higher priority than new acquisitions. A small number of high-priority acquisitions should be pursued patiently, relentlessly, and creatively in cooperation with public and nongovernment partners.

Facility maintenance/construction addresses needs for long-term investment in park infrastructure by making repairs, improving and expanding parks to meet future needs, and applying value-added facility designs that use long-life, efficient fixtures and techniques.

Budget Narrative

Overall costs for the program are driven by real estate market forces, visitor expectations, and the increasing cost to repair or replace facilities built over the last 98 years. A substantial number of facilities were designed fifty years ago to serve a fraction of the number of visitors who currently enjoy the state park system. Of the approximately 1,700 structures in the state park system, 26 would take more than a million dollars each to replace. Nearly one in ten is more than 70 years old and nearly fifty are more than 100 years old.

Age of Park Facilities



Budget Narrative

Program Justification and Link to 10-Year Outcome

The Park Development program that builds and maintains Oregon's state park system demonstrates Oregon's ongoing commitment to the "Responsible Environmental Stewardship" and "A Thriving Statewide Economy" outcome areas in ways that are meaningful and evident across the state. Oregon's state park system represents the state's insistence and respect for a healthy environment through allowing the great outdoors to be both accessible and appreciated by broad sectors of the population. This is a strategic foundation for public support of other programs in the state's healthy environment. Support ten years from now for a continued commitment to a healthy environment depends on inspiring people today to value and conserve the natural environment through, in part, their connection to attractive and well-maintained parks throughout the state. The Park Development program conserves important lands and provide recreational opportunities that help define the character of our state by:

- Increasing access and availability to transit, rail, bicycle, and pedestrian travel; and
- Balancing ecological and economic interests to improve the health of watersheds, and fish and wildlife habitat.

Program Performance

The Oregon Parks and Recreation Department uses constitutionally-dedicated lottery funds, trades and other tools to gradually acquire park lands from willing sellers. By acting strategically to acquire properties that satisfy needs described in statewide conservation plans, the system has maintained a top position nationally for visitors served, and visitors served per state park acre.

Enabling Legislation/Program Authorization

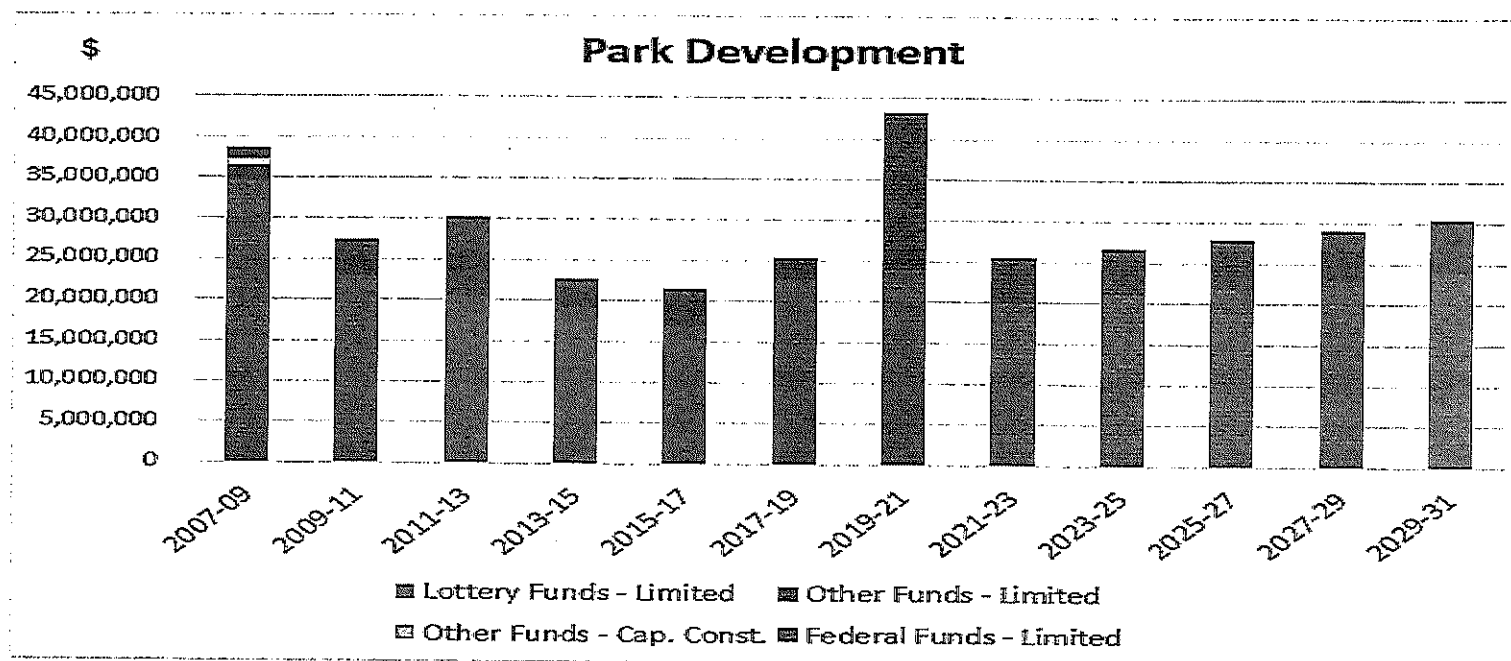
ORS 390.112 Additional criteria for acquiring and developing new historic sites, parks and recreation areas. The State Parks and Recreation Department shall propose to the State Parks and Recreation Commission additional criteria for the acquisition and development of new historic sites, parks and recreation areas.

ORS 390.121 Powers of commission: In carrying out its responsibilities, the State Parks and Recreation Commission may ... Acquire by purchase, agreement, donation or by exercise of eminent domain, real property or any right or interest therein deemed necessary for the operation and development of state parks, roads, trails, campgrounds, picnic areas, boat ramps, nature study areas, waysides, relaxation areas, visitor and interpretive centers ... or other real property or any right or interest because of its natural, scenic, cultural, historic or recreational value, or any other places of attraction and scenic or historic value which in the judgment of the State Parks and Recreation Department will contribute to the general welfare, enjoyment and pleasure of the public.

Budget Narrative

Funding Streams

Park Development is almost entirely funded with dedicated Lottery Funds, supplemented by a small amount of Other Funds (from park visitor fees) and Federal Funds (mostly in the form of grants). The dedicated Lottery Funds are allocated in accordance with the following constitutional requirement. *Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas:* In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund ... to achieve all of the following: Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.



Budget Narrative

Significant Proposed Program Changes from 2019-21

Given the economic uncertainty facing Oregon and the possible effects on Lottery revenue, no changes are proposed for this program. Even with a tight budget, it is important to make a minimal investment in seizing acquisition opportunities that accomplish Oregon's priorities for outdoor recreation services and resource protection.

Purpose, customers, and source of funding

The purpose of OPRD's Park Development program is to support the Direct Services program by maintaining and enhancing the state park system for visitors so as to give them a great park experience and increase their appreciation for the state of Oregon and its healthy environment. The customers are the general public, and they include Oregon residents, visitors, and tourists. The state park system provided an estimated 3 million camper nights and 52.1 million day visits in 2019. Based on the recent visitor surveys, 56% of customers were Oregon residents. The funding for this program is primarily dedicated Lottery Funds (55%), but also includes some Other Funds (41%) from park user fees, agency transfers, and limitation for donations and grants, and some Federal Funds (4%) for grants and agency transfers.

Expenditures by fund type, positions and full-time equivalents

Park Development:	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Property Acquisition		1,684,037	0	0	1,684,037		
Facilities Construct/Maintain		18,500,428	3,422,473	1,892,853	23,815,754	8	8.00
Total	0	20,184,465	3,422,473	1,892,853	25,499,791	8	8.00

Activities, programs, and issues in the program unit base budget

The Park Development program activities include, within *property acquisitions*, the funding for park property assessment, negotiation, due diligence, and purchase. The issues most affecting the program are availability of funding, real estate values, the willingness of property owners to sell lands to the state, and increasing conditions and regulation around siting parks in various areas throughout the state. In the *facility maintenance/construction* part of the budget, the main activities are major maintenance and repair of existing facilities and enhancement of the park system with new facilities. Because there is inadequate Lottery funding available to accomplish all of the maintenance costs that accrue in the park system each year, a triage approach is used to address the most critical needs first. While progress has been made addressing park maintenance, the aging system infrastructure continues and new emergencies occur constantly that impact the ability to deliver services and keep parks operating.

Budget Narrative

Important background for decision makers. Include trends in caseload and workload

Funding for *property acquisitions* has fluctuated over the years, reflecting market conditions and a constant search for balance. The state needs to provide memorable experiences in special places for a growing population and needs to relieve crowding on public lands that have family-friendly facilities. On the flip side, it also needs to continue avoiding acquisitions it cannot afford to protect, develop, and maintain. Perhaps more than any other function, the acquisition program relies on leveraging external funding through grants, strong partnerships, and creative mechanisms such as trades. Criteria for acquisition includes consideration of the Department's ability to build and/or maintain the property for the recreational enjoyment of Oregonians or the need to preserve an area for outstanding natural, scenic, or historical value. The end goal drives the size of the acquisition fund: providing outstanding visitor experiences consistently and sustainably over time. The *facility maintenance/construction* part of the program funds park improvements and maintenance. It was established in 1997 through the sale of \$15 million in Lottery-backed bonds, and continued by establishment of the Parks and Natural Resources Fund in the 1999-01 biennium. The activities undertaken by OPRD associated with major maintenance and enhancement of the park system through the design, permitting and construction of improvement projects. *Facility maintenance/construction* also encompasses the management systems (e.g., asset tracking, statewide bridge inspections) and personnel necessary to carry out program activities. Other funding sources augment the investment funding, including other agency transfers, grants (e.g., Oregon State Marine Board), donations, hydropower project mitigation funds, special allocations, or matching funds from federal and state agency programs (e.g., Bureau of Reclamation; Oregon Department of Transportation).

Expected results from the 2021-23 budget for the program unit.

The expected results from the 2021-23 budget are the completion of 20-30 of the top priority major maintenance projects in the state park system; acquisition of a small number of properties—mostly in-holdings, access improvements, and/or additions to existing parks. The continued investment in a small amount of land acquisition helps relieve crowding and attract underserved segments of the population to new experiences. Links to the 10-year outcome are discussed above. The other expected results are positive performance on the Department's principles:

- Save Oregon's Special Places
 - Secure outstanding habitats, historic places and scenic settings.
 - Encourage public ownership through grants or public/private partnerships.
 - Acquire or help safeguard Oregon's historic places and stimulate activities that foster their use, care and conservation.
- Connect People to Meaningful Outdoor Experiences
 - Build or enable others to build new types of parks that will meet a growing population's needs.
- Take the Long View
 - Provide first class facilities designed to appeal to a wide variety of visitors and park users;
 - Promote the ethic that parks are vital to Oregon's way of life and that the Department has a civic responsibility to provide and protect them;
 - Reduce OPRD's environmental impact at all levels;

Budget Narrative

- o Maintain the physical infrastructure of the park system.

Revenue sources and proposed revenue changes

In Park Development, the Property Acquisition budget is funded by Lottery Funds. The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

The Facilities Construct/Maintain budget is funded by a combination of Lottery Funds, Other Funds and Federal Funds. The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data.

Additional Other Funds are provided by the Department of Transportation (ODOT) for paving of state highways in state parks; ODOT provides this projected revenue amount to the Department.

Finally, this budget contains Other Revenue (Other Funds) and Federal revenue. These funds come from a variety of sources depending on what partners the Department works with during the biennium. Because the sources change from biennium to biennium, it is not possible to list specific revenue sources. The Department forecasts this revenue to remain constant from biennium to biennium.

Proposed new laws that apply to the program unit

None.

Budget Narrative

Summary of 2021-23 Budget Oregon Parks and Recreation Department

Pack Development	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
2019-21 LEGISLATIVELY ADOPTED BUDGET	9	9.00	43,344,032		23,986,750	17,547,150	1,810,132		
Emergency Board Actions (through 3/2020)									
2019-21 Legislatively Approved Budget	9	9.00	43,344,032		23,986,750	17,547,150	1,810,132		
Base Budget Adjustments:									
Net Cost of 2019-21 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out			123,073		73,791	49,282			
Estimated Cost of 2021-23 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2021-23 Base Budget	9	9.00	43,467,105		24,060,541	17,596,432	1,810,132		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			(36,436)		(28,596)	(27,840)			
Non-PICS Personal Service Increase/(Decrease)			8,902		6,310	2,592			
Subtotal			(47,534)		(22,286)	(25,248)			
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs									
022 - Phase-Out Programs and One-Time Costs			(18,750,000)		(4,500,000)	(14,250,000)			
Subtotal			(18,750,000)		(4,500,000)	(14,250,000)			
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			977,070		771,335	123,014	82,721		
State Govt Service Charges Increase/(Decrease)									
Subtotal			977,070		771,335	123,014	82,721		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments	(1)	(1.00)	(146,850)		(125,125)	(21,725)			
Subtotal: 2021-23 Current Service Level Budget	8	8.00	25,499,791		20,184,465	3,422,473	1,892,853		
2021-23 Current Service Level - Page 1 Subtotal	8	8.00	25,499,791		20,184,465	3,422,473	1,892,853		
Package No. 070									
Revenue Shortfalls									
Subtotal: 2021-23 Modified Current Service Level	8	8.00	25,499,791		20,184,465	3,422,473	1,892,853		

Budget Narrative

Park Development	TOTALS			FUND TYPE					
	POS	FIE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
090 Analyst Adjustments									
096 Statewide Adjustments DAS Chgs									
097 Statewide AG Adjustment									
099 Microsoft 365 Consolidation									
101 Standard Operational Needs									
102 Honor Grant Award Obligations									
Subtotal Policy Packages									
Total: 2021-23 Budget	8	3.00	25,499,791		20,184,465	3,422,473	1,892,853		
Percent Change From 2019-21 Leg. Approved	-11.1%	-11.1%	-41.2%	0.0%	-15.9%	-80.5%	4.6%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	2021-23		
						Agency Request	Governor's Budget	Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010						
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	22,672,520	23,986,750	13,877,254	20,184,465	20,184,465	
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		22,672,520	23,986,750	13,877,254	20,184,465	20,184,465	-
Other Funds (Limited)								
Park User Fees	Oth	0255	664,359	14,248,334	10,057,944	99,467	99,467	
Other Nonbusiness Lic & Fees	Oth	0210						
Federal Revenues - Svc Contracts	Oth	0410						
Charges for Services	Oth	0410						
Rents and Royalties	Oth	0510						
Interest Earnings	Oth	0605						
Sales Income	Oth	0705						
Donations	Oth	0905	617,276					
Grants (Non-Fed)	Oth	0910	50,000					
Other Revenues	Oth	0975		2,055,772	2,055,772	2,079,962	2,079,962	
Lottery Bonds Proceeds	Oth	0555						
Transfers-In								
Intrafund	Oth	1010						
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250	22,799					
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730	1,122,533	1,243,044	1,243,044	1,243,044	1,243,044	
From Dept of Fish/Wildlife	Oth	1635						

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	Agency Request	2021-23 Governor's Budget	Legislatively Adopted
		Acct						
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730						
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629						
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		2,476,967	17,547,150	13,356,760	3,422,473	3,422,473	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	227,527	1,810,132	1,810,132	1,892,853	1,892,853	
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		227,527	1,810,132	1,810,132	1,892,853	1,892,853	-
TOTAL LIMITED			25,377,014	43,344,032	29,044,146	25,499,791	25,499,791	-
Lottery, Other, and Federal Funds			25,377,014	43,344,032	29,044,146	25,499,791	25,499,791	-

Budget Narrative

Park Development

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 4.3% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor										63400-300-10-00-00000		
										Park Development		
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
									2,117			2,117
					Temporary Appointments							-
					Overtime Payments							-
					Shift Differential							-
					All Other Differential							-
					Public Employees Retire Cont							-
					Pension Bond Contribution				3,810	2,391		6,201
					Social Security Taxes				162			162
					Unemployment Assessments							-
					Mass Transit Tax				221	201		422
					Vacancy Savings				(28,596)	(27,840)		(56,436)
Total Personal Services								-	(22,286)	(25,248)	-	(47,534)
SERVICES AND SUPPLIES												
												-
												-
Total Services and Supplies								-	-	-	-	-
CAPITAL OUTLAY												
												-
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
												-
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	(22,286)	(25,248)	\$0	(47,534)
TOTAL POSITIONS/FTE			Pos	FTE								

Budget Narrative

Park Development

022 Phase out Program and One time Costs

Package Description

This package phases out limitation related to policy packages included in the 2019-21 biennium budget:

- Fish Passage at Bates State Park,
- Improved Experiences (ADA enhancements, Restroom Replacement, Coastal camping expansion),
- State Park Centennial,
- Signature Trails (Oregon Coast Trail, Historic Columbia River Highway State Trail),
- Targeted Acquisition funds.

Budget Narrative

Park Development

031. Standard Inflation Adjustments

Package Description

This package includes standard inflation of 4.3% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 5.7% inflation.

Budget Narrative

Park Development

060 Technical Adjustments

Package Description

This package includes adjustments related to moving an additional administrative staff person from Park Development to Central Services.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY													
Package No. 060 Technical Adjustments										63400-300-10-00-00000 Park Development			
PERSONAL SERVICES													
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds	
E C0108	Admin Specialist 2	1	1.00										
				Salary and Wages					(72,542)	(12,802)		(85,344)	
				Overtime Payments								-	
				Shift Differential								-	
				Empl Rel Bd Assessments					(49)	(9)		(58)	
				Public Employees Retire Cont					(12,426)	(2,193)		(14,619)	
				Pension Bond Contribution								-	
				Social Security Taxes					(5,550)	(979)		(6,529)	
				Workers Comp Assessment					(39)	(7)		(46)	
				Mass Transit Tax								-	
				Flexible Benefits					(32,497)	(5,735)		(38,232)	
Total Personal Services									-	(123,103)	(21,725)	-	(144,828)
SERVICES AND SUPPLIES													
												-	
4100	Instate Travel									(289)		(289)	
4125	Out of State Travel											-	
4150	Employee Training											-	
4175	Office Expenses									(1,733)		(1,733)	
4200	Telecommunications											-	
4275	Publicity and Publications											-	
4300	Professional Services											-	
4315	IT Professional Services											-	
4375	Employee Recruitment and Development											-	
4400	Dues and Subscriptions											-	
4425	Facilities Rental and Taxes											-	
4450	Fuels and Utilities											-	
4475	Facilities Maintenance											-	
4575	Agency Program Related S and S											-	
4650	Other Services and Supplies											-	
4700	Expendable Prop 250 - 5000											-	
4715	IT Expendable Property											-	
Total Services and Supplies									-	(2,022)	-	-	(2,022)
CAPITAL OUTLAY													
Total Capital Outlay									-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments									-	-	-	-	-
TOTAL REQUESTS													
TOTAL POSITIONS/FTE			(1) Pos		(1.00) FTE						\$0	(\$146,850)	

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

Parks & Recreation Dept
2021-23 Biennium

Agency Number: 63400
Cross Reference Number: 63400-300-10-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Lottery Funds						
Tsfr From Administrative Svcs	22,672,520	23,986,750	23,986,750	20,184,465	20,184,465	-
Total Lottery Funds	\$22,672,520	\$23,986,750	\$23,986,750	\$20,184,465	\$20,184,465	-
Other Funds						
Park User Fees	664,359	14,248,334	14,248,334	99,467	99,467	-
Donations	617,276	-	-	-	-	-
Grants (Non-Fed)	50,000	-	-	-	-	-
Other Revenues	-	2,055,772	2,055,772	2,079,962	2,079,962	-
Tsfr From Marine Bd, Or State	22,799	-	-	-	-	-
Tsfr From Transportation, Dept	1,122,533	1,243,044	1,243,044	1,243,044	1,243,044	-
Total Other Funds	\$2,476,967	\$17,547,150	\$17,547,150	\$3,422,473	\$3,422,473	-
Federal Funds						
Federal Funds	227,527	1,810,132	1,810,132	1,892,853	1,892,853	-
Total Federal Funds	\$227,527	\$1,810,132	\$1,810,132	\$1,892,853	\$1,892,853	-

Agency Request
2021-23 Biennium

Governor's Budget

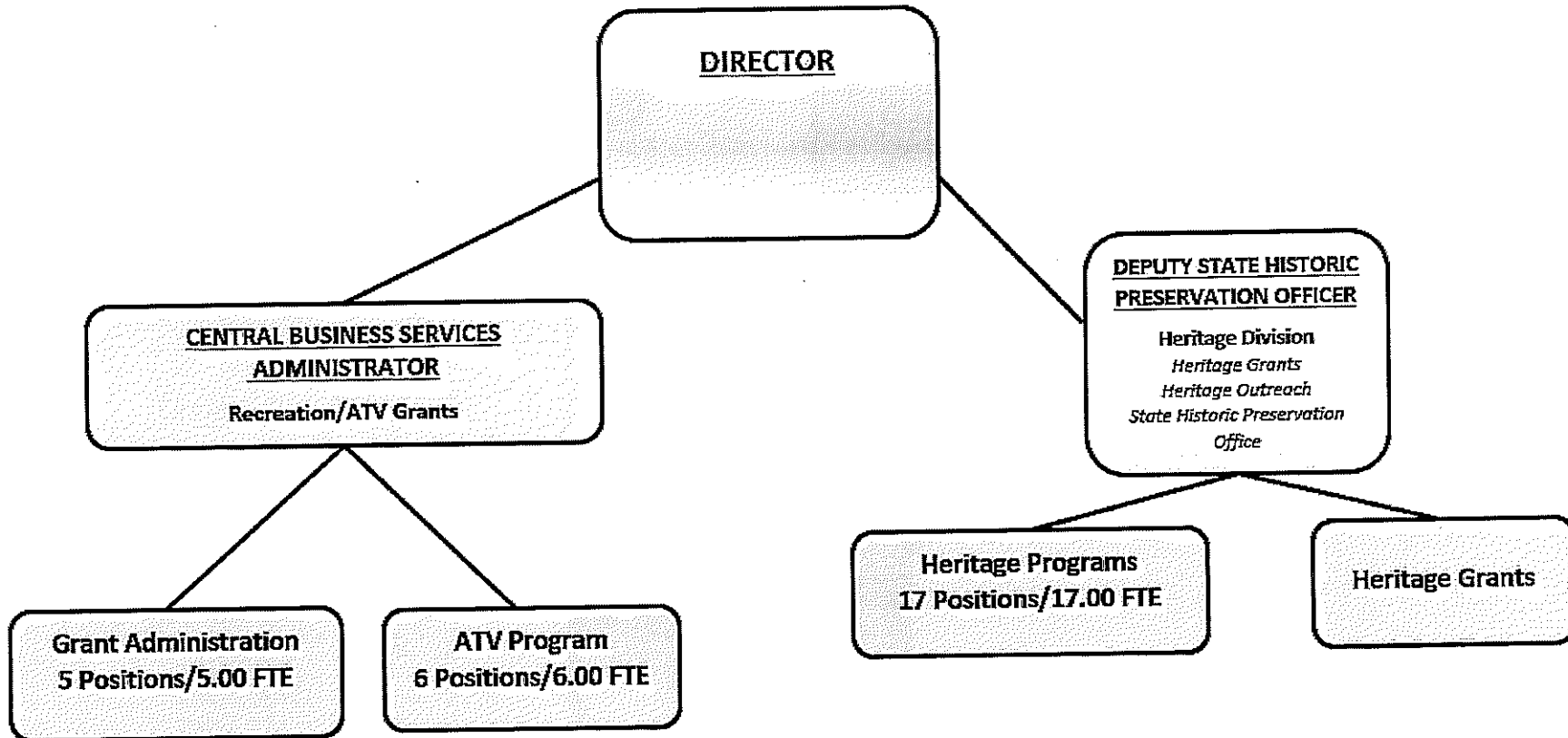
Legislatively Adopted
Detail of LF, OF, and FF Revenues - BPR012

Budget Narrative

Community Support and Grants

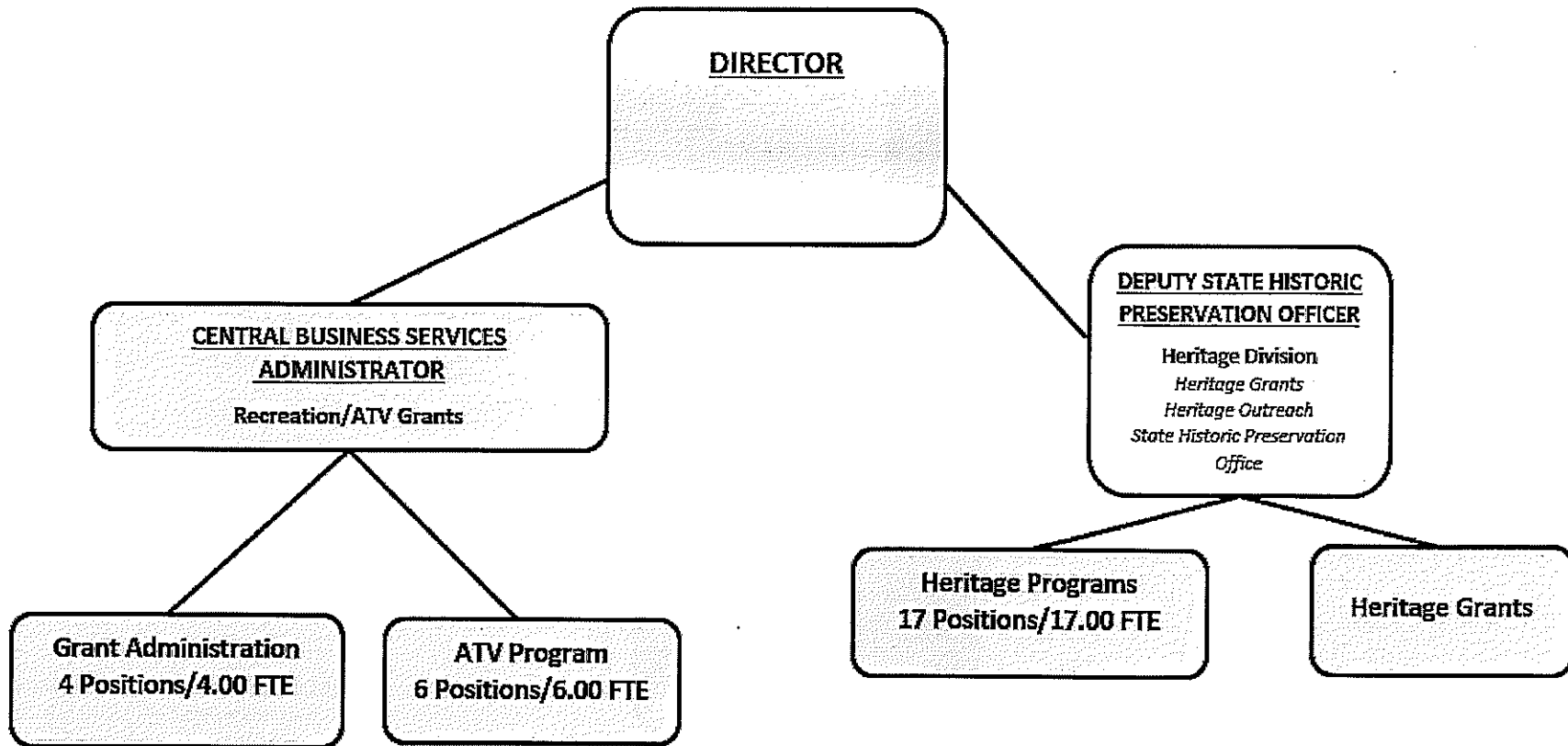
Program Description

Oregon Parks and Recreation Department Community Support and Grants 2019-21



Budget Narrative

Oregon Parks and Recreation Department Community Support and Grants 2021-23



Budget Narrative

Community Support and Grants

Executive Summary

The Community Support and Grants program serves Oregon property owners, local governments and organizations, and land managers by assisting them to navigate state and federal laws related to historical and archaeological resources, and by providing matching grants to fund citizen needs. This program is funded with constitutionally-dedicated Lottery Funds, Federal Funds, and Other Funds (such as Oregon ATV funds).

Program Description

Services in the Community Support and Grants program are grouped into four main areas. The first two—*recreation grants* and *heritage grants*—support communities and other service providers to provide a range of competitive grants and federal pass-through dollars. Local communities meet criteria, then use the money to directly serve their citizens' needs.

The *all-terrain vehicle* program manages a statewide safety certification service and dispenses funding for education, law enforcement and safety, and riding area improvements on federal, state, county and other public-use lands (these riding areas exist entirely outside the state park system).

The *heritage program* assists private and public entities improve their historic resources, successfully navigate federal and state laws, and tap the expertise of historic and archaeological professionals to protect Oregon's cultural identity. This program manages Oregon's presence in the federal National Register of Historic Places program.

Program Justification and Link to 10-Year Outcome

The *recreation grants* and *heritage grants* programs—a suite of 10 programs funded by federal, Oregon Lottery, recreational vehicle license and other monies—deliver crucial funding to county, regional and city governments. These matching funds are fast, efficient and in strong demand by government jurisdictions hard-pressed to fund services demanded by their constituents. Recreation grants:

- Local Government (Lottery Funds)
- Recreation Trails (Federal Funds)
- Land and Water Conservations Funds (Federal Funds)
- County Opportunity (Other Funds – a share of recreational vehicle licenses)
- All-Terrain Vehicles (Other Funds – gas tax refunds)

Budget Narrative

Heritage grants:

- Certified Local Government (Federal Funds)
- Heritage (Lottery Funds)
- Historic Cemetery (Lottery Funds)
- Museum (Lottery Funds)
- Preserving Oregon (Lottery Funds)
- Oregon Main Street Revitalization (Other Funds)

Both heritage and recreation programs drive an increasing amount of tourism traffic, producing economic benefits in rural areas. The *recreation grants* and *heritage grants* programs fulfill both Responsible Environmental Stewardship and A Thriving Statewide Economy:

- Increases access and availability to transit, rail, bicycle, and pedestrian travel; and
- Balances ecological and economic interests to improve the health of watersheds, and fish and wildlife habitat.
- Supports regional solutions and align local, regional, and state economic development priorities.

The *all-terrain vehicle* program is at the forefront of a national effort to improve safety, protect public lands and serve people engaged in a growing outdoor sport. It addresses the overarching goal of the healthy environment outcome by helping communities and businesses create places where people want to live, work and play, and that Oregon will be proud to pass on to the next generation.”

The *heritage program* is a service unique to OPRD, and it serves two main functions. First, it bridges the gap between property owners and the several state and federal requirements which protect historic and archaeological resources. Land owners (public and private) must be careful to protect historically-valuable landscapes, buildings, and prehistoric cultural artifacts, and they need friendly professionals who can assist in finding solutions by interpreting the law. Second, the heritage program helps extend the usable life of historic buildings and downtown districts. The first, best way to reduce resource consumption and prevent urban sprawl is to use existing buildings which have not only stood the test of time but are located where infrastructure already exists. This program directly fulfills the outcome by:

- Supporting regional solutions and align local, regional, and state economic development priorities.

Program Performance

Community Support staff work constantly to assist local communities, and that includes encouraging them to apply for grant opportunities and service programs that may be new to them.

Budget Narrative

Enabling Legislation/Program Authorization

Under authority of the Federal Historic Preservation Act of 1966 [54 U.S.C. 300101 et seq.] and federal rule [36 CFR Parts 60 and 61], Oregon cooperates with the federal government on a program that encompasses survey, planning, registration activities, grants-in-aid, tax benefits, and federal project review. Oregon also has a parallel program through ORS 358 and ORS 390, and the Community Support program implements a wide range of statutes related to its *heritage program*:

- ORS 97.774 (Oregon Commission on Historic Cemeteries)
- ORS 358.475 (Special Assessment of Historic Property)
- ORS 358.570 (Oregon Heritage Commission)
- ORS 358.622 (State Advisory Committee on Historic Preservation)
- ORS 358.612 (Authorities of State Historic Preservation Officer)
- ORS 358.653 (Preservation of state-owned historic property)
- ORS 358.680 (Oregon Property Management Program)
- ORS 358.905 (General Archaeology)
- ORS 390.235 (Issuance of Archeological Permits)
- Executive Order 98-16 (Oregon Historic Trails Advisory Council)

Federal establishment of the *Land and Water Conservation Fund* is found in 16 U.S.C. 460: "providing funds for and authorizing Federal assistance to the States in planning, acquisition, and development of needed land and water areas and facilities".

The federal *Recreation Trails Program* fund is established through the Federal Highways Administration in 23 U.S.C. 104(h): "the [Transportation] Secretary, in consultation with the Secretary of the Interior and the Secretary of Agriculture, shall carry out a program to provide and maintain recreational trails ... the Governor of the State shall designate the State agency or agencies that will be responsible for administering apportionments made to the State."

ORS 390.134 State Parks and Recreation Department Fund; sources; uses; advisory committee; rules; subaccounts. ... 12% of the amount transferred to the State Parks and Recreation Department Fund from the Parks Subaccount shall be used only to carry out the purposes and achievements described in ORS 390.135 (2) and (3) through the awarding of grants to regional or local government entities to acquire property for public parks, natural areas or outdoor recreation areas or to develop or improve public parks, natural areas or outdoor recreation areas ... Forty-five percent of the amount transferred to the State Parks and Recreation Department under

ORS 366.512 from the registration of travel trailers, campers and motor homes and under ORS 803.601 from recreational vehicle trip permits must be deposited in a separate subaccount within the fund to be distributed for the acquisition, development, maintenance, care and use of county park and recreation sites.

Budget Narrative

ORS 390.565 All-Terrain Vehicle Advisory Committee; appointment; term; duties. The All-Terrain Vehicle Advisory Committee is established ... The committee shall ... make recommendations to the State Parks and Recreation Commission ... [and] recommend appropriate safety requirements to protect child operators and riders of off-highway vehicles to the commission ... [and] Advise the State Parks and Recreation Department on the allocation of moneys in the All-Terrain Vehicle Account established by ORS 390.555; and review grant proposals and make recommendations to the commission as to which projects should receive grant funding.

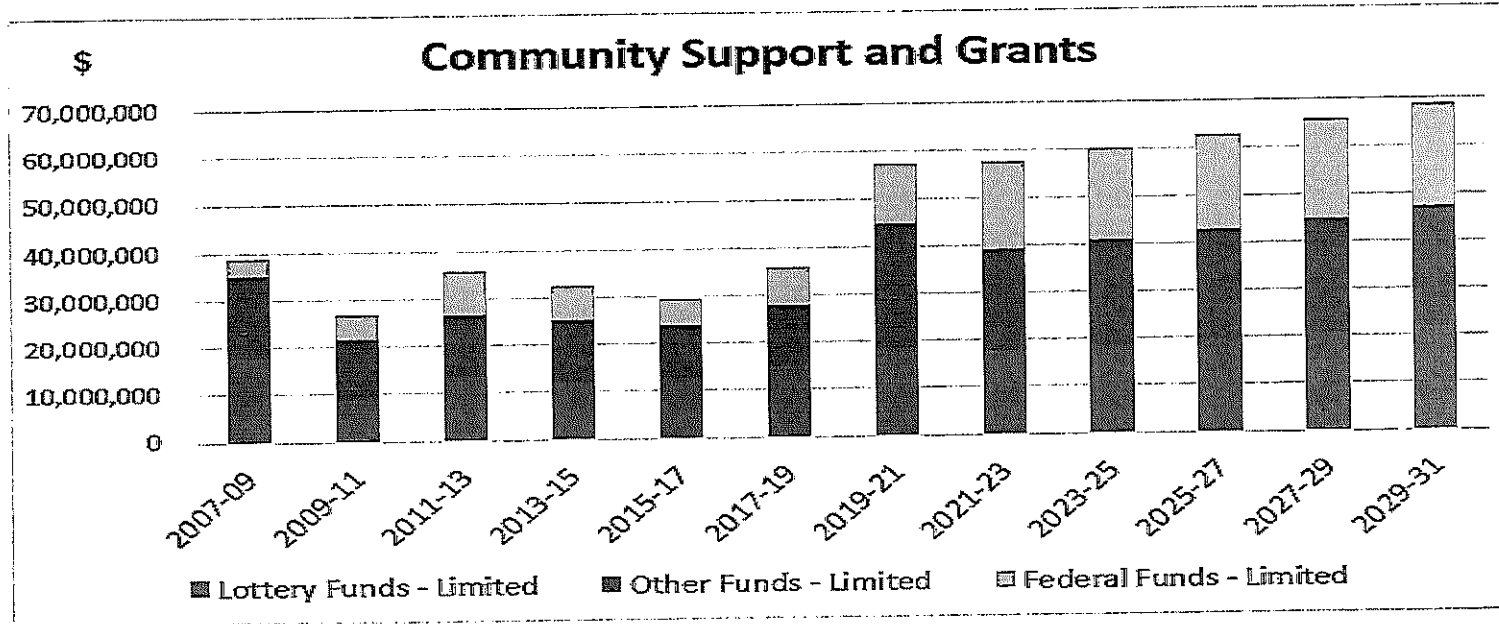
Funding Streams

Community Support and Grants are funded by dedicated and non-dedicated Oregon Lottery funds (for heritage grants and Main Street grants, respectively), Federal Funds (for heritage and recreation grants, see 16 USC and 23 USC references above), and Other Funds (all-terrain vehicle, private donations, and the Oregon Cultural Trust).

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund ... to achieve all of the following:

Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas. ... In each biennium the Legislative Assembly shall appropriate no less than twelve percent of the moneys in the parks subaccount for local and regional grants

Budget Narrative



Significant Proposed Program Changes from 2019-2021

Policy Option Package 102 ensures obligations to fund grants under contract with recipients are supported with sufficient limitation, totaling \$10,745,779 in Federal and Other Fund.

Purpose, customers, and source of funding

The *recreation grants* program provides local governments and organizations funds to develop or enhance outdoor recreation facilities, such as parks, trails, campgrounds, and memorials. Funding sources include Federal, State (Lottery), and Other funds (RV registration fees).

The *heritage grants* program provides funds to local governments, organizations, and historic property owners to preserve and restore historic buildings, sites, records, and artifacts so they can benefit their communities. Funding sources include Federal, State (Lottery), and Other funds (private donations, non-dedicated lottery bond revenue, and Oregon Cultural Trust).

Budget Narrative

The *all-terrain vehicle* program manages a statewide safety certification service and dispenses funding for education, law enforcement and safety, and riding area improvements on federal, state, county and other public-use lands. The program is funded by Other funds, specifically gas tax refunds and ATV registration fees.

The *heritage program* assists private and public entities in preserving and enhancing their historic resources and successfully navigating federal and state laws. Training and assisting local heritage organizations is a major part of this effort. Funding sources include Federal, State (Lottery), and Other funds (private donations and Oregon Cultural Trust funds).

Expenditures by fund type, positions and full-time equivalents

Community Support and Grants:							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Heritage Programs		4,594,464	532,261	2,259,347	7,386,072	17	17.00
Land & Water Conservation		0	0	12,317,077	12,317,077		
Recreation Trails Program		0	0	3,418,230	3,418,230		
Natural Heritage Grants		0	0	499,181	499,181		
Local Government Grants		13,528,564	0	0	13,528,564		
RV County Opportunity Grants		0	2,217,240	0	2,217,240		
Main Street Grant Program		0	4,777,950	0	4,777,950		
Grant Administration		778,490	457,951	0	1,236,441	4	4.00
ATV Program		0	13,501,333	0	13,501,333	6	6.00
Total	0	18,901,518	21,486,735	18,493,835	58,882,088	27	27.00

Activities, programs, and issues in the program unit base budget

Recreation Grants: General duties include grant administration, assistance and guidance to grant applicants and recipients, project inspections, and processing reimbursement payments for the following grant programs:

- Local Government: Acquire, develop, or upgrade city, county, or regional parks.
- Land and Water Conservation Fund (federal): Acquire, develop, or upgrade outdoor recreation facilities.
- Recreation Trails Program (federal): Acquire, develop, and maintain both motorized and non-motorized trails.
- County Opportunity: Acquire, develop, plan, or upgrade county-owned campgrounds.
- All-Terrain Vehicles: Acquire, develop, or maintain ATV recreational areas, and support local law enforcement and emergency medical services related to ATV activities.
- Veterans and War Memorials: Construct and maintain memorials honoring military veterans.

Budget Narrative

Heritage Grants: General duties include grant administration, assistance and guidance to grant applicants and recipients, project inspections, and processing reimbursement payments for the following grant programs:

- Certified Local Government (federal): Support city or county historic preservation programs, including historic register designations, building rehabilitation, landmark commission reviews, and public education.
- Heritage: Support a broad range of local history and heritage activities.
- Historic Cemetery: Stabilize and upgrade officially designated historic cemeteries.
- Museum: Support projects related to history museum collections and operations.
- Preserving Oregon: Rehabilitation work on historic buildings and archaeological site documentation.
- Oregon Main Street Revitalization: Acquisition, rehabilitation, and construction in designated downtown areas.

All-Terrain Vehicle Program:

- Issue biennial permits required of all ATVs ridden on public land.
- Manage a statewide safety certification program for ATV riders.
- Coordinate and conduct education and training related to ATV use.

Heritage Program: General duties include administering a variety of programs for historic building and archaeological site preservation, local historical museums, historical societies, and other providers of heritage services and activities.

- Maintain records of all known historic structures and archaeological sites in Oregon.
- Administer the National Register of Historic Places program.
- Issue permits required by state law for archaeological site excavation and testing.
- Coordinate statewide heritage-related commemorations, events, and activities, including the annual Heritage Conference.
- Administer state and federal tax incentive programs for historic building rehabilitation.
- Conduct or oversee surveys to identify historic and archaeological sites throughout the state.
- Provide staff support for several heritage boards: Historic Trails Advisory Council, Commission on Historic Cemeteries, Heritage Commission, and the State Advisory Committee on Historic Preservation.
- Prepare and implement the Historic Preservation Plan and the Heritage Plan (5 year cycle for each).
- Train and assist local heritage partner organizations so they can succeed with their projects and programs.
- Assist government agencies and others in complying with state and federal cultural resource laws and regulations.

Important background for decision makers. Include trends in caseload and workload

The grant programs and the outreach programs to local partners remain very popular and effective. The grants provide critical funding for local governments, who are especially strapped financially in the current economic climate. The agency's staff expertise is also very valuable to grant recipients and local partners, given that they do not typically have heritage, grant, or recreation specialists on their

Budget Narrative

staffs. Federally funded programs are being watched carefully, given the potential volatility in federal funding, but for now they are relatively stable. Economic uncertainty in Oregon undercuts the stability of both dedicated and non-Measure 76 Lottery-funded grants.

Expected results from the 2021-23 budget for the program unit.

Recreation Grants and Heritage Grants:

- Assist communities and other partners in improving the array of parks, outdoor recreation facilities, and heritage offerings throughout the state.
- Develop more streamlined, but still effective, grant administration processes that make it easier for applicants to apply for and manage their grants, and more efficient for staff to administer.
- Maintain a high level of local government participation in the grant programs. The agency's Key Performance Measure #3 has a goal of 50% participation, and exceeded this goal by 3% in 2019.

ATV Program:

- Promote partnerships with riders and land managers both public and private, clubs and organizations, the OHV industry, which is based on mutual respect and minimizes conflicts among various public land uses. Maintained or improved the number and quality of training and education programs related to ATV activities.

Heritage Program:

- Continued increase in both the number of local heritage partner organizations and their effectiveness in preserving and putting to useful purpose the state's heritage resources.
- Continued increase in the number of historic properties listed in the National Register of Historic Places (approximately 20-25 per year), as reported in the agency's Key Performance Measure #2.
- Improved methods for tracking the economic benefits of heritage-related activities, especially in the areas of heritage tourism and historic downtown revitalization, and actual improvement in those numbers.

Revenue sources and proposed revenue changes

The budget in Community Support and Grants is funded by a mixture of Lottery, Other and Federal funds.

Lottery Funds are used by the Heritage Program, Heritage Grants and the Local Government Grant Program. The Lottery funds are from the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. The constitution requires 12% of the Department's lottery funds be dedicated to the Local Government Grant program. Lottery fund forecasts are provided by the Office of Economic Analysis. To fund grants awarded in one biennium, but disbursed in the next, a substantial amount of funding is carried over from 2019-21 into 2021-23.

Budget Narrative

Other Funds are provided by the Department of Transportation (ODOT) for the ATV Program (unrefunded fuel tax), RV registrations for transfer to Oregon Counties, and for the RV County Opportunity Grant Program.

Other funds are deposited in the Oregon Property Management Account primarily from Special Assessment Program fees; the account also contains various donations for historic preservation. The Department forecasts this revenue based on historical information.

Other funds are received from the Cultural Trust of Oregon via the Oregon Business Development Department (Business Oregon). Estimated amounts are provided by the sending agency.

Other funds are deposited in the Oregon Main Street Revitalization Grant Program fund from the sale of lottery backed bonds.

Interest income is earned on funds in the Department's bank account. The Department forecasts this revenue based on historical average earnings.

Federal Funds are used by the following programs:

- State Historic Preservation Office (funds from the National Parks Service)
- Land and Water Conservation Fund (funds from the National Parks Service)
- Recreation Trails Program (funds from Federal Highway Administration)
- Natural Heritage Grants (funds from US Fish and Wildlife Service)

The Department forecasts federal revenue based on historical information and the assumption that the most current federal fiscal year award is representative of future years.

Proposed new laws that apply to the program unit

No new laws are proposed for any of the programs in this unit

Budget Narrative

Summary of 2021-23 Budget Oregon Parks and Recreation Department

Community Support and Grants	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
2019-21 LEGISLATIVELY ADOPTED BUDGET	28	28.00	57,202,031		18,200,227	26,458,550	12,543,254		
Emergency Board Actions (through 3/2020)									
2019-21 Legislatively Approved Budget	28	28.00	57,202,031		18,200,227	26,458,550	12,543,254		
Base Budget Adjustments:									
Net Cost of 2019-21 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out			566,957		339,894	106,852	120,211		
Estimated Cost of 2021-23 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2021-23 Base Budget	28	28.00	57,768,968		18,540,121	26,565,382	12,663,465		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/(Decrease)			33,952		33,952				
Non-PICS Personal Service Increase/(Decrease)			21,766		19,586	(4,063)	6,243		
Subtotal			55,718		53,538	(4,063)	6,243		
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs									
022 - Phase-Out Programs and One-Time Costs			(17,173,445)			(10,903,455)	(6,269,990)		
Subtotal			(17,173,445)			(10,903,455)	(6,269,990)		
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			1,452,009		618,715	604,443	228,851		
State Govt Service Charges Increase/(Decrease)									
Subtotal			1,452,009		618,715	604,443	228,851		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments	(1)	(1.00)	(301,476)		(135,863)	(165,612)			
Subtotal: 2021-23 Current Service Level Budget	27	27.00	41,801,775		19,076,511	16,096,695	6,628,569		
2021-23 Current Service Level - Page 1 Subtotal	27	27.00	41,801,775		19,076,511	16,096,695	6,628,569		
Package No. 070									
Revenue Shortfalls			(193,993)		(174,993)	(19,000)			
Subtotal: 2021-23 Modified Current Service Level	27	27.00	41,607,782		18,901,518	16,077,695	6,628,569		

Budget Narrative

Community Support and Grants	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
Emergency Board Packages: (List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
090 Analyst Adjustments									
096 Statewide Adjustments DAS Chgs									
097 Statewide AG Adjustment									
099 Microsoft 365 Consolidation									
101 Standard Operational Needs									
102 Honor Grant Award Obligations			17,274,306			5,409,040	11,865,266		
Subtotal Policy Packages			17,274,306			5,409,040	11,865,266		
Total: 2021-23 Budget	27	27.00	58,882,088		18,901,518	21,486,735	18,493,835		
Percent Change From 2019-21 Leg. Approved	-3.6%	-3.6%	2.9%	0.0%	3.9%	-18.8%	47.4%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.0%	0.0%	40.9%	0.0%	-0.9%	33.5%	179.0%	0.0%	0.0%

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	2021-23		
						Agency Request	Governor's Budget	Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010						
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	17,222,411	18,200,227	14,374,667	17,552,037	18,983,757	
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		17,222,411	18,200,227	14,374,667	17,552,037	18,983,757	-
Other Funds (Limited)								
Park User Fees	Oth	0255	247,510	630,031	630,031	457,951	457,951	
Other Nonbusiness Lic & Fees	Oth	0210	1,691,081	1,609,287	1,609,287	1,748,475	1,748,475	
Federal Revenues - Svc Contracts	Oth	0410						
Charges for Services	Oth	0410	35,840					
Rents and Royalties	Oth	0510						
Interest Earnings	Oth	0605	393,285	226,173	226,173	426,024	426,024	
Sales Income	Oth	0705						
Donations	Oth	0905	1,818					
Grants (Non-Fed)	Oth	0910						
Other Revenues	Oth	0975	33,312	176,438	176,438	192,024	192,024	
Lottery Bonds Proceeds	Oth	0565	5,021,595	5,106,587	5,106,587			
Transfers-In								
Intrafund	Oth	1010						
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250						
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123	304,309	260,000	260,000	260,000	260,000	
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730	30,193,910	27,148,056	26,100,218	31,782,634	31,782,634	
From Dept of Fish/Wildlife	Oth	1635						

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBIT'S	2017-19 Actual	2019-21	2019-21 Estimated	2021-23		
		Revenue Acct		Legislatively Approved		Agency Request	Governor's Budget	Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080	(15,537,361)	(14,252,405)	(13,309,422)	(15,634,249)	(15,634,249)	
To Oregon Department of Transportation	Oth	2730	(569,904)	(580,308)	(580,308)	(715,483)	(715,483)	
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603	(7,354)					
To Dept. of Forestry	Oth	2629	(1,115,877)	(1,374,175)	(1,374,175)	(1,551,340)	(1,551,340)	
To Oregon State Police	Oth	2257	(560,057)	(690,898)	(690,898)	(894,602)	(894,602)	
<i>Total Other Funds</i>	Oth		20,132,107	18,258,786	18,153,931	16,071,434	16,071,434	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	8,171,296	12,543,254	12,543,254	18,493,835	22,963,225	
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629	(212,103)					
<i>Total Federal Funds - Limited</i>	Fed		7,959,193	12,543,254	12,543,254	18,493,835	22,963,225	-
TOTAL LIMITED			45,313,711	49,002,267	45,071,852	52,117,306	58,018,416	-
Lottery, Other, and Federal Funds			45,313,711	49,002,267	45,071,852	52,117,306	58,018,416	-

Budget Narrative

Community Support and Grants

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 4.3% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium’s turnover rate plus the return of the hiring slow down limitation reduction.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor										63400-500-10-00-00000 Community Support and Grant			
PERSONAL SERVICES													
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds	
									950	15		965	
				Temporary Appointments					177	222	37	436	
				Overtime Payments								-	
				Shift Differential								-	
				All Other Differential					30	39	6	75	
				Public Employees Retire Cont					16,981	(3,771)	6,197	19,407	
				Pension Bond Contribution					86	18	3	107	
				Social Security Taxes								-	
				Unemployment Assessments					1,362	(586)		776	
				Mass Transit Tax					33,952			33,952	
				Vacancy Savings									
Total Personal Services								-	53,538	(4,063)	6,243	55,718	
SERVICES AND SUPPLIES													
Total Services and Supplies								-	-	-	-	-	
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	
TOTAL REQUESTS								-	\$53,538	(\$4,063)	\$6,243	\$55,718	
TOTAL POSITIONS/FTE			Pos					FTE					

Budget Narrative

Community Support and Grants

022 Phase out Program and One time Costs

Package Description

This package phases out limitation related to grant program funds carried over to pay awarded grants not yet fully paid out (Land and Water Conservation Fund, Recreation Trails Program, RV County Opportunity Grant Program). In addition, phases out limitation associated with bond proceeds for the Main Street grant program.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY													
Package No. 022 Phase-out Pgm & One-time Costs										63400-500-10-00-00000			
										Community Support and Grant			
PERSONAL SERVICES													
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds	
									-	-	-	-	-
Total Personal Services													
SERVICES AND SUPPLIES													
4625	Other COP Costs									(106,587)		(106,587)	
									-	-	(106,587)	-	(106,587)
Total Services and Supplies													
CAPITAL OUTLAY													
									-	-	-	-	-
Total Capital Outlay													
SPECIAL PAYMENTS													
6015	Dist to Cities										(3,134,996)	(3,134,996)	
6020	Dist to Counties									(613,363)	(3,134,994)	(3,748,357)	
6025	Dist to Other Gov Unit									(10,183,505)		(10,183,505)	
6030	Dist to Non-Gov Units											-	
									-	-	(10,796,868)	(6,269,990)	(17,066,858)
Total Special Payments													
									-	\$0	(\$10,903,455)	(\$6,269,990)	(\$17,173,445)
TOTAL REQUESTS													
TOTAL POSITIONS/FTE				Pos	FTE								

Budget Narrative

Community Support and Grants

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 4.3% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 5.7% inflation.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

										63400-500-10-00-00000			
Package No. 031 Standard Inflation										Community Support and Grant			
PERSONAL SERVICES													
Classification	Group by	# of	FTE	Base Rate	Avg.	Avg.	Avg.	GF	LF	OF	FF	All	
Total Personal Services													
SERVICES AND SUPPLIES													
4100	Instate Travel								280	4,072	2,380	6,732	
4125	Out of State Travel								47		803	850	
4150	Employee Training								210	2,288	1,048	3,546	
4175	Office Expenses								298	4,219	2,899	7,416	
4200	Telecommunications									259	150	409	
4250	Data Processing									1	996	997	
4275	Publicity and Publications								162	2,542	302	3,006	
4300	Professional Services								142	14,905	18,403	33,450	
4315	IT Professional Service									11,874		11,874	
4375	Employee Recruitment and Develop										373	373	
4400	Dues and Subscriptions										45	45	
4425	Facilities Rental and Taxes										656	656	
4450	Facilities Rental and Taxes								41	1,149	85	1,273	
4475	Facilities Maintenance										1,035	1,035	
4575	Agency Program Related S and S								1,546	27,439	50,110	79,095	
4650	Other Services and Supplies								1,117	5,809	258	7,184	
4700	Expendable Prop 250 - 5000								59	90	1,169	1,318	
Total Services and Supplies										3,902	74,647	80,710	150,259
CAPITAL OUTLAY													
Total Capital Outlay													
SPECIAL PAYMENTS													
6015	Dist to Cities								222,362	5,198	63,329	290,889	
6020	Dist to Counties								241,241	92,473	59,213	392,927	
6025	Dist to Other Gov Unit								128,368	397,585	23,184	549,137	
6030	Dist to Non-Gov Units								22,842	34,540	311	57,693	
6035	Dist to Individuals										2,104	2,104	
Total Special Payments										614,813	529,796	148,141	1,292,750
TOTAL REQUESTS										\$618,715	\$604,443	\$228,851	\$1,452,009
TOTAL POSITIONS/FTE				Pos.	FTE								

Budget Narrative

Community Support and Grants

060 Technical Adjustments

Package Description

This package includes moving the bikes and trails program from Community Support and Grants to Direct Services.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. 060 Technical Adjustment										63400-500-10-00-00000		
										Community Support and Grant		
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
OAO CS503	Nat Res Specialist 3	1	1			(119,376)	(67,917)					(119,376)
				Salaries & Wages					(46,724)	(72,652)		(119,376)
				Empl Rel Bd Assessments					(23)	(35)		(58)
				Public Employees Retire Cont					(8,004)	(12,445)		(20,449)
				Social Security Taxes					(3,574)	(5,558)		(9,132)
				Workers Comp Assessments					(19)	(28)		(46)
				Flexible Benefits					(14,964)	(23,268)		(38,232)
Total Personal Services									(73,307)	(113,986)	-	(187,293)
SERVICES AND SUPPLIES												
									(3,516)	(3,692)		(7,208)
4100	Instate Travel								(3,013)			(3,013)
4150	Employee Training								(3,906)	(4,102)		(8,008)
4175	Office Expenses								(33,472)	(38,279)		(71,751)
4575	Agency Program Related S and S								(18,649)	(5,553)		(24,202)
4650	Other Services and Supplies											
Total Services and Supplies									(62,556)	(51,626)	-	(114,182)
CAPITAL OUTLAY												
Total Capital Outlay									-	-	-	-
SPECIAL PAYMENTS												
6015	Dist to Cities											-
6020	Dist to Counties											-
Total Special Payments									-	-	-	-
TOTAL REQUESTS									(135,863)	(165,612)	\$0	(301,475)
TOTAL POSITIONS/FTE			(1) Pos		(1.00) FTE							

Budget Narrative

Community Support and Grants

070 Revenue Shortfall

Package Description

The purpose of this package is to decrease expenditure limitation to match revenues available for the programs.

How Achieved:

Due to the COVID-19 pandemic, Lottery funds dedicated to OPRD and therefore to the Local Government Grant Program (LGGP) have decreased based on the November 2020 revenue forecast provided by the DAS Office of Economic Analysis. COVID-19 forced the closure of bars, restaurants and other establishments where lottery games are played. As limited re-opening occurs, lottery funds are expected to slowly increase. This package reduces limitation to 12% of OPRD's lottery funds in the November 2020 forecast.

The Oregon Property Management Account (OPMA) is part of Heritage Programs. The OPMA account is funded primarily from Special Assessment Program fees; the account also contains various donations for historic preservation. These funds have slowed slightly requiring a reduction in expenditure limitation.

Staffing Impact:

None.

Quantifying Results:

The results of this package will be less grants awarded to local governments and historic preservation groups.

Revenue Source:

\$<19,000> Other Funds (OPMA), \$<174,993> Lottery (LGGP)

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 070 Revenue Shortfall

63400-500-10-00-00000
Community Support and Grant

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
				Salaries & Wages								-
				Empl Rel Bd Assessments								-
				Public Employees Retire Cont								-
				Social Security Taxes								-
				Workers Comp Assessments								-
				Flexible Benefits								-
Total Personal Services								-	-	-	-	-

SERVICES AND SUPPLIES

												-
Total Services and Supplies								-	-	-	-	-

CAPITAL OUTLAY

												-
Total Capital Outlay								-	-	-	-	-

SPECIAL PAYMENTS

												-
6015	Dist to Cities								(46,449)	(9,610)		(56,059)
6020	Dist to Counties								(46,449)	(1,053)		(47,502)
6025	Dist to Other Gov Unit								(82,095)			(82,095)
6030	Dist to Non-Gov Units									(8,337)		(8,337)
Total Special Payments								-	(174,993)	(19,000)	-	(193,993)

TOTAL REQUESTS

TOTAL POSITIONS/FTE									(174,993)	(19,000)	-	(193,993)
----------------------------	--	--	--	--	--	--	--	--	-----------	----------	---	-----------

Budget Narrative

Community Support and Grants

102 Honor Grant Award Obligations

Package Description

The purpose of this package is to request additional other and federal limitation for Oregon Main Street Grant program, the County Opportunity Grant program, the Land and Water Conservation Fund and the Recreation Trails program.

How Achieved:

As the program administrator, the Department awards grants to various applicants for heritage preservation, acquisition, development and maintenance of park properties and trails. Once grantees spend the funds, OPRD provides reimbursement. However, the Department has little control over when reimbursement is requested by the grantee.

This request provides limitation to allow payment of already awarded grants; these grants would have been awarded during the 2019-21 biennium.

Staffing Impact:

None.

Quantifying Results:

This package will result in smooth payment of reimbursement requests from those entities awarded grants. Grantees that are slow to seek reimbursement will be paid timely as will those grantees that immediately accomplish their projects and seek reimbursement.

Revenue Source:

\$5,409,040 Other Funds (\$4,777,950 Main Street, \$631,090 County Opportunity), \$11,865,266 Federal Funds (\$10,745,779 Land and Water, \$1,119,487 Recreation Trails)

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. 102 Honor Grant Award Obligations										63400-500-10-00-00000		
										Community Support and Grant		
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
												-
						Salaries & Wages						-
						Empl Rel Bd Assessments						-
						Public Employees Retire Cont						-
						Social Security Taxes						-
						Workers Comp Assessments						-
						Flexible Benefits						-
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
								-	-	-	-	-
Total Services and Supplies								-	-	-	-	-
CAPITAL OUTLAY												
								-	-	-	-	-
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
6015	Dist to Cities										5,932,634	5,932,634
6020	Dist to Counties									631,090	5,932,632	6,563,722
6025	Dist to Other Gov Unit									4,777,950		4,777,950
Total Special Payments								-	-	5,409,040	11,865,266	17,274,306
TOTAL REQUESTS								-	\$0	\$5,409,040	\$11,865,266	\$17,274,306
TOTAL POSITIONS/FTE			Pos				FTE					

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

Parks & Recreation Dept
2021-23 Biennium

Agency Number: 63400
Cross Reference Number: 63400-500-10-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Lottery Funds						
Tsfr From Administrative Svcs	17,222,411	18,200,227	18,200,227	17,552,037	18,983,757	-
Total Lottery Funds	\$17,222,411	\$18,200,227	\$18,200,227	\$17,552,037	\$18,983,757	-
Other Funds						
Non-business Lic. and Fees	1,691,081	1,609,287	1,609,287	1,748,475	1,748,475	-
Park User Fees	247,510	630,031	630,031	457,951	457,951	-
Charges for Services	35,840	-	-	-	-	-
Lottery Bonds	5,021,595	5,106,587	5,106,587	-	-	-
Interest Income	393,285	226,173	226,173	426,024	426,024	-
Donations	1,818	-	-	-	-	-
Other Revenues	33,312	176,438	176,438	192,024	192,024	-
Tsfr From OR Business Development	304,309	260,000	260,000	260,000	260,000	-
Tsfr From Transportation, Dept	30,193,910	27,148,056	27,148,056	31,782,634	31,782,634	-
Transfer to Counties	(15,537,361)	(14,252,405)	(14,252,405)	(15,634,249)	(15,634,249)	-
Tsfr To Police, Dept of State	(560,057)	(690,898)	(690,898)	(894,602)	(894,602)	-
Tsfr To Forestry, Dept of	(1,115,877)	(1,374,175)	(1,374,175)	(1,551,340)	(1,551,340)	-
Tsfr To Transportation, Dept	(569,904)	(580,308)	(580,308)	(715,483)	(715,483)	-
Total Other Funds	\$20,139,461	\$18,258,786	\$18,258,786	\$16,071,434	\$16,071,434	-
Federal Funds						
Federal Funds	8,171,296	12,543,254	12,543,254	18,493,835	22,963,225	-
Tsfr To Agriculture, Dept of	(7,354)	-	-	-	-	-
Tsfr To Forestry, Dept of	(212,103)	-	-	-	-	-
Total Federal Funds	\$7,951,839	\$12,543,254	\$12,543,254	\$18,493,835	\$22,963,225	-

____ Agency Request
2021-23 Biennium

____ Governor's Budget

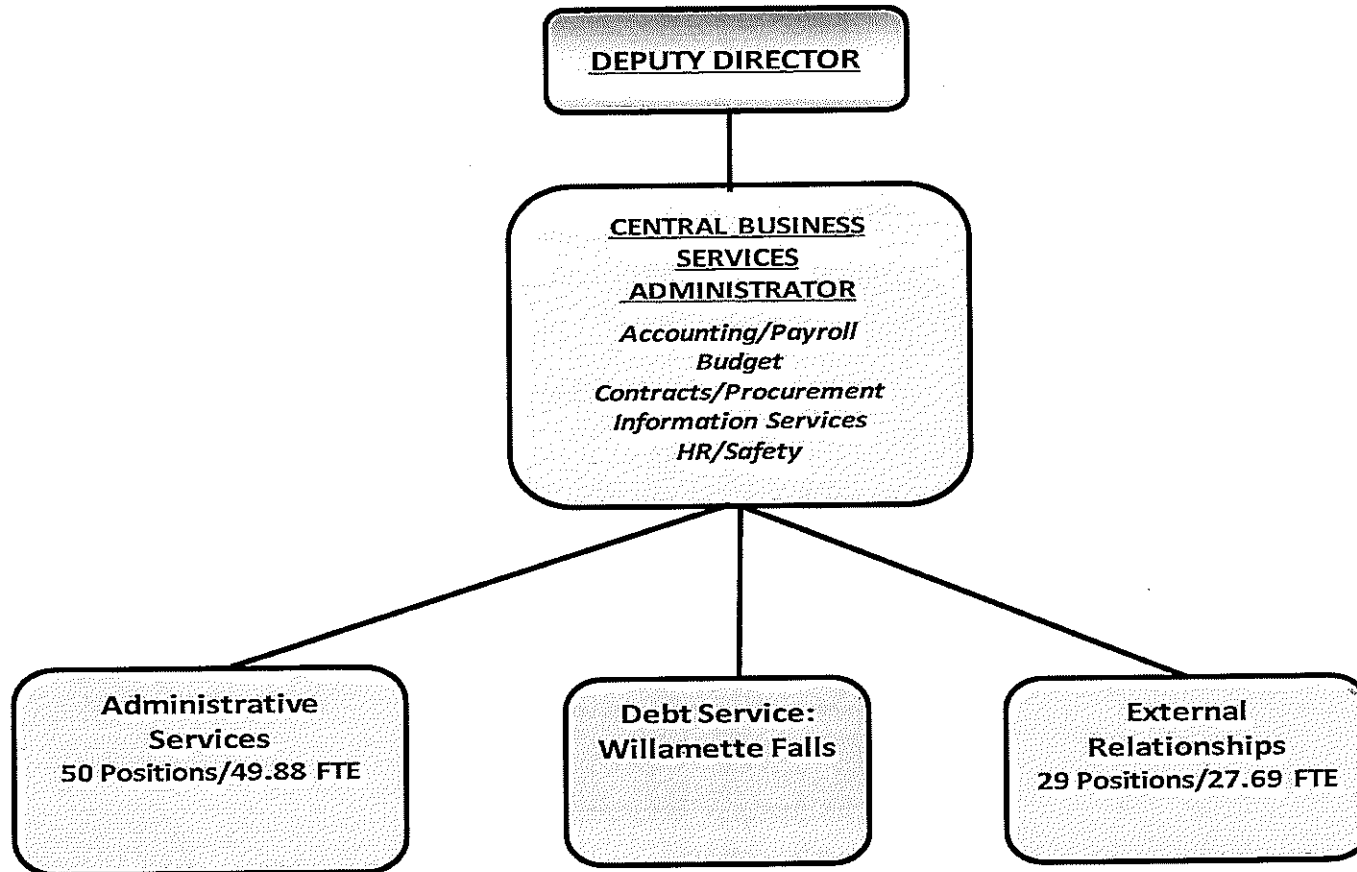
____ Legislatively Adopted
Detail of LF, OF, and FF Revenues - BPR012

Budget Narrative

Central Services

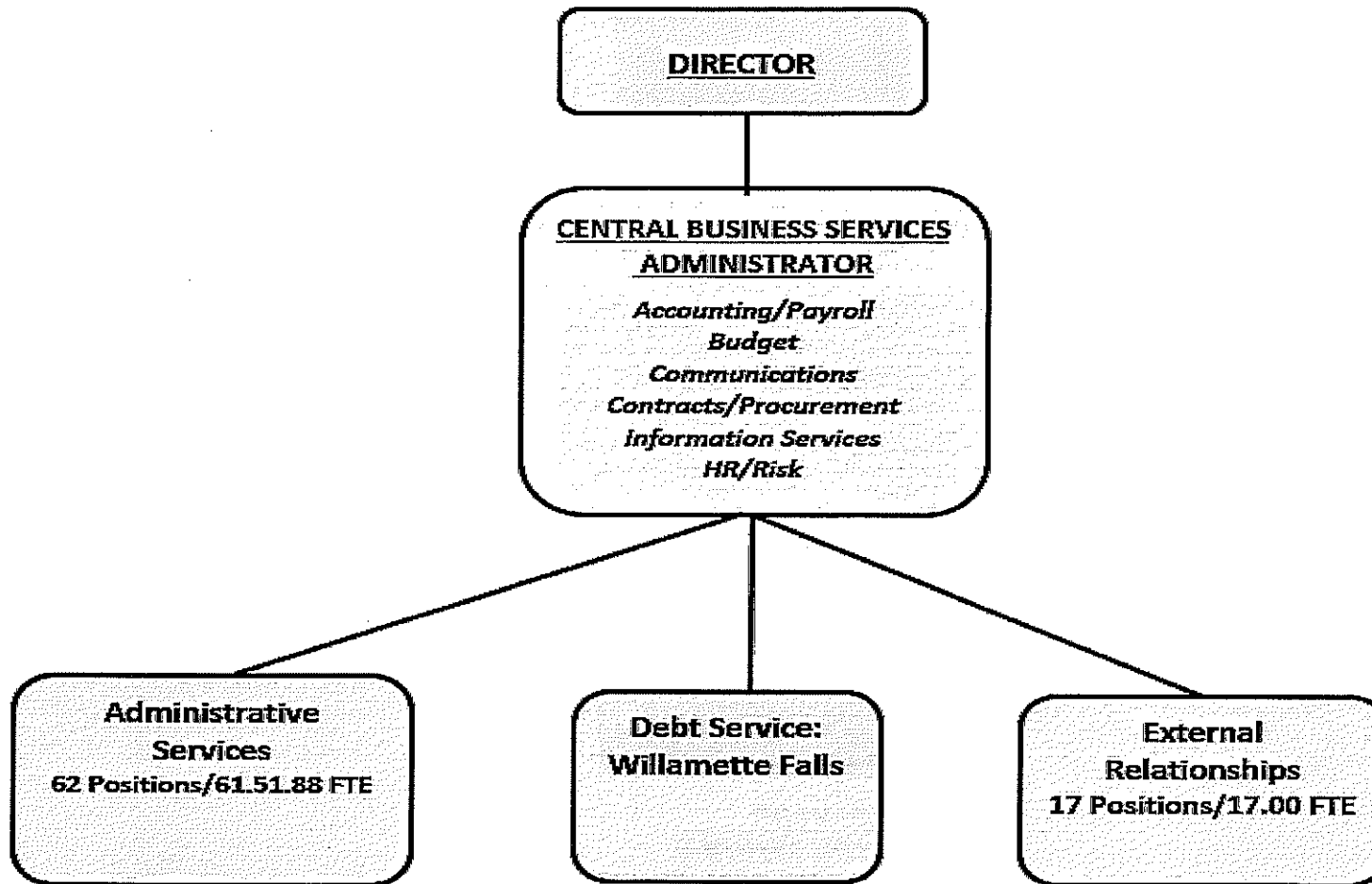
Program Description

Oregon Parks and Recreation Department Central Services 2019-21



Budget Narrative

Oregon Parks and Recreation Department Central Services 2021-23



Budget Narrative

Central Services

Executive Summary

The Central Services program provides the legally-necessary administrative support—budgeting, accounting, contracting, human resources, information technology—so all other agency programs can serve their constituents efficiently, accurately and effectively. This program is funded with revenue from park visitors and constitutionally-dedicated Lottery Funds.

Program Description

Many aspects of the Oregon Parks and Recreation Department are decentralized to allow each of the agency's public services to tailor itself to the needs of its customers, but every unit needs a basic set of professional support functions. The Central Services program includes this core back-office support:

- Budgeting.
- Accounting.
- Contracting.
- Human Resources
- Information Technology.
- Communications and marketing.
- Policy development.

The Central Services program's direct customers are OPRD employees, other state agencies, and the Legislature. Costs are driven by the labor market, inflation and the increased expense of complying with laws related to privacy and data security.

Administrative practices required by state and federal law generally fall into this program, including record management, performance measurements, and purchasing practices, including the SPOTS program.

Program Justification and Link to 10-Year Outcome

The root purpose of these Central Services is to improve the effectiveness and efficiency of OPRD's other functions (Direct Services, Park Development, Director's Office, and Community Support and Grants). In conjunction with the Director's office, Central Services is home to key professional staff responsible for four 10-Year Outcomes:

1. Invest in **Operational Efficiency** Initiatives
2. Develop **Flexible Service Delivery** Models
3. Enhance Overall **Online Service** Delivery

Budget Narrative

4. Measure Performance with State Agency Scorecards

Program Performance

Central support services make it possible for staff to serve their customers in a timely, efficient, helpful manner. This program also directly serves the bulk of OPRD's constituents by operating key information and reservation functions. More than 90% of agency customers continue to rate their service experience as "Good" or "Excellent":

Central services also provides key training and orientation to the Oregon State Parks and Recreation Commission on budget, ethics, and other best practices. The Commission has sustained a perfect record, meeting 100% of recommended Oregon best practices since it began measuring this performance measure in 2007.

Enabling Legislation/Program Authorization

ORS 390.131 Duties of director: The State Parks and Recreation Director is the executive head of the State Parks and Recreation Department and shall ... Be responsible to the State Parks and Recreation Commission for administration and enforcement of the duties, functions and powers imposed by law upon the commission and the department ... [and] Establish such administrative divisions as are necessary to carry out properly the commission's functions and activities.

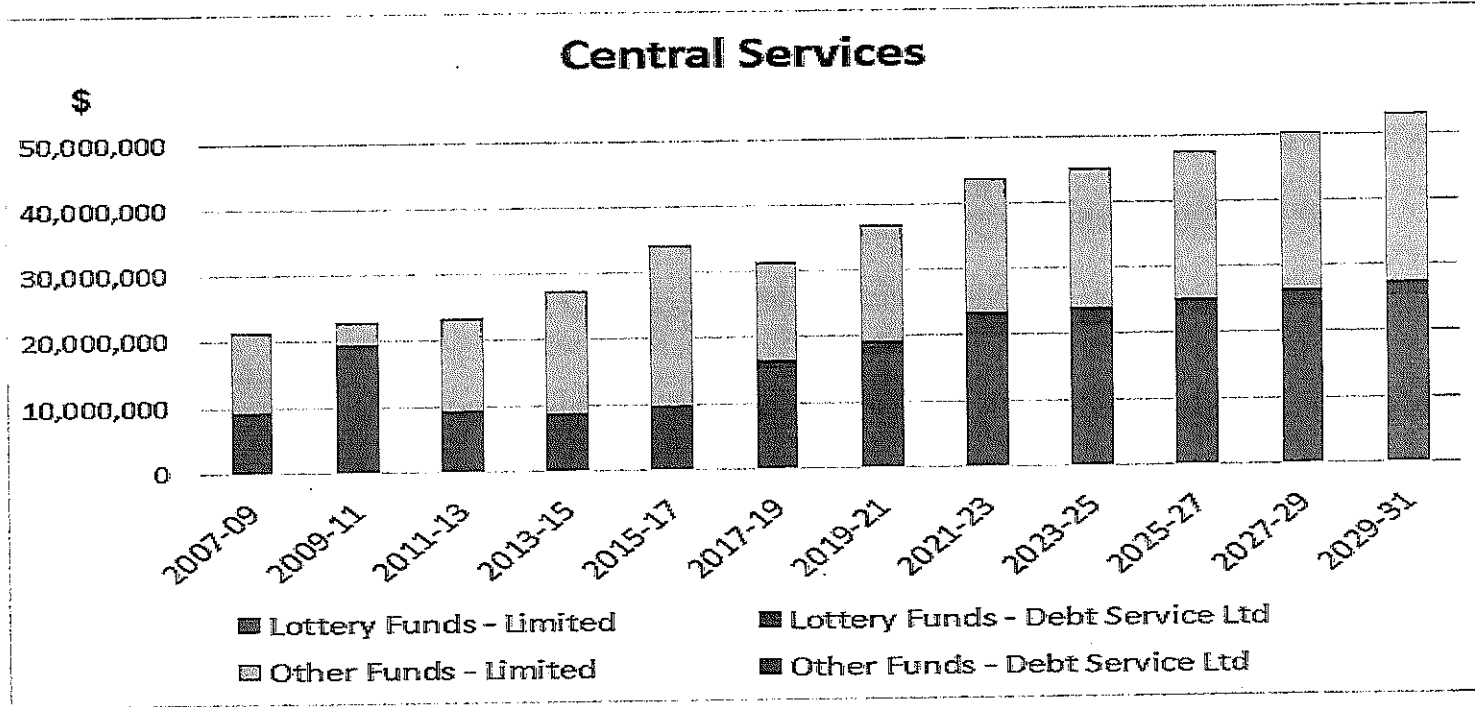
Funding Streams

The Central Services is funded by a roughly equal split of dedicated Lottery Funds and Other Funds (primarily revenue from park visitors).

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund ... to achieve all of the following:

- Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon;
- Protect natural, cultural, historic and outdoor recreational resources of state or regional significance;
- Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon;
- Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.

Budget Narrative



Significant Proposed Program Changes from 2019-21

None affecting the budget. The paramount challenge for Human Resources, Communications, and Policy development involves adapting agency operations to the social turmoil wrought by the pandemic. Even as the health crisis is eventually brought under control, significant agency-wide changes will be needed to maintain internal and external service.

Purpose, customers, and source of funding

The purpose of the Central Services program is to provide the administrative functions and support to operate and maintain the parks system. The Central Services program customers are agency staff, partners/stakeholders and other agencies. The funding for the Central Services program comes from Park User Fees (Other Funds) and Parks and Natural Resources Funds (Lottery).

Budget Narrative

Expenditures by fund type, positions and full-time equivalents

Central Services:							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Administrative Services		16,028,013	16,194,893	0	32,222,906	62	61.51
External Relationships		2,500,026	2,627,694	0	5,127,720	17	17.00
Debt Service - Willamette Falls		3,776,660	0	0	3,776,660		
Total	0	22,304,699	18,822,587	0	41,127,286	79	78.51

Activities, programs, and issues in the program unit base budget

The Central Services Program consists of the following agency-wide programs: Accounting, Budget, Payroll, Human Resources, Contracts and Procurement, Communications, Information Services, Safety and Risk; Debt Service and the Central Business Services Administrator who oversees the program activities, provides oversight and direction for the agency-wide, centralized business functions. OPRD is highly decentralized. Administration coordinates and maintains various Department-wide programs including, record management, performance measurements, internal/external communications, customer information by phone and email, website contact, interpretation coordination, and purchasing practices, including the SPOTS program.

Important background for decision makers. Include trends in caseload and workload

There are not trends in caseload or workload that are applicable for the Central Services program.

Expected results from the 2021-23 budget for the program unit.

The administrative functions of the Central Services Program Area help provide the support needed to effectively advance the goals of OPRD and the Centennial Horizon Plan.

Centennial Horizon Principle 7 – Prioritize Based on the Vision by routinely demonstrating creative, collaborative solutions to business challenges:

- Develop additional technology-based tools for park staff to provide exceptional services to their patrons;
- Improve the methods and efficiency of receiving payment for fees and services;
- Create and maintain collaborative processes with private vendors that expand services to state park visitors without increasing state costs over the long run; and
- Contract for a reservation system provider to replace OPRD's expiring contract with the current provider.

Budget Narrative

Revenue sources and proposed revenue changes

In Central Services, Administrative Services and External Relations (Communications Division) are funded by a standard mixture of Lottery Funds and Other Funds (Park User Fees, Interest Income).

The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data.

Interest income is earned on funds in the Department's bank account. The Department forecasts this revenue based on historical average earnings.

The Debt Service for Willamette Falls, Forest Park and Oregon Main Street is funded by non dedicated Lottery Funds from the Economic Development Fund.

Proposed new laws that apply to the program unit

There are no new laws proposed that apply to the Central Services program.

Budget Narrative

Summary of 2021-23 Budget

Oregon Parks and Recreation Department

Central Services	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
2019-21 LEGISLATIVELY ADOPTED BUDGET	79	77.57	36,584,064		19,322,180	17,261,884			
Emergency Board Actions (through 3/2020)									
2019-21 Legislatively Approved Budget	79	77.57	36,584,064		19,322,180	17,261,884			
Base Budget Adjustments:									
Net Cost of 2019-21 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out	(5)	(4.06)	1,448,814		660,657	788,157			
Estimated Cost of 2021-23 Merit Increase									
Base Debt Service Adjustment			1,479,117		1,479,117				
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2021-23 Base Budget	74	73.51	39,511,995		21,461,954	18,050,041			
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			(14,688)		(7,184)	(7,504)			
Non-PICS Personal Service Increase/(Decrease)			81,915		57,524	44,391			
Subtotal			67,227		30,340	36,887			
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs									
022 - Phase-Out Programs and One-Time Costs			(953,717)		(461,607)	(492,110)			
Subtotal			(953,717)		(461,607)	(492,110)			
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			701,161		342,152	358,949			
State Govt Service Charges Increase/(Decrease)			2,439,392		1,189,935	1,249,457			
Subtotal			3,140,493		1,532,087	1,608,406			
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments	5	5.00	1,291,007		683,242	607,765			
Subtotal: 2021-23 Current Service Level Budget	79	78.51	43,057,005		23,246,016	19,810,989			
2021-23 Current Service Level - Page 1 Subtotal	79	78.51	43,057,005		23,246,016	19,810,989			
Package No. 070									
Revenue Shortfalls									

Budget Narrative

Central Services	TOTALS			FUND TYPE					
	POS	FIE	ALL FUNDS	General	Lottery	Other	Federal	Nonlimited	
				Fund	Funds	Funds	Funds	Other	Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
090 Analyst Adjustments									
096 Statewide Adjustments DAS Chgs			(1,932,235)		(942,544)	(989,691)			
097 Statewide AG Adjustment									
099 Microsoft 365 Consolidation			(613,698)		(289,362)	(314,336)			
101 Standard Operational Needs			616,214		300,589	315,625			
102 Honor Grant Award Obligations									
Subtotal Policy Packages			(1,929,719)		(941,317)	(988,402)			
Total: 2021-23 Budget	79	78.51	41,127,286		22,304,699	18,822,587			
Percent Change From 2019-21 Leg. Approved	0.0%	1.2%	12.4%	0.0%	15.4%	9.0%	0.0%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.0%	0.0%	-4.5%	0.0%	-4.0%	-5.0%	0.0%	0.0%	0.0%

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	2021-23 Agency Request	2021-23 Governor's Budget	2021-23 Legislatively Adopted
Lottery Funds								
Interest Earnings (Dedicated Lottery - Measure 76)	Lot	0605	887,506	200,914	200,914	906,366	906,366	
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605	17,997					
Transfers-In								
Intrafund								
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	18,352,405	11,918,730	1,602,948	4,781,825	12,671,886	
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107	2,110,972	2,292,182	2,292,182	3,776,660	3,776,660	
From Department of Forestry	Lot							
Transfers-Out								
Intrafund								
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		21,368,880	14,411,826	4,096,044	9,444,851	17,354,912	-
Other Funds (Limited)								
Park User Fees	Oth	0255	25,793,756	6,621,467	965,014	23,309,518	23,309,518	
Other Nonbusiness Lic & Fees	Oth	0210						
Federal Revenues - Svc Contracts	Oth	0410						
Charges for Services	Oth	0410						
Rents and Royalties	Oth	0510						
Interest Earnings	Oth	0605	2,749,093	1,688,672	1,688,672	2,854,754	2,854,754	
Sales Income	Oth	0705						
Donations	Oth	0905						
Grants (Non-Fed)	Oth	0910						
Other Revenues	Oth	0975						
Lottery Bonds Proceeds	Oth	0565						
Transfers-In								
Intrafund								
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250						
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730						
From Dept of Fish/Wildlife	Oth	1635						

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBIT'S Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	Agency Request	2021-23	
							Governor's Budget	Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010	-					
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730	(210)					
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629						
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		28,542,639	8,310,139	2,653,686	26,164,272	26,154,272	-
Federal Funds (Limited)								
Federal Funds	Fed	0995						
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		-	-	-	-	-	-
TOTAL LIMITED			49,911,519	22,721,965	6,749,730	35,609,123	43,519,184	-
Lottery, Other, and Federal Funds			49,911,519	22,721,965	6,749,730	35,609,123	43,519,184	-

Budget Narrative

Central Services

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 4.3% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. 010 Non-PICS Psnl Svc/Vacancy Factor										63400-200-10-00-00000		
										Central Services		
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FIE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Frnds
									4,901	5,147		10,048
									4,283	4,497		8,780
									41	43		84
									1,475	1,549		3,024
									994	1,043		2,037
									23,471	29,105		52,576
									319	860		1,679
									1,540	2,147		3,687
									(7,184)	(7,504)		(14,688)
Total Personal Services								-	30,340	36,887	-	67,227
SERVICES AND SUPPLIES												
Total Services and Supplies								-	-	-	-	-
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	\$30,340	\$36,887	\$0	\$67,227
TOTAL POSITIONS/FIE			Pos	FIE								

Budget Narrative

Central Services

022 Phase out Program and One time Costs

Package Description

This package phases out limitation related to policy packages included in the 2019-21 biennium budget:

- Inclusion training for staff,
- Create a brand strategy,
- Information technology improvements,
- GIS mapping of critical park infrastructure,
- Planning for reservation system replacement.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. 022 Phase-out Pgm & One-time Costs										63400-200-10-00-00000 Central Services		
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
												-
												-
												-
												-
												-
												-
												-
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4100	Instate Travel								(20,509)	(21,325)		(41,634)
4150	Employee Training								(85,684)	(89,970)		(175,654)
4175	Office Expenses								(200)	(209)		(409)
4200	Telecommunication								(997)	(1,047)		(2,044)
4250	Data Processing											-
4315	IT Professional Services								(85,365)	(89,635)		(175,000)
4475	Facilities Maintenance								(2,658)	(2,791)		(5,449)
4575	Agency Program Related S and S								(242,721)	(262,274)		(504,995)
4650	Other Services and Supplies								(3,300)	(3,466)		(6,766)
4700	Expendable Prop 250 - 5000								(20,373)	(21,395)		(41,766)
4715	IT Expendable Property											-
Total Services and Supplies								-	(461,607)	(492,110)	-	(953,717)
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	(\$461,607)	(\$492,110)	\$0	(\$953,717)
TOTAL POSITIONS/FTE			Pos				FTE					

Budget Narrative

Central Services

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 4.3% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 5.7% inflation.

This package includes adjustment to State Government Services Charges based on the DAS Price List published as part of the budget instructions. Changes included are in assessment based charges and standard inflation.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY													
Package No. 031 Standard Inflation										63400-200-10-00-00000 Central Services			
PERSONAL SERVICES													
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds	
									-	-	-	-	-
Total Personal Services													
SERVICES AND SUPPLIES													
4100	Instate Travel								2,766	2,905		5,671	
4150	Employee Training								2,533	2,660		5,193	
4175	Office Expenses								7,249	7,611		14,860	
4200	Telecommunications								18,349	19,268		37,617	
4225	State Gov. Service Charges								1,189,935	1,249,457		2,439,392	
4250	Data Processing								21,294	22,358		43,652	
4275	Publicity and Publications								13,960	14,638		28,618	
4300	Professional Services								47,531	49,909		97,440	
4315	IT Professional Services								13,700	14,385		28,085	
4425	Facilities Rental and Taxes								161,466	169,543		331,009	
4450	Fuels and Utilities								85	90		175	
4475	Facilities Maintenance								552	580		1,132	
4575	Agency Program Related S and S								34,704	36,121		70,825	
4650	Other Services and Supplies								4,056	4,259		8,315	
4700	Expendable Prop 250 - 5000								1,862	1,955		3,817	
4715	IT Expendable Property								10,049	10,551		20,600	
Total Services and Supplies									-	1,530,091	1,606,310	-	3,136,401
CAPITAL OUTLAY													
5600	Data Processing Hardware								1,996	2,096		4,092	
Total Capital Outlay									-	1,996	2,096	-	4,092
SPECIAL PAYMENTS													
Total Special Payments									-	-	-	-	-
TOTAL REQUESTS									-	\$1,532,087	\$1,608,406	\$0	\$3,140,493
TOTAL POSITIONS/FTE			Pos	FTE									

Budget Narrative

Central Services

060 Technical Adjustments

Package Description

This package includes adjustments related to moving the sign coordinator, a risk and safety analyst, program funds associated with the volunteer program and an administrative staff person from Direct Services. It also includes an additional administrative staff person from Park Development.

OPRD budgets all charges from the state Attorney General in the Director's Office. When the rate was adjusted during the final days of the 2019 legislative session, the adjustment was made in OPRD's Central Services structure. The error was not corrected in the 2020 Legislative session so needs to be corrected as a technical adjustment for the 2021-23 budget (eliminates a negative account balance here, reduces the budget in the Director's Office).

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY													
Package No. 060 Technical Adjustments										63400-200-10-00-00000 Central Services			
PERSONAL SERVICES													
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds	
OAO C0107	Admin Specialist 1	2	2			216,912	130,424						
OAO C0860	Program Analyst 1	1	1			98,928	62,850						
MMN X1316	Safety Specialist 2	1	1			182,016	83,439						
E C010S	Admin Specialist 2	1	1			85,344	59,484						
									Salaries & Wages	315,396	267,804	583,200	
									Empl Rel Bd Assessments	161	129	290	
									Public Employees Retire Cont	54,027	45,875	99,902	
									Social Security Taxes	24,128	20,487	44,615	
									Workers Comp Assessments	127	103	230	
									Flexible Benefits	107,097	84,063	191,160	
Total Personal Services									-	500,936	418,461	-	919,397
SERVICES AND SUPPLIES													
4100	Instate Travel								3,276	3,135		6,411	
4150	Employee Training								427	449		876	
4175	Office Expense								22,088	23,193		45,281	
4200	Telecommunications								4,209	2,602		6,811	
4300	Professional Services								158	166		324	
4325	Attorney General								3,171	3,330		6,501	
4450	Fuels and Utilities								88	93		181	
4575	Agency Program Related S&S								109,706	115,193		224,899	
4650	Other Services and Supplies								39,183	41,145		80,326	
Total Services and Supplies									-	182,306	189,304	-	371,610
CAPITAL OUTLAY													
Total Capital Outlay									-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments									-	-	-	-	-
TOTAL REQUESTS									-	\$683,242	\$607,765	\$0	\$1,291,007
TOTAL POSITIONS/FTE			5 Pos	5.00 FTE									

Budget Narrative

Central Services

096 Statewide Adjustment DAS Chgs

Package Description

The purpose of this package is to account for statewide adjustments.

How Achieved:

The agency's service charges from the Department of Administrative Services (DAS) were reduced based on changes made to DAS's budget during the Governor's Budget process.

Staffing Impact:

None.

Quantifying Results:

With reductions in charges from DAS, more funding is available for operating the state park system.

Revenue Source:

\$<989,691> Other Funds, \$<942,544> Lottery

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. <u>096 Statewide Adjustment DAS Chgs</u>								63400-200-10-00-00000 Central Services				
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
				Salaries & Wages								
				Empl Rel Bd Assessments								
				Public Employees Retire Cont								
				Social Security Taxes								
				Workers Comp Assessments								
				Flexible Benefits								
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4100	Instate Travel											-
4150	Employee Training											-
4175	Office Expense											-
4225	State Gov Service Charges								(\$41,400)	(\$83,487)		(1,724,887)
4250	Data Processing								(16,409)	(17,223)		(33,632)
4325	Attorney General											-
4425	Facilities Rental and Taxes								(39,764)	(41,760)		(\$1,524)
4575	Agency Program Related S&S											-
4650	Other Services and Supplies								(44,971)	(47,221)		(92,192)
Total Services and Supplies								-	(942,544)	(989,691)	-	(1,932,235)
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	(942,544)	(989,691)	\$0	(1,932,235)
TOTAL POSITIONS/FTE		<u>5</u> Pos		<u>5.00</u> FTE								

Budget Narrative

Central Services

099 Microsoft 365 Consolidation

Package Description

The purpose of this package is to account for statewide technology adjustments.

How Achieved:

The agency's charges from the Department of Administrative Services (DAS) for Microsoft 365 were reduced because Microsoft 365 purchasing is being consolidated at the statewide level in the Office of the State Information Officer. As such, it is built into the assessment charged to agencies rather than a separate pass thru billing.

Staffing Impact:

None.

Quantifying Results:

With reductions in charges from DAS, more funding is available for operating the state park system.

Revenue Source:

\$<314,336> Other Funds, \$<299,362> Lottery

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. <u>099 Microsoft 365 Consolidation</u>							63400-200-10-00-00000 Central Services					
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
												-
Salaries & Wages												-
Empl Rel Bd Assessments												-
Public Employees Retire Cont												-
Social Security Taxes												-
Workers Comp Assessments												-
Flexible Benefits												-
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4250	Data Processing											-
4575	Agency Program Related S and S								(299,362)	(314,336)		(613,698)
Total Services and Supplies								-	(299,362)	(314,336)	-	(613,698)
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	(\$299,362)	(\$314,336)	\$0	(\$613,698)
TOTAL POSITIONS/FTE			_____	Pos	_____	FTE						

Budget Narrative

Central Services

101 Standard Operational Needs

Package Description

Purpose:

The purpose of this package is to increase expenditure limitation for specific operational cost that are increasing faster than inflation or are due changes in operations.

How Achieved:

OPRD has improved the information technology that is foundational for the efficient operation of the park system – network connectivity. As the improvements have been made, there is an increase in cost to vendors providing the services. This package requests limitation for the increased on-going costs. Amount requested: \$355,800.

Reservations are made by phone or on the web; OPRD is charged merchant fees for credit card transactions (essentially all transactions). As the public has moved to paying more with debit and credit cards, the cost to OPRD for merchant fees continues to rise. Amount requested: \$260,414.

Staffing Impact:

None.

Quantifying Results:

This action supports the agency's mission of providing quality park experiences for Oregonians and other visitors to the Department's recreation and heritage sites.

Revenue Source:

\$300,589 Lottery Funds, \$315,625 Other Funds

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. 101 Standard Operational Needs										63400-200-10-00-00000		
										Central Services		
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
												-
				Salaries & Wages								-
				Empl Rel Bd Assessments								-
				Public Employees Retire Cont								-
				Social Security Taxes								-
				Workers Comp Assessments								-
				Flexible Benefits								-
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4250	Data Processing								173,559	182,241		355,800
4575	Agency Program Related S and S								127,030	133,384		260,414
Total Services and Supplies								-	300,589	315,625	-	616,214
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	\$300,589	\$315,625	\$0	\$616,214
TOTAL POSITIONS/FTE			Pos	FTE								

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

Parks & Recreation Dept
2021-23 Biennium

Agency Number: 63400
Cross Reference Number: 63400-200-10-00-00000

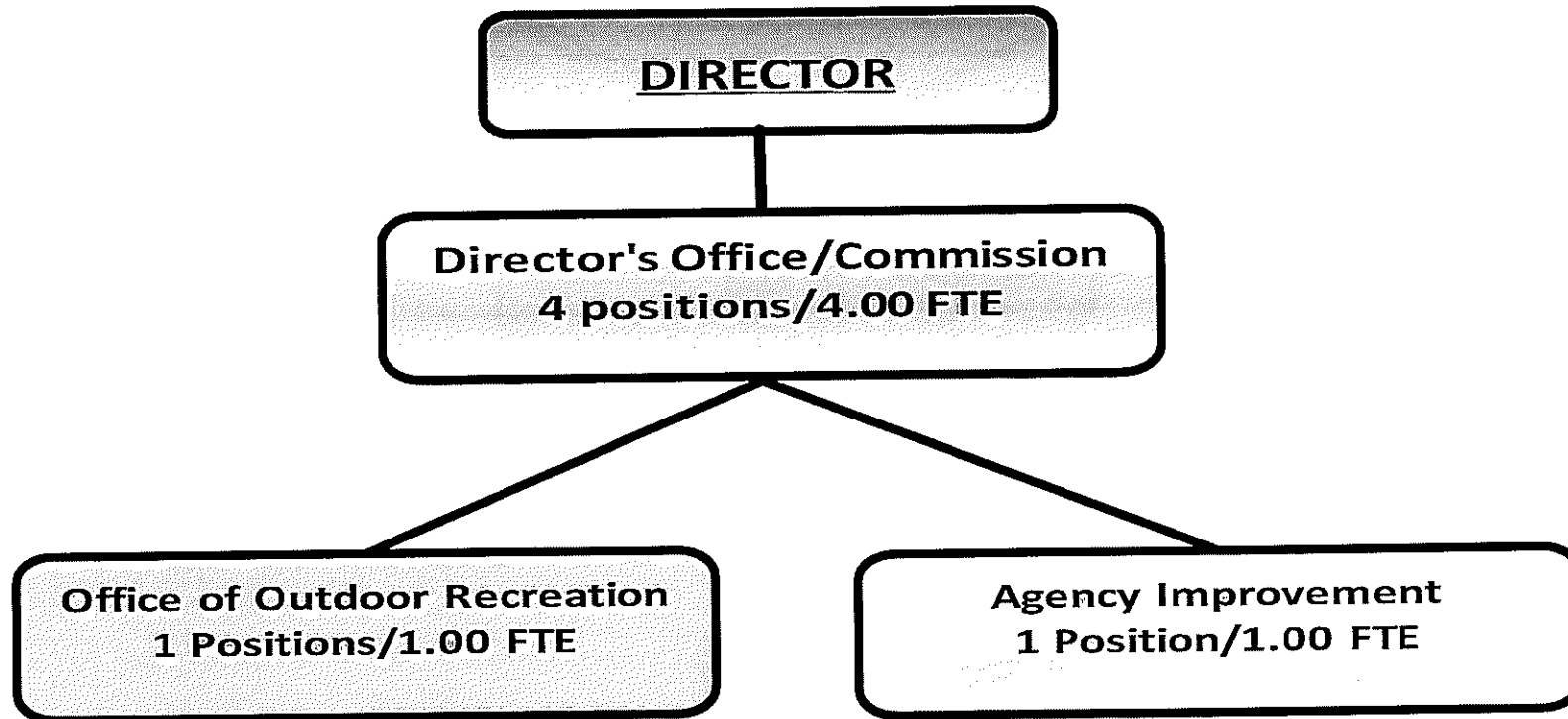
<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Lottery Funds						
Interest Income	905,503	200,914	200,914	906,366	906,366	-
Tsfr From Administrative Svcs	20,463,377	14,210,912	14,210,912	8,538,485	16,448,546	-
Total Lottery Funds	\$21,368,880	\$14,411,826	\$14,411,826	\$9,444,851	\$17,354,912	-
Other Funds						
Park User Fees	25,793,756	6,621,467	6,621,467	23,309,518	23,309,518	-
Interest Income	2,749,093	1,688,672	1,688,672	2,854,754	2,854,754	-
Tsfr To Transportation, Dept	(210)	-	-	-	-	-
Total Other Funds	\$28,542,639	\$8,310,139	\$8,310,139	\$26,164,272	\$26,164,272	-

Budget Narrative

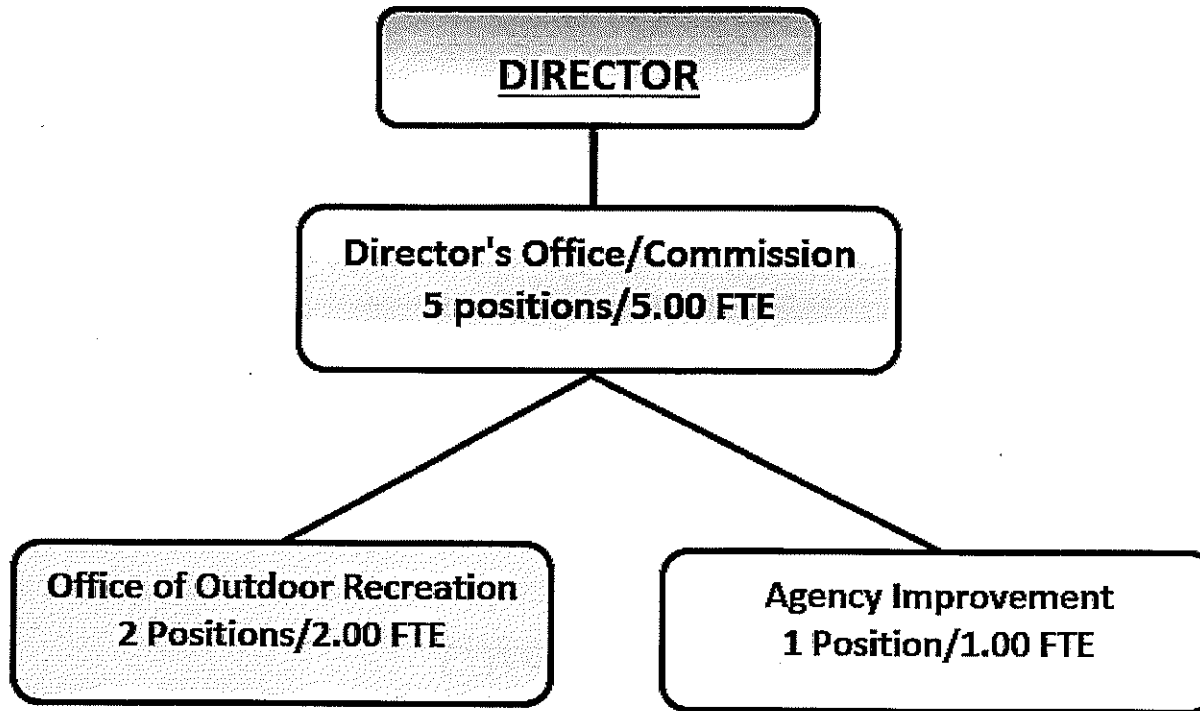
Director's Office

Program Description

Oregon Parks and Recreation Department Director's Office 2019-21



Oregon Parks and Recreation Department
Director's Office
2021-23



Budget Narrative

Director's Office

Executive Summary

The Director's Office is responsible for *executive leadership*, the proper functioning of various official *commissions*, overall evaluation and internal auditing of the agency's performance through a *quality assurance* function, *human resources* management, and essential agency *communications*, and cross-jurisdictional strategies through the *Office of Outdoor Recreation*.

Program Description

The Director's Office oversees agency operations and provides *executive leadership* and strategic direction to department programs and operations. The Director also represents the Department with the Governor and the Governor's Policy Advisors, before the Oregon Legislature, in cooperative efforts with other state natural resource agencies. The Director administers several official commissions, including the governor-appointed Oregon State Parks and Recreation Commission, created by the State Legislature in 1989 to establish policies, adopt rules necessary to execute the duties of the Department, set fees, acquire property, promote the state's outdoor recreation policy, and appoint the OPRD Director. The Director's Office leads the agency to accomplish a three-pronged purpose:

- 1) Protect Oregon's special places ...
- 2) Deliver great experiences, and ...
- 3) Do both in a sustainable way ...

The Director's Office is guiding the agency to intentionally rethink its approach to providing and promoting outdoor recreation and historic programs and services so they intentionally include the broadest possible swath of Oregonians, regardless of background or experience.

The *quality assurance* program reviews agency programs and conducts annual internal audits.

The *Office of Outdoor Recreation* works across business, nonprofit, and government sectors to build consensus on strategies that elevate recreation in every corner of the state by improving access, public participation, and resource protection.

Program Justification and Link to 10-Year Outcome

The agency's other four programs—Direct Services, Central Services, Community Support and Grants, Park Development—are united under the leadership of the Director's Office. Together with the Oregon State Parks and Recreation Commission, the Director's Office coordinates all other agency programs to accomplish four of the "Improving Government" goals:

1. Invest in Operational Efficiency Initiatives
2. Develop Flexible Service Delivery Models
3. Enhance Overall Online Service Delivery
4. Measure Performance with State Agency Scorecards

Budget Narrative

Program Performance

The effectiveness of the Director's Office is reflected in the performance of the agency's other five programs. The Oregon State Parks and Recreation Commission has sustained a perfect record, meeting 100% of the recommended Oregon best practices since it began measuring this performance measure in 2007.

Enabling Legislation/Program Authorization

ORS 390.131 Duties of director: The State Parks and Recreation Director is the executive head of the State Parks and Recreation Department and shall ... Be responsible to the State Parks and Recreation Commission for administration and enforcement of the duties, functions and powers imposed by law upon the commission and the department ... [and] Establish such administrative divisions as are necessary to carry out properly the commission's functions and activities.

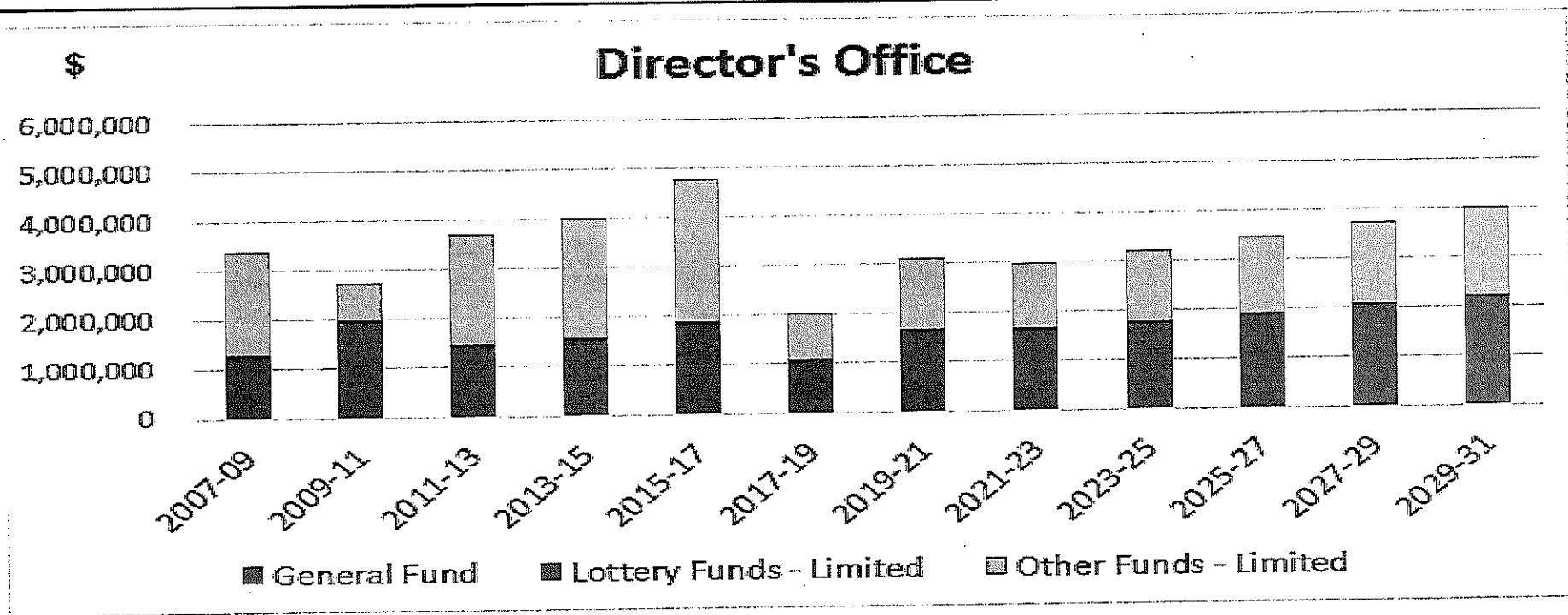
Funding Streams

More than half the Director's Office budget is funded by Other Funds (mostly park visitor revenue), and slightly less than half is funded by constitutionally dedicated Lottery Funds. The Office of Outdoor Recreation is General Fund, as directed by its enabling legislation.

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund ... to achieve all of the following:

Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.

Budget Narrative



Significant Proposed Program Changes from 2019-21

None affecting the budget. The Director's Office will lead a policymaker and community dialog exploring options for making the delivery of Department services more durable in turbulent times. These conversations will involve producing agreement on the core functions of the agency, plus options for a governance structure and relatively stable revenue streams.

Purpose, customers, and source of funding

The OPRD Commission and OPRD Director oversee Department operations and provide leadership to the Department's programs. The Quality Assurance program provides reviews and advice to various parts of the Department to assure that policy and procedure are being followed. The Office of Outdoor Recreation seeks to increase public benefits -- to personal well-being, community vibrance, economic strength -- in every corner of the state.

Budget Narrative

Expenditures by fund type, positions and full-time equivalents

<u>Director's Office:</u>							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Director's Office/Commission		1,330,840	1,152,919	0	2,483,759	5	5.00
Agency Improvement		164,619	172,853	0	337,472	1	1.00
Office of Outdoor Recreation	500,000	391,903	0	0	891,903	2	2.00
Total	500,000	1,887,362	1,325,772	0	3,713,134	8	8.00

Activities, programs, and issues in the program unit base budget

The Director's Office consists of the following agency-wide programs:

Director's Office/Commission

- The Oregon Parks and Recreation Commission was created by the State Legislature in 1989 to establish policies, adopt rules necessary to execute the duties of the Department, set fees, acquire property, promote the state's outdoor recreation policy, and appoint the OPRD Director. Commissioners serve four-year terms. They are appointed by the Governor and confirmed by the State Senate.
- The agency Director oversees agency operations and provides leadership and strategic direction to Department programs and operations. The Director also represents the Department with the Governor and the Governor's Policy Advisors, before the Oregon Legislature, in cooperative efforts with other state natural resource agencies.

Quality Assurance

- Through the Audit Committee the Quality Assurance Coordinator is responsible to:
 - Conduct agency wide risk assessment
 - Create annual audit plan
 - Complete adopted audit plan
 - Conduct agency program reviews
 - Report audit/review findings and management actions to Audit Committee

Budget Narrative

Office of Outdoor Recreation

The Office of Outdoor Recreation was created by the legislature in 2017 and takes a broad view, developing strategies that apply to local, state, federal, and private recreation interests.

The Governor directed the Office to convene a 2019 task force to identify top strategic priorities for the Office, resulting in a report delivered in mid-2020 emphasizing the need for action to:

1. **Serve everyone:** Advance accessibility and universal design principles.
2. **Unite centrally:** Appoint a stakeholder group to advise the Office of Outdoor Recreation.
3. **Cooperate locally:** Conduct a statewide outdoor recreation inventory and gap analysis.
4. **Invest:** Address County search and rescue needs.
5. **Act boldly:** Reassess recreational immunity and liability provisions.

Important background for decision makers. Include trends in caseload and workload

A pair of paramount issues face Department leadership. First, the coronavirus pandemic illustrated a concern that has been growing for the last 15 years: the standard agency approach to managing, providing, and improving delivery of outdoor recreation and heritage services is very likely not sufficiently strong and adaptable to meet Oregon's needs going forward. The Director's Office will lead a policymaker and public conversation about what Oregon expects in these arenas, especially as they pertain to the state park system and agency heritage services, then pose options for governance, services, and revenue streams that produce the best outcomes. Second, the Office of Outdoor Recreation has matured enough to warrant a new conversation about the most ideal way to accomplish its strategic plan, embodied by a task force report to the Governor in mid-2020. This could involve proposing changes to the administrative home, structure, funding, interagency/public-private relationships, and overall functionality of the Office. Some of these changes may involve requesting statutory amendments in cooperation with the legislature.

Expected results from the 2021-23 budget for the program unit.

The Director's Office helps to ensure that the Centennial Horizon principles and strategies come alive.

Centennial Horizon Principle 5 – Build the State Park System with Purpose and Vision

- Examine the department's public services, especially the world-famous state park system, to make sure it is equipped to serve the entire breadth of Oregon's population, regardless of age, ethnicity, income, education, or previous experience with outdoor recreation and heritage experiences.

Budget Narrative

- Use strategic, long-range changes to revise public services and internal hiring and retention practices, and introduce new targeted branding and marketing methods, to reach previously-underserved Oregonians.

Revenue sources and proposed revenue changes

The Director's Office is mostly funded by a standard mixture of Lottery funds and Other Funds (Park User Fees).

The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data.

The Office of Outdoor Recreation, given its broad mandate to create strategic statewide, cross-jurisdictional consensus, is 100% Lottery Fund.

Proposed new laws that apply to the program unit

There are no new laws proposed that apply to the Director's Office.

Budget Narrative

Summary of 2021-23 Budget

Oregon Parks and Recreation Department

Director's Office	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited	
								Other	Federal
2019-21 LEGISLATIVELY ADOPTED BUDGET	6	6.00	3,136,712		1,678,745	1,457,967			
Emergency Board Actions (through 3/2020)									
2019-21 Legislatively Approved Budget	6	6.00	3,136,712		1,678,745	1,457,967			
Base Budget Adjustments:									
Net Cost of 2019-21 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out			293,404		200,096	93,308			
Estimated Cost of 2021-23 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2021-23 Base Budget	6	6.00	3,430,116		1,878,841	1,551,275			
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease									
Non-PICS Personal Service Increase/(Decrease)			52,249		18,700	13,549			
Subtotal			52,249		18,700	13,549			
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs									
022 - Phase-Out Programs and One-Time Costs			(500,000)		(243,900)	(256,100)			
Subtotal			(500,000)		(243,900)	(256,100)			
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			52,171		26,172	25,999			
State Govt Service Charges Increase/(Decrease)									
Subtotal			52,171		26,172	25,999			
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments			(6,501)		(3,171)	(3,330)			
Subtotal: 2021-23 Current Service Level Budget	6	6.00	3,008,035		1,676,642	1,331,393			
2021-23 Current Service Level - Page 1 Subtotal	6	6.00	3,008,035		1,676,642	1,331,393			
Package No. 070									
Revenue Shortfalls									
Subtotal: 2021-23 Modified Current Service Level	6	6.00	3,008,035		1,676,642	1,331,393			

Budget Narrative

Director's Office	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General	Lottery	Other	Federal	Nonlimited	
				Fund	Funds	Funds	Funds	Other	Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
090 Analyst Adjustments	2	2.00	716,073	500,000	216,073				
096 Statewide Adjustments DAS Chgs									
097 Statewide AG Adjustment			(10,974)		(5,353)	(5,621)			
099 Microsoft 365 Consolidation									
101 Standard Operational Needs									
102 Honor Grant Award Obligations									
Subtotal Policy Packages	2	2.00	705,099	500,000	210,720	(5,621)			
Total: 2021-23 Budget	8	8.00	3,713,134	500,000	1,887,362	1,325,772			
Percent Change From 2019-21 Leg. Approved	33.3%	33.3%	18.4%	0.0%	12.4%	-9.1%	0.0%	0.0%	0.0%
Percent Change From Current Service Level Budget	33.3%	33.3%	23.4%	0.0%	12.6%	-0.4%	0.0%	0.0%	0.0%

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS	2017-19 Actual	2019-21	2019-21 Estimated	Agency Request	2021-23	
		Revenue Acct		Legislatively Approved			Governor's Budget	Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010						
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	883,533	1,678,745	1,518,572	1,676,642	1,892,715	
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		883,533	1,678,745	1,518,572	1,676,642	1,892,715	-
Other Funds (Limited)								
Park User Fees	Oth	0255	920,323	1,457,967	1,442,601	1,331,393	1,331,393	
Other Nonbusiness Lic & Fees	Oth	0210						
Federal Revenues - Svc Contracts	Oth	0410						
Charges for Services	Oth	0410						
Rents and Royalties	Oth	0510						
Interest Earnings	Oth	0605						
Sales Income	Oth	0705						
Donations	Oth	0905						
Grants (Non-Fed)	Oth	0910						
Other Revenues	Oth	0975						
Lottery Bonds Proceeds	Oth	0565						
Transfers-In								
Intrafund	Oth	1010						
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250						
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730						
From Dept of Fish/Wildlife	Oth	1835						

Budget Narrative

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2017-19 Actual	2019-21 Legislatively Approved	2019-21 Estimated	2021-23		
					Agency Request	Governor's Budget	Legislatively Adopted	
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730						
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629						
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		920,323	1,457,967	1,442,601	1,331,393	1,331,393	-
Federal Funds (Limited)								
Federal Funds	Fed	0995						
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		-	-	-	-	-	-
TOTAL LIMITED			1,803,856	3,136,712	2,951,173	3,008,035	3,224,108	-
Lottery, Other, and Federal Funds			1,803,856	3,136,712	2,951,173	3,008,035	3,224,108	-

Budget Narrative

Director's Office

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 4.3% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnt Svc/Vacancy Factor 63400-100-10-00-00000
Directors Office

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
												-
												-
												-
									925	971		1,896
									158	166		324
									15,994	11,255		27,249
									71	74		145
												-
									1,552	1,083		2,635
												-
Total Personal Services								-	18,700	13,549	-	32,249

SERVICES AND SUPPLIES

Total Services and Supplies								-	-	-	-	-

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-

TOTAL REQUESTS

								-	\$13,700	\$13,549	\$0	\$32,249
--	--	--	--	--	--	--	--	---	-----------------	-----------------	------------	-----------------

TOTAL POSITIONS/FTE

				Pos		FTE						
--	--	--	--	-----	--	-----	--	--	--	--	--	--

Budget Narrative

Director's Office

022 Phase out Program and One time Costs

Package Description

This package phases out limitation from a 2019-21 policy package related to additional resources for outreach and inclusion.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 022 Phase Out Pgm & One-time Costs								63400-100-10-00-00000 Directors Office				
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4100	Instate Travel								(36,585)	(38,415)		(75,000)
4150	Employee Training											-
4175	Office Expenses								(31,707)	(33,293)		(65,000)
4275	Publicity and Publications								(73,170)	(76,830)		(150,000)
4300	Professional Services								(73,170)	(76,830)		(150,000)
4575	Agency Program Related S and S								(29,268)	(30,732)		(60,000)
4650	Other Services and Supplies											-
4700	Expendable Prop 250 - 5000											-
Total Services and Supplies								-	(243,900)	(256,100)	-	(500,000)
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	(\$243,900)	(\$256,100)	\$0	(\$500,000)
TOTAL POSITIONS/FTE			Pos	FTE								

Budget Narrative

Director's Office

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 4.3% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 5.7% inflation. The Attorney General account was inflated by the approved rate of 19.43%.

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. 031 Standard Inflation						63400-100-10-00-00000						
												Directors Office
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
Total Personal Services								-	-	-	-	-
SERVICES AND SUPPLIES												
4100	Instate Travel								1,576	1,570		3,146
4125	Out of State Travel								198	208		406
4150	Employee Training								614	612		1,226
4175	Office Expenses								437	438		875
4200	Telecommunications								174	78		252
4275	Publicity and Publications								142	149		291
4300	Professional Services								1,164	1,223		2,387
4325	Attorney General								15,252	16,014		31,266
4375	Employee Recruitment and Develop								440	462		902
4400	Dues and Subscriptions								21	22		43
4450	Fuels and Utilities								21	22		43
4475	Facilities Maintenance								314	48		362
4575	Agency Program Related S and S								4,478	4,444		8,922
4650	Other Services and Supplies								628	310		938
4700	Expendable Prop 250 - 5000								713	399		1,112
Total Services and Supplies								-	26,172	25,999	-	52,171
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								-	\$26,172	\$25,999	\$0	\$52,171
TOTAL POSITIONS/FTE			Pos	FTE								

Budget Narrative

Director's Office

060 Technical Adjustments

Package Description

OPRD budgets all charges from the state Attorney General in the Director's Office. When the rate was adjusted during the final days of the 2019 legislative session, the adjustment was made in OPRD's Central Services structure. The error was not corrected in the 2020 Legislative session so needs to be corrected as a technical adjustment for the 2021-23 budget (reduces the budget here, eliminates a negative account balance in Central Services).

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 060 Technical Adjustments

63400-100-10-00-00000

Directors Office

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
				Salaries & Wages								-
				Empl Rel Bd Assessments								-
				Public Employees Retire Cont								-
				Social Security Taxes								-
				Workers Comp Assessments								-
				Mass Transit Tax								-
				Flexible Benefits								-
Total Personal Services								-	-	-	-	-

SERVICES AND SUPPLIES

4100	Instate Travel											-
4175	Office Expenses											-
4275	Publicity and Publications											-
4325	Attorney General								(3,171)	(3,330)		(6,501)
4575	Agency Program Related S and S											-
Total Services and Supplies								-	(3,171)	(3,330)	-	(6,501)

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-
-----------------------------	--	--	--	--	--	--	--	---	---	---	---	---

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-
-------------------------------	--	--	--	--	--	--	--	---	---	---	---	---

TOTAL REQUESTS

TOTAL POSITIONS/FTE								-	(3,171)	(3,330)	\$0	(6,501)
----------------------------	--	--	--	--	--	--	--	---	---------	---------	-----	---------

Budget Narrative

Director's Office

090 Analyst Adjustments

Package Description

The purpose of this package is to account for investment by the Governor in the Office Outdoor Recreation and in Racial Justice.

How Achieved:

The Governor is investing General Fund in the Office of Outdoor Recreation. The investment funds a new position for the Office to serve as a coordinator. In addition, funds are added for a grant program.

The Governor is following the recommendation of the Racial Justice Council and adding a Diversity, Equity and Inclusion (DEI) Coordinator to the Director's Office.

Staffing Impact:

Operations and Policy Analyst 2, permanent full time
Operations and Policy Analyst 3, permanent full time

Quantifying Results:

With these funds, the Department can continue to work toward the goals from the Governor's Task Force on the Outdoors. In addition, the Department will continue to work toward its own goals and the Racial Justice Council's goals related to diversity, equity and inclusion.

Revenue Source:

\$500,000 General Fund, \$216,073 Lottery

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY												
Package No. <u>090</u> <u>Analyst Adjustments</u>							63400-100-10-00-00000 Directors Office					
PERSONAL SERVICES												
Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
OAO C0871	Ops/Policy Analyst	1	1.00	4,974	2	119,376	67,917	187,293				187,293
MMN X0872	Ops/Policy Analyst	1	1.00	6,247	2	149,928	75,448		225,416			225,416
Salaries & Wages								119,376	149,928			269,304
Empl Rel Bd Assessments								58	58			116
Public Employees Retire Cont								20,449	25,683			46,132
Social Security Taxes								9,132	11,469			20,601
Workers Comp Assessments								46	46			92
Mass Transit Tax												-
Flexible Benefits								38,232	38,232			76,464
Reconciliation									(9,343)			(9,343)
Total Personal Services								187,293	216,073	-	-	403,366
SERVICES AND SUPPLIES												
4100	Instate Travel											-
4175	Office Expenses											-
4275	Publicity and Publications											-
4325	Attorney General											-
4575	Agency Program Related S and S							312,707				312,707
Total Services and Supplies								312,707	-	-	-	312,707
CAPITAL OUTLAY												
Total Capital Outlay								-	-	-	-	-
SPECIAL PAYMENTS												
Total Special Payments								-	-	-	-	-
TOTAL REQUESTS								500,000	\$216,073	\$0	\$0	\$716,073
TOTAL POSITIONS/FTE			_____	Pos	_____	FTE						

Budget Narrative

Director's Office

097 Statewide AG Adjustment

Package Description

The purpose of this package is to account for statewide adjustments.

How Achieved:

The agency's hourly billing rate from the Department of Justice (DOJ) was reduced based on changes made to DOJ's budget during the Governor's Budget phase.

Staffing Impact:

None.

Quantifying Results:

With reductions in charges from DAS, more funding is available for operating the state park system.

Revenue Source:

\$<5,621> Other Funds, \$<5,353> Lottery

Budget Narrative

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 097 Statewide AG Adjustment

63400-100-10-00-00000

Directors Office

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	All Funds
Total Personal Services								-	-	-	-	-

SERVICES AND SUPPLIES

4100	Instate Travel											-
4150	Employee Training											-
4175	Office Expenses											-
4275	Publicity and Publications											-
4325	Attorney General								(\$353)	(\$621)		(\$10,974)
4575	Agency Program Related S and S											-
4650	Other Services and Supplies											-
4700	Expendable Prop 250 - 5000											-
Total Services and Supplies								-	(\$3,353)	(\$5,621)	-	(\$10,974)

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-
-----------------------------	--	--	--	--	--	--	--	---	---	---	---	---

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-
-------------------------------	--	--	--	--	--	--	--	---	---	---	---	---

TOTAL REQUESTS

								-	(\$5,353)	(\$5,621)	\$0	(\$10,974)
--	--	--	--	--	--	--	--	---	-----------	-----------	-----	------------

TOTAL POSITIONS/FTE

_____ Pos _____ FTE

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

Parks & Recreation Dept
2021-23 Biennium

Agency Number: 63400
Cross Reference Number: 63400-100-10-00-00000

<i>Source</i>	2017-19 Actuals	2019-21 Leg Adopted Budget	2019-21 Leg Approved Budget	2021-23 Agency Request Budget	2021-23 Governor's Budget	2021-23 Leg. Adopted Budget
Lottery Funds						
Tsfr From Administrative Svcs	883,533	1,678,745	1,678,745	1,676,642	1,892,715	-
Total Lottery Funds	\$883,533	\$1,678,745	\$1,678,745	\$1,676,642	\$1,892,715	-
Other Funds						
Park User Fees	920,323	1,457,967	1,457,967	1,331,393	1,331,393	-
Total Other Funds	\$920,323	\$1,457,967	\$1,457,967	\$1,331,393	\$1,331,393	-

Budget Narrative

Facilities Maintenance

Facility Plan - Facilities Planning Narrative 107BF02
2021-23 Biennium

Agency Name

Parks & Recreation Department

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand?

- A) Park Visitation - Increasing visitation due to longer summer season and population growth leads to the need for increasing levels of preventive maintenance, while also taxing our aging infrastructure. Facilities, such as the utilities, struggle to keep up with the increasing demand.
- B) Increases in space are not generally needed as this increase in visitation must be managed within the capacity of existing infrastructure and staffing levels, because expanding the infrastructure is either space- or budget-limited.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority)

- A) Aging infrastructure - Key infrastructure, such as utilities and restroom facilities, that have far exceeded their useful lifespan.
- B) Emerging maintenance - As the maintenance backlog is brought down, emerging maintenance is increasing and quickly exceeding backlog costs.
- C) As maintenance demands increase due to the increasing visitation, staffing levels remain constant, resulting in other actions being impacted, such as preventive maintenance.
- D) The 2020 economic downturn related to the COVID-19 Pandemic has as yet unknown impacts to the Agency's revenues - Day-Use and Camping fees have been reduced due to the mandatory closures of state park properties for an unknown time period. OPRD's other major funding source, Lottery Funds, are also expected to be reduced due to the mandatory closures of bars and restaurants. Without revenues from these sources, the Agency will have limited funding available to continue reducing its deferred maintenance backlog. Going forward, it is unknown when these revenue sources will return to the Department at previous levels, as camping and gambling activities are likely to be altered due the predicted economic hardship Oregonians will experience. OPRD's initial re-opening focus will be the safe operation of the park system. Once parks are operating safely for both visitors and staff, attention may then return to routine maintenance, followed by preventative maintenance and finally addressing the deferred maintenance backlog.

3. What do you need to meet these challenges?

- A) A return to a revenue level that allows OPRD to adequately resume its preventative maintenance activities and maintenance backlog projects.
- B) Adequate funding above pre-pandemic levels is essential for meeting the emergent maintenance needs - just because OPRD has made significant progress in reducing the maintenance backlog, the aging facility issue is not yet fully cured.
- C) The staffing succession wave has reduced the skill level of current staff, as new employees replace long term staff, an increased emphasis on training is needed as to ensure the skills needed to care for facilities at a level sufficient for successful preventative maintenance.

Budget Narrative

Facility Plan - Facility Summary Report 107BF16a
2021-23 Biennium

Agency Name Parks & Recreation Department

Table A: Owned Assets Over \$1M CRV		FY 2020 DATA			
Total Number of Facilities Over \$1M		22			
Current Replacement Value \$ (CRV)	1	\$89,863,485	Source	4	Risk
Total Gross Square Feet (GSF)		107,976			Risk or FCA
Office/Administrative Usable Square Feet (USF)	2	1000	Estimate/Actual	5	0.93%
Occupants Position Count (PC)	3	15	Office/Admin USF/PC	6	86.67
			or Agency Measure	7	

Table B: Owned facilities under \$1M CRV	
Number of Facilities Under \$1M	1,085
CRV	\$159,805,846
Total Gross Square Feet (GSF)	851,735

Table C: Leased Facilities					
Total Rentable SF	8	3000			
Total 2021-2023 Biennial Lease Cost		48000			
Additional 2019-2021 Costs for Lease Properties (O&M)	9	NA			
Office/Administrative Usable Square Feet (USF)	2	3000	Estimate/Actual	5	100
Occupants Position Count (PC)	3	12	Office/Admin USF/PC	6	250

Definitions

CRV	1	Current Replacement Value Reported to Risk Management or <i>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

Budget Narrative

Facility Plan - Facility O&M/DM Report 107B16b
2021-23 Biennium

Agency Name

Parks & Recreation Department

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

Personal Services (PS) Operations and Maintenance
Services and Supplies (S&S) Operations and Maintenance
Utilities not included in PS and S&S above
Total O&M
O&M \$/SF

	2017-19 Actual	2019-21 LAB	2021-23 Budgeted	2023-25 Budgeted
1	53933909	63510605	67791111	73606981
	16971269	15621323	15244986	15870031
	4769295	3819662	3983771	4147105
	75674473	82951590	87019868	93624117
	78.85	86.43	90.67	97.55

Total O&M SF

959711 include only the SF for which your agency provides O&M funding.

O&M Estimated Fund Split Percentage %

	General Fund	Lottery Fund	Other Funds	Federal Funds
2		46.64	51.64	1.72

Note: %'s vary by biennium

Deferred Maintenance Funding In Current Budget Model

2021-23 Biennium

Ongoing Budgeted
{non POP}

Ongoing Budgeted
{non POP}

2021-23 Budgeted
SB 1057 (2% CRV
min.)

2023-25 Projected
SB 1057 (2% CRV
min.)

Total Short and Long Term Deferred Maintenance Plan for
Facilities

Priorities 1-3 - Currently, Potentially and Not Yet Critical
DM/Life Safety (Priority 1)
Capital Renewal (Priority 2)
Capital Renewal (Priority 3)
Site Systems

Priority 4 - Seismic & Natural Hazard

Priority 5 - Modernization

Total Priority Need

Facility Condition Index (Priority 1-3 Needs/CRV)

	Current Costs 2020	Ten Year Projection	Ongoing Budgeted {non POP}	Ongoing Budgeted {non POP}
3			2021-23 Budgeted SB 1057 (2% CRV min.)	2023-25 Projected SB 1057 (2% CRV min.)
4,5,6	\$7,950,000	\$9,480,000	\$4,593,387	\$4,593,387
7	\$0	\$0		
8				
9	0.000%	0.000%		

Assets CRV

\$229,669,331 Current Replacement Value Reported to Risk or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)

Process/Software for routine maintenance (O&M)
Process/Software for deferred maintenance/renewal
Process for funding facilities maintenance

Oregon Parks and Recreation Information System (OPRIS). Maintenance Software	Provide narrative
Oregon Parks and Recreation Information System (OPRIS). Maintenance Software	Provide narrative
Field Investment Fund, Preventive Maintenance Fund, and Operations Funding	Provide narrative

Budget Narrative

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. 19-21 and 21-23 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)

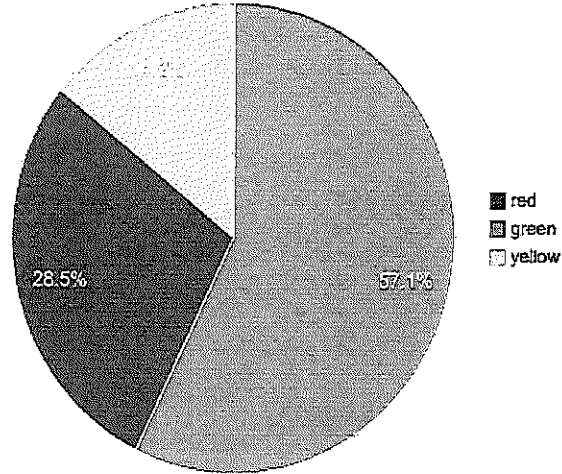
Budget Narrative

**Parks and Recreation Department
Annual Performance Progress Report
Reporting Year 2020
Published: 9/14/2020 10:28:49 AM**

Budget Narrative

KPM # Approved Key Performance Measures (KPMs)

- 1 **PARK VISITATION** - Visitors per acre of Oregon Parks and Recreation Department property.
- 2 **HERITAGE PROGRAM BENEFITS** - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
- 3 **Grant Programs** - Percent of Oregon communities that benefit from an OPRD-managed grant program.
- 4 **PROPERTY ACQUISITION** - Recreation lands Index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
- 5 **FACILITIES BACKLOG** - Percent reduction in facilities backlog since 1999.
- 6 **CUSTOMER SATISFACTION** - 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.
- 7 **COMMISSION BEST PRACTICES** - Percent of total best practices met by the State Parks and Recreation Commission.



Performance Summary

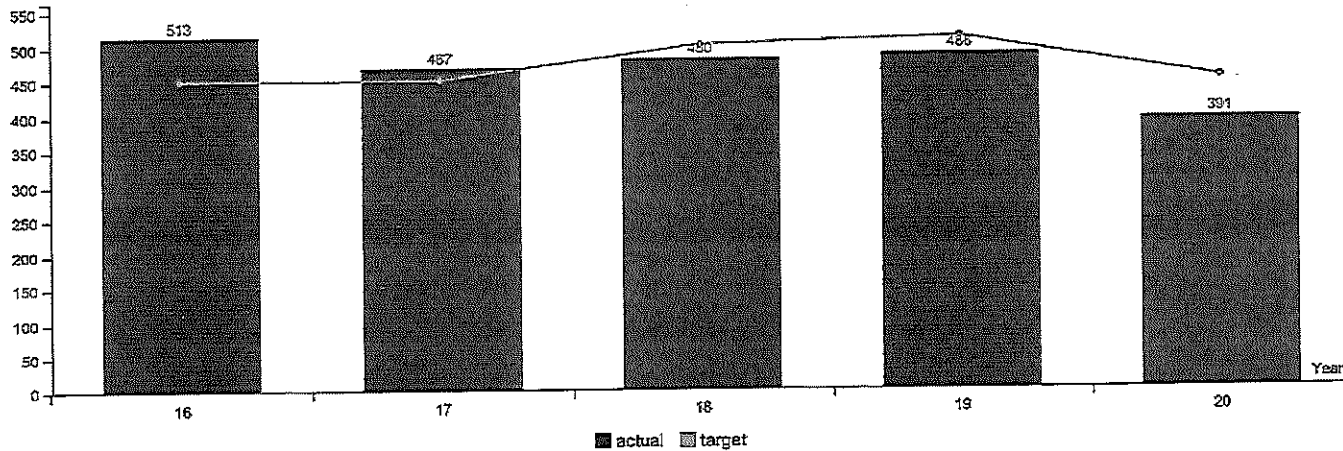
Summary Stats:

Green	Yellow	Red
= Target to -5%	= Target -5% to -15%	= Target > -15%
57.14%	14.29%	28.57%

Budget Narrative

KPM #1 PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Visitors Per Acre of Oregon Parks and Recreation Department Property					
Actual	513	467	480	486	391
Target	450	450	500	510	450

How Are We Doing

FY2020 results are 391 visitors per acre which is a 19.5% decrease from 486 visitors per acre in FY 2019 and is below the target of 450 per acre. The main contributing factor to this decrease is a large decline in visitation. The Department continues to selectively purchase additional park properties in order to serve an increasing population while maintaining a quality visitor experience. Total visitation in FY 2020 was 44.2 million, a 19.6% decrease from FY 2019.

Factors Affecting Results

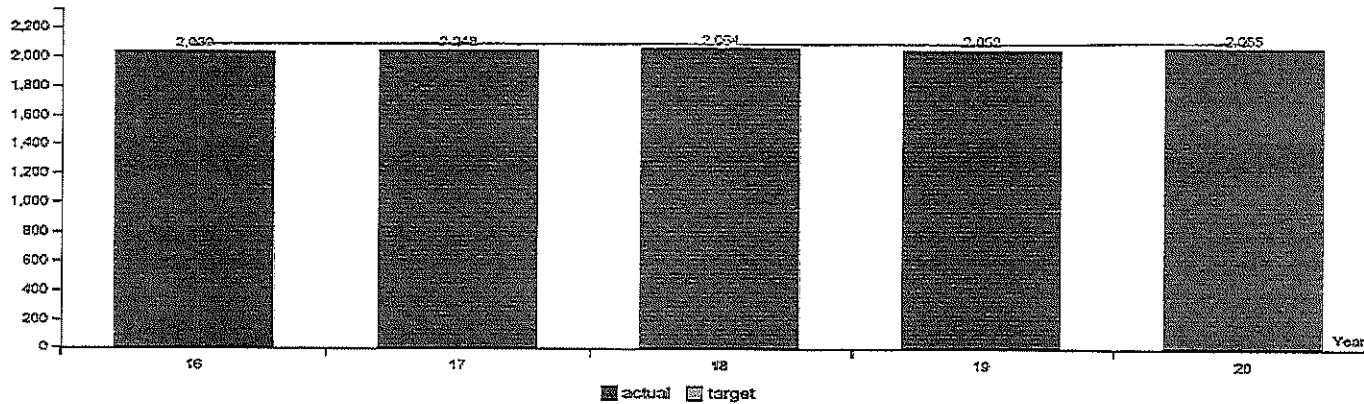
Typically, factors affecting the numerator (visitor attendance) include weather, economic conditions, perceived attractiveness of the recreational offering and park closures (for construction, storm damage etc). Factors affecting the denominator (acreage) include availability of land for acquisition (from willing sellers) and availability of funds for the purchase.

However, FY2020 attendance was impacted by the COVID-19 pandemic. Oregon State Parks were closed on March 23, 2020 for the safety of staff and visitors. Parks slowly began to re-open May 15, 2020 with Day Use first followed by Overnight Camping June 9, 2020. April and May Day Use and overnight visits were 9,073,898 per year on average from 2017 through 2019.

Budget Narrative

KPM #2 HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Number of Properties, Sites, or Districts That Benefit From an OPRD-Managed Heritage Program					
Actual	2,039	2,048	2,064	2,052	2,065
Target	2,087	2,087	2,087	2,087	2,107

How Are We Doing

Oregon continues to perform well when compared against neighboring western states, listing more properties in the National Register than either Idaho or Nevada and having the second highest total number of listed properties among the compared states. Oregon recognized just 10 fewer properties than Washington, a more populous state with similar historic resources.

Thirteen new properties were added to the list in Oregon including Jacksonville's popular park and performance venue Britt Gardens (the former homestead of photographer, agricultural innovator and renowned capitalist Peter Britt). Also listed was the Oregon Supreme Court Building in Salem. Both efforts enjoyed overwhelming community support. The National Park Service listed the Army Corps of Engineers Road System at Crater Lake which is a tourist route that predates the existing Rim Drive and is an example of early modern road engineering.

A total of 2,065 properties, including 133 historic districts, located across the state's 36 counties and representing many aspects of Oregon's rich history are now listed in the National Register.

Factors Affecting Results

The overall numbers of new designations is relatively steady in comparative states over the last several years. Oregon saw a modest increase in the total number of properties listed in the Register due to outreach efforts and the completion of several time consuming projects. By the end of the fiscal year 2019-2020, several projects were close to completion but had not yet been listed in the National Register. These will be counted in the fiscal year 2020-2021.

Efforts over the last year under the Oregon Historic Preservation Plan focused on reaching out to non-traditional customers and underrepresented populations to achieve greater geographic and thematic diversity in the stories represented by our recognized historic places. Nominations to the Register that are either already listed or expected be listed early in fiscal year 2020-2021 include

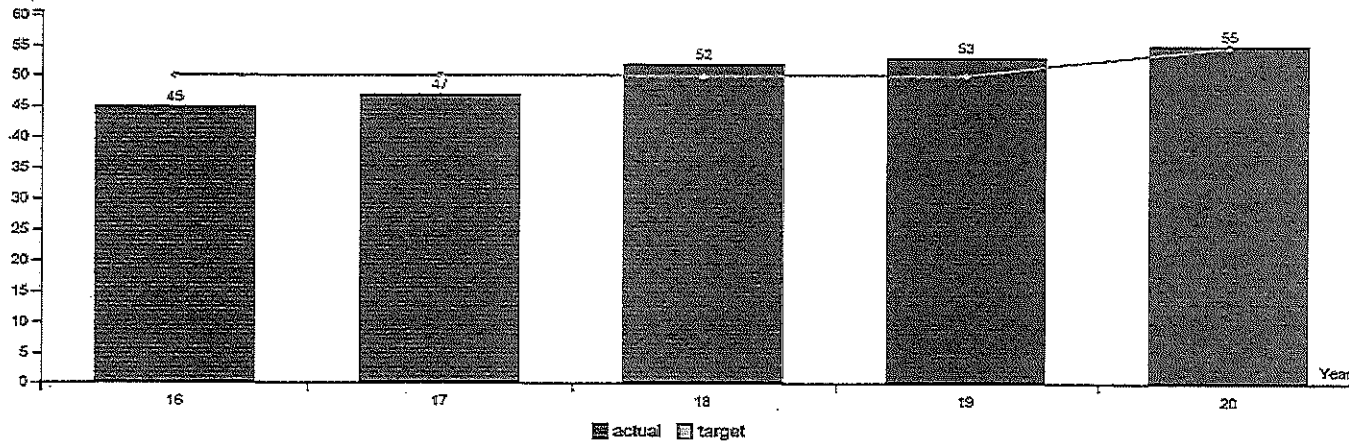
Budget Narrative

Darcelle's XV Night Club in Portland, an important LGBTQ gathering place, the Folgelquist House, associated with the Swedish American Community, and the Billy Webb Elks Lodge, a community gathering place, social club, and hub of civil rights activism for Portland's African American community. Projects planned for fiscal year 2021-2022 include the Mallory Avenue Church, which is associated with the African American community in Portland, and a statewide study to document the African American experience in Oregon. It is expected that the study will enable the recognition of many more places important to this community.

Budget Narrative

KPM #3 Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent of Oregon communities that benefit from an OPRD-managed grant program					
Actual	45%	47%	52%	53%	55%
Target	50%	50%	50%	50%	54.70%

How Are We Doing

FY 2020 results include an unduplicated count of the number of communities that were awarded Department grants for FY 2019 and FY 2020. Results show that 55% of Oregon communities (151 of 277) have benefited from an OPRD managed grant program over this time period. This year's percentage is higher than the 53% reported last year.

Success in meeting this measurement is attributed to continued outreach efforts and education. In addition, a number of grant advisory committee members, as well as staff, reach out to unsuccessful grant applicants in an effort to provide direct education and assistance.

All grant awards approved by the Oregon Parks and Recreation Commission are included; however, some awards may be canceled due to reduced funding as a result of the COVID-19 pandemic.

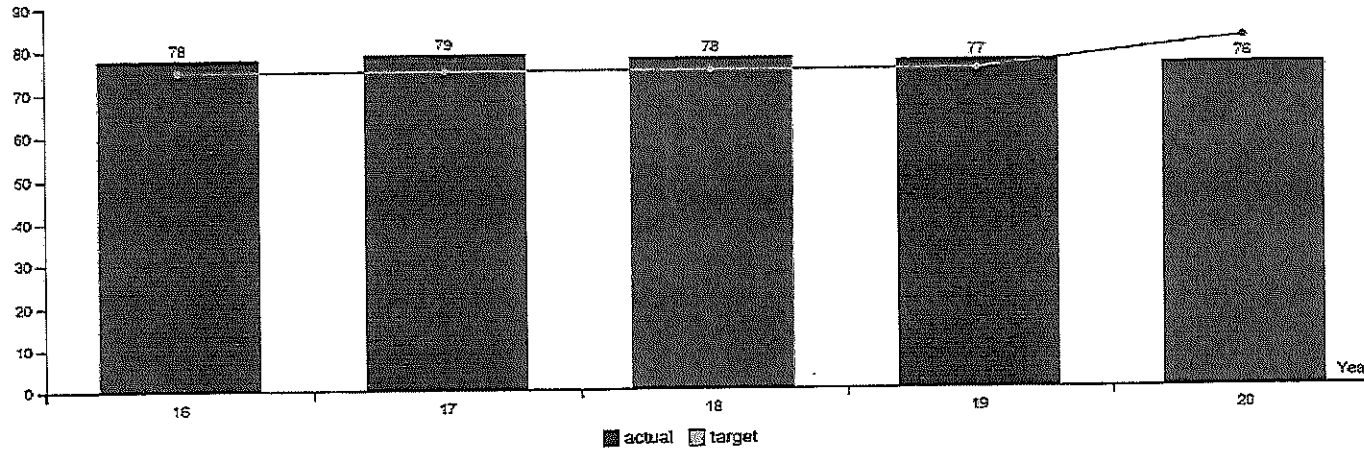
Factors Affecting Results

Availability of grant funding, grant program requirements for local match and other local commitments, maximum allowable grant award amounts, number of grant applicants and geographic distribution of grant applicants are factors that affect results.

Budget Narrative

KPM #4 PROPERTY ACQUISITION - Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
 Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Park Lands and Waters Acquired by OPRD as a Percentage of Total Goal					
Actual	78%	79%	78%	77%	76%
Target	75%	75%	75%	75%	82%

How Are We Doing

Targets for this measure indicate the desire of moving towards a total goal of approximately 35 acres per 1,000 population. The data are measured and reported by fiscal year. The information assists the Department in making decisions about future expansion of the system as park areas reach capacity and in keeping the balance between recreation opportunities and natural resource protection.

FY2020 results indicate that the agency was at 76% of the total goal and below the target of 82%. Results are decreased slightly from last year since park acreage actually declined as Oregon's population continues to increase.

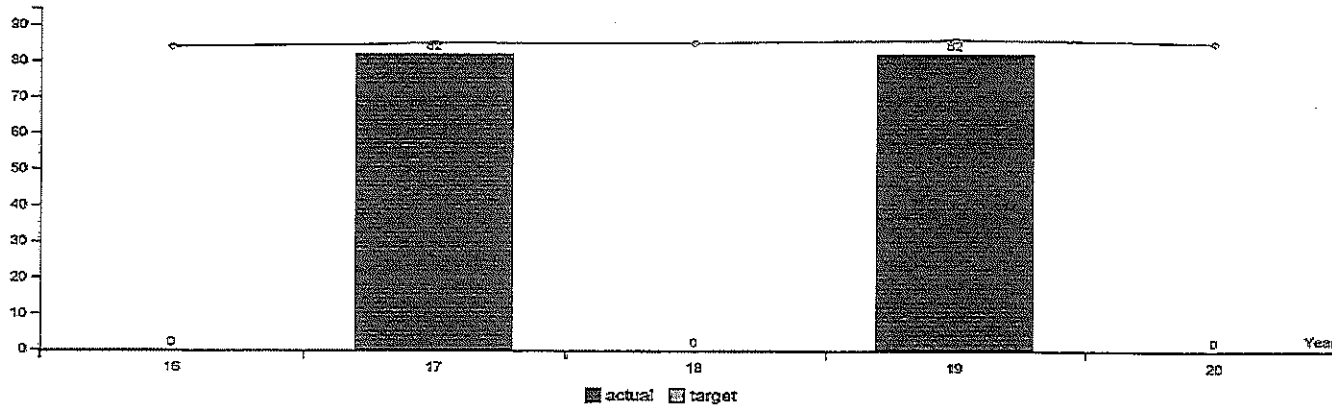
Factors Affecting Results

Oregon's population has been increasing at a higher rate than other states which impacts the denominator of the calculation. Acquisition of property is affected by the availability of land meeting agency criteria, the availability of adequate funds to purchase property and real estate prices. The COVID-19 pandemic will limit funding available to purchase new properties.

Budget Narrative

KPM #5 FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent Reduction In Facilities Backlog					
Actual	No Data	82%	0%	82%	0%
Target	84%	85%	85%	86%	85%

How Are We Doing

While data is tracked continuously, it is reported biennially, with the next reporting of data scheduled for the end of FY 2021. The financial impacts of the COVID-19 pandemic has allowed OPRD to look at maintenance differently. The Department is currently evaluating the needs for preventive, minor and major maintenance of current facilities. Maintenance needs have changed in the years since the original backlog list was created.

Factors Affecting Results

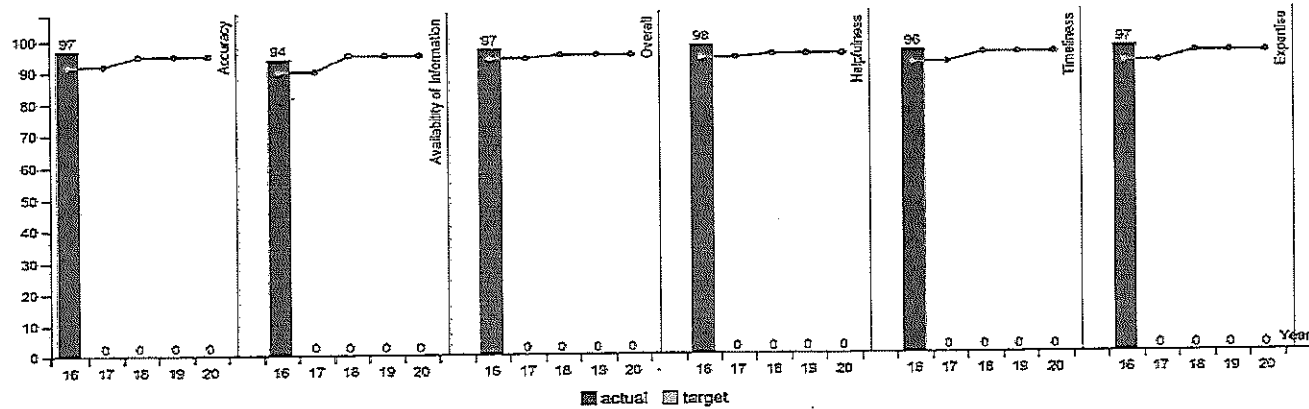
Park Construction priorities are funded each biennium from the Parks and Natural Resources Fund (Lottery); current financial implications have reduced this funding source. Investments are made in two areas:

1. Major maintenance to reduce backlogged repairs and deferred maintenance including improvements in efficiency and sustainability; and
2. Enhancements to meet future needs. The backlog reduction could be impacted by decisions to increase or decrease the focus of resources on the enhancement projects.

The Department is evaluating the continued emphasis on buying down of the original backlog and ensuring that the priorities are the most current and necessary. Emergent maintenance issues are arising that need more immediate funding and the Department feels this list should be evaluated and updated more frequently.

Budget Narrative

KPM #6 **CUSTOMER SATISFACTION** - 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	2016	2017	2018	2019	2020
Accuracy					
Actual	97%	No Data	0%	0%	0%
Target	92%	92%	95%	95%	95%
Availability of Information					
Actual	94%	No Data	0%	0%	0%
Target	90%	90%	95%	95%	95%
Overall					
Actual	97%	No Data	0%	0%	0%
Target	94%	94%	95%	95%	95%
Helpfulness					
Actual	98%	No Data	0%	0%	0%
Target	94%	94%	95%	95%	95%
Timeliness					
Actual	96%	No Data	0%	0%	0%
Target	92%	92%	95%	95%	95%
Expertise					
Actual	97%	No Data	0%	0%	0%
Target	92%	92%	95%	95%	95%

How Are We Doing

Budget Narrative

The original data source for the KPM is no longer functioning and OPRD anticipates there won't be a working replacement until 2021. OPRD is in the process of identifying appropriate data sources including a web-based survey and other sources to capture a wide array of agency customers.

There will be a gap in the data until a new system produces results.

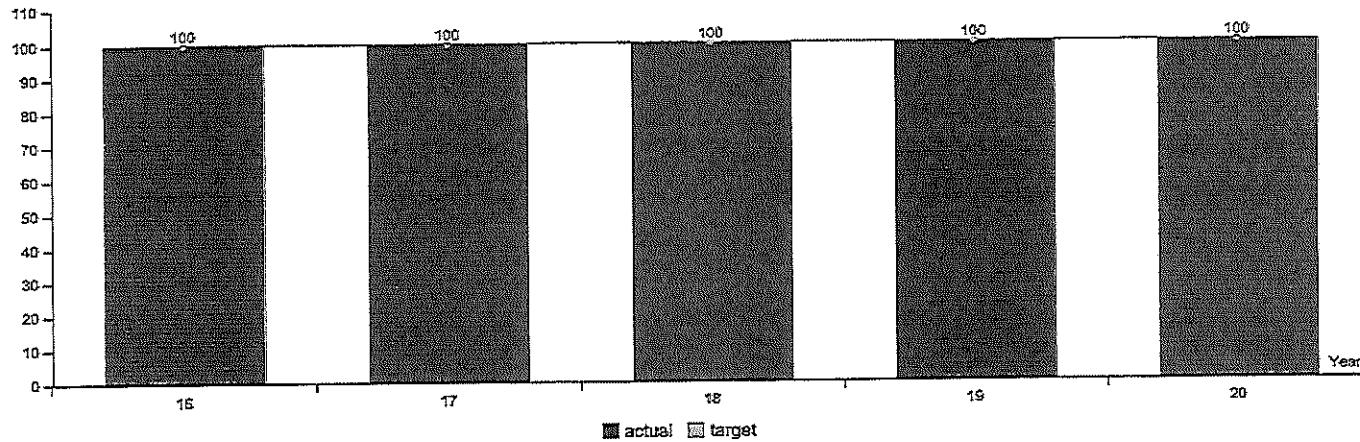
Factors Affecting Results

Satisfaction drops when parks are crowded, even when quality of service remains high.

Budget Narrative

KPM #7 COMMISSION BEST PRACTICES – Percent of total best practices met by the State Parks and Recreation Commission.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent of Commission Best Practices Met					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

This measure is required of all agencies by the Department of Administrative Services. A list of 15 mandated best practices include business processes, oversight duties, budget and financial planning and training.

Annual self-evaluation by members of the Oregon State Parks and Recreation Commission where commissioners independently evaluate group performance, then collectively discuss their findings to produce a consensus report. The process for self-evaluation and discussion will improve over time.

The first data was available in November 2007. The most recent data applies to FY 2020.

Factors Affecting Results

Many measures are subjective and require experienced Commissioners to develop reasoned answers. Newly appointed Commissioners can affect results.

Budget Narrative

Audit Reports

The last time OPRD was part of the Statewide Audit of Selected Financial Accounts was for June 30, 2017. Therefore, the Department has nothing to report on financial audits at this time.

The Audits Division is completing a performance audit of Ballot Measure 76 (2010) funds administered by the Department. Results are expected in late summer 2020. Measure 76 requires the Secretary to regularly audit any agency that receives money from the parks and natural resources fund.

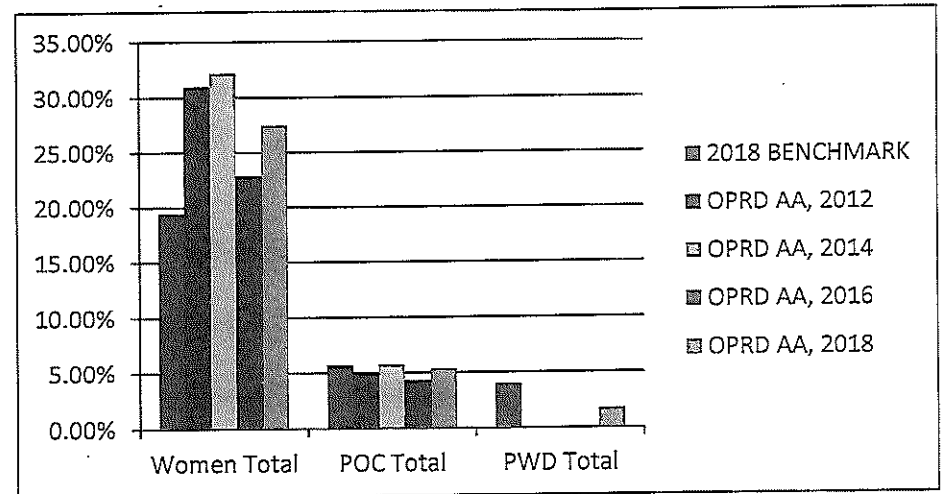
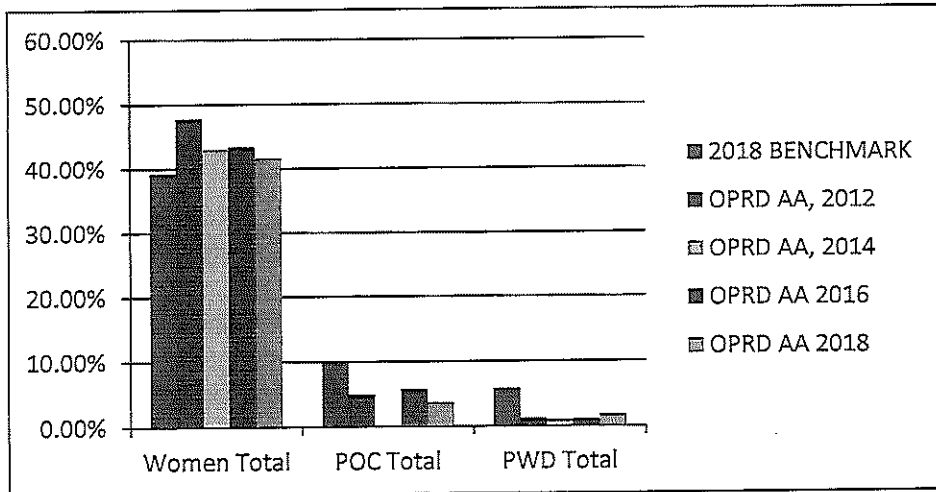
Budget Narrative

AFFIRMATIVE ACTION REPORT

Below are comparison charts of the OPRD Affirmative Action percentages based upon the 06/30/18 report distributed by DAS. Chart 1 summarizes the hiring percentage based upon OPRD as a whole with the benchmark established by DAS indicated by the line. Chart 2 reflects hiring percentages of OPRD Management only with the benchmark established by DAS indicated by the line.

EEO CATEGORY TOTAL AGENCY %	WOMEN TOTAL	POC* TOTAL	PWD** TOTAL
2020 BENCHMARK	39.19%	10.05%	5.84%
OPRD AA, 2012	47.76%	4.91%	1.22%
OPRD AA, 2014	42.96%	4.9.%	0.98%
OPRD AA 2016	43.34%	5.74%	1.04%
OPRD AA 2018	41.62%	3.69%	1.72%

EEO CATEGORY TOTAL MGMT %	WOMEN MGMT	POC* MGMT	PWD** MGMT
2020 BENCHMARK	19.43%	5.67%	3.96%
OPRD AA, 2012	31.00%	5.00%	0.00%
OPRD AA, 2014	32.18%	5.75%	0%
OPRD AA, 2016	22.85%	4.28%	0%
OPRD AA, 2018	27.47%	5.33%	1.72%



*POC Persons of Color

**PWD Persons with Disabilities

EEO Equal Employment Opportunity

AA Affirmative Action

Budget Narrative

Action plan for 2021 - 2023

- Provide diversity and inclusion opportunities to raise awareness of systemic challenges for managers and employees agency-wide.
- Promote the accountability of management responsibility to OPRD's goal of creating a diverse workforce.
- Market OPRD as an employer of choice – one who is committed to a safe and diverse work environment, reflective of the communities we serve.

OPRD's on-going plan

- Continue supporting the creation of agency diverse-management structure, such as the Inclusion Committee, which will create and deliver diversity development system, tools and services that lead and support organizational and workforce development to achieve department goals. This includes:
 - Creating internal and external training and outreach opportunities that create and promote cultural awareness.
 - Active participation in the State Annual Diversity Conference.
- Create an environment of increased cultural awareness by:
 - Ensuring that all executive and management service employees have appropriate affirmative action and diversity training and ensure those responsibilities are included in position descriptions and annual performance evaluations;
 - Communicate and display the Affirmative Action Policy;
 - Distribute Human Resources updates including diversity topics.
 - Make certain that all employees are aware and encouraged to participate in diversity training and activities.
 - Seek out opportunities to engage and attract youth, people of color, people with disabilities and women to work for Parks.
 - Continue the Director's Inclusion Initiative focused on fostering and growing awareness of inclusion and diversity internally and externally.

Budget Narrative

- Address recruitment and retention issues through outreach strategies to include local community groups and resources. This includes:
 - Utilization of social media sites and tools, community agencies, community leaders and schools to improve minority outreach to youth, people of color, people with disabilities and women;
 - Further develop college and high school internship program to attract people into the Park system to experience the potential career opportunities, improving outreach efforts, and bridge the gap expected due to future retirements.



PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, Oregon Parks and Recreation Department (OPRD) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2019-2021 biennium.

Supervisory Ratio for the last quarter of 2019-2021 biennium

The agency actual supervisory ratio as of 3/30/2020 is 1: 10

(Date) (Enter ratio from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using the following calculation;

$$\frac{81}{\text{(Total supervisors)}} = \frac{76}{\text{(Employee in a supervisory role)}} + \frac{6}{\text{(Vacancies that if filled would perform a supervisory role)}} - \frac{1}{\text{(Agency head)}}$$

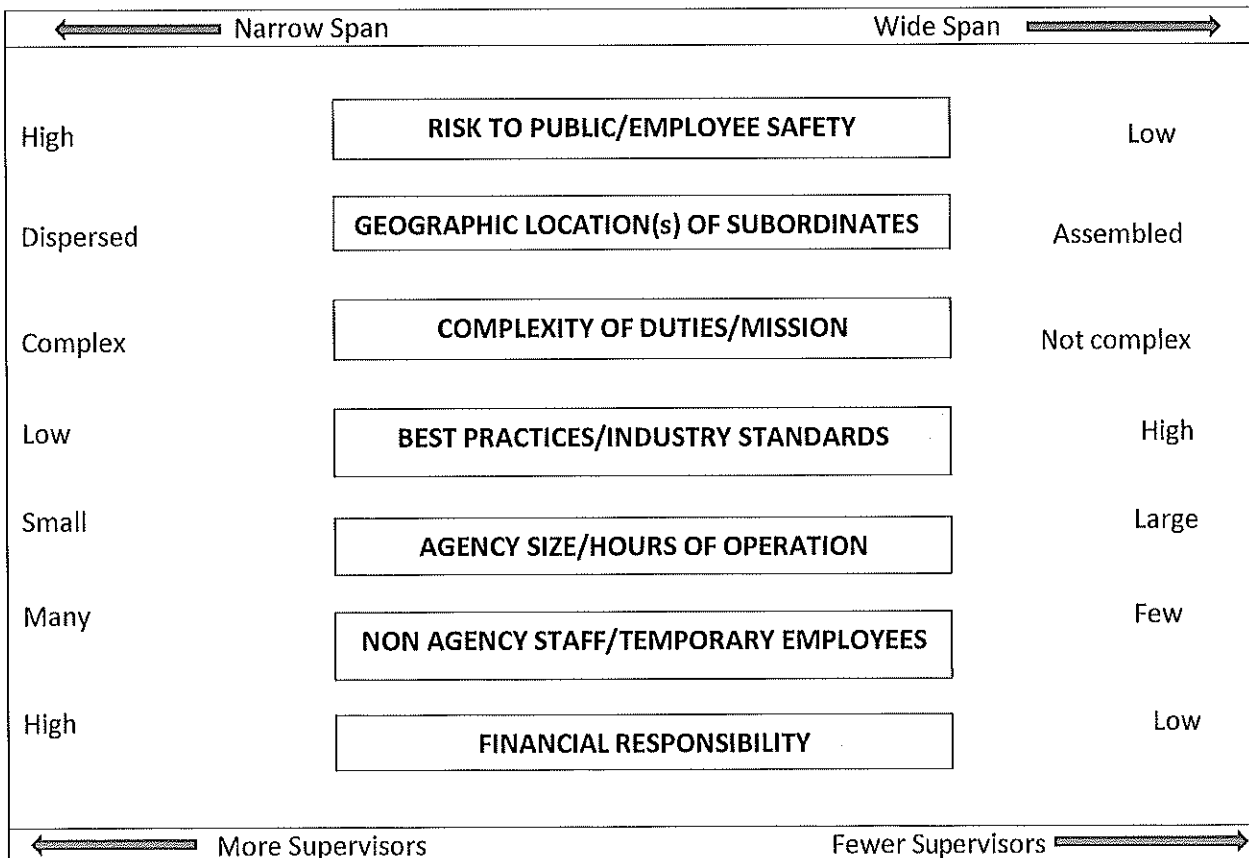
$$\frac{782}{\text{(Total non-supervisors)}} = \frac{617}{\text{(Employee in a non-supervisory role)}} + \frac{165}{\text{(Vacancies that if filled would perform a non-supervisory role)}}$$

The agency has a current actual supervisory ratio of-

$$1: 9.65 = \frac{782}{81}$$

(Actual span of control) (Total non - Supervisors) (Total Supervisors) *Data from ORPICS as of 6/1/2020

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:1.1, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.



Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio?
Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates state parks, both day use and overnight campgrounds, across the state of Oregon. Having an appropriate amount of staff available in the park is necessary for the safety of both visitors and staff. Overnight campgrounds require staffing 24 hours per day, 7 days per week. Management should be available both evenings and weekends.

OPRD has had increasing visitation over the last several years. Day Use visits were 42.2M in state FY 2013, 43.2M in FY 2014, 47.6M in FY 2015, 50M in FY 2016, 50.2M in FY 2017, 51.4M in FY 2018 and 52.1M in FY 2019. On average, 61% of those visits occur during the prime summer season (May through September). Camper nights (ie overnight stays in a campground), were 2.4M in FY 2013, 2.5M in FY 2014, 2.6M in FY 2015, 2.7M in FY 2016, 2.7M in FY 2017, 2.9M in FY 2018 and 2.9M in FY 2019. On average, 78% of those camper nights occur during the prime summer season.

This increases the need for supervisors.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates state parks, both day use and overnight campgrounds, across the state of Oregon. Staff report to a number of locations that are grouped into Management Units. A manager may have many miles to travel to check in with staff at dispersed locations.

OPRD has had increasing visitation over the last several years. Day Use visits were 42.2M in state FY 2013, 43.2M in FY 2014, 47.6M in FY 2015, 50M in FY 2016, 50.2M in FY 2017, 51.4M in FY 2018 and 52.1M in FY 2019. On average, 61% of those visits occur during the prime summer season (May through September). Camper nights (ie overnight stays in a campground), were 2.4M in FY 2013, 2.5M in FY 2014, 2.6M in FY 2015, 2.7M in FY 2016, 2.7M in FY 2017, 2.9M in FY 2018 and 2.9M in FY 2019. On average, 78% of those camper nights occur during the prime summer season.

This increases the need for supervisors.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? No

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? No

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio?
Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates the state park system including both day use and overnight campgrounds. Overnight campgrounds require staffing 24 hours per day, 7 days per week. Management should be available both evenings and weekends.

OPRD has had increasing visitation over the last several years. Day Use visits were 42.2M in state FY 2013, 43.2M in FY 2014, 47.6M in FY 2015, 50M in FY 2016, 50.2M in FY 2017, 51.4M in FY 2018 and 52.1M in FY 2019. On average, 61% of those visits occur during the prime summer season (May through September). Camper nights (ie overnight stays in a campground), were 2.4M in FY 2013, 2.5M in FY 2014, 2.6M in FY 2015, 2.7M in FY 2016, 2.7M in FY 2017, 2.9M in FY 2018 and 2.9M in FY 2019. On average, 78% of those camper nights occur during the prime summer season.

During the busy summer season and on weekends in the spring and fall, OPRD campgrounds can be as large as some small cities.

This increases the need for supervisors.

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? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates state parks, both day use and overnight campgrounds, across the state of Oregon. During the prime outdoor season in Oregon (May through September), OPRD brings on seasonal staff assist in operating day use parks and overnight campgrounds. The Department has 415 permanent seasonal positions .

OPRD uses inmate work crews, youth crews, and volunteers in the park system. Volunteers play an important role in the visitor experience in state park from interpretive programs to selling firewood/ice to assisting with cleaning and maintenance.

OPRD has volunteers that come in for a specific project (as an individual or a group) and those that come in to "host" for a month or more. For the period of July 2017 through June 2019, OPRD had 7,716 volunteers give 924,894 hours to the park system. Assuming that 4,160 hours is a full-time employee, this represents 222.33 FTE. During this same timeframe, there are 277 volunteer assignment records in our system that have no hours associated with them yet.

This increases the need for supervisors.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? No

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1: 7.

Unions Requiring Notification: SEIU, AEE

Date unions notified: Letters sent 9/17/2020

Submitted by: _____

Date: _____

Signature Line _____

Date _____

Signature Line _____

Date _____

Signature Line _____

Date _____

Signature Line _____

Date _____



Business Case for *State Parks Reservation System*

Oregon Parks and Recreation Department

Date: xx/xx/xxxx

Version: 1.0

Richard Walkoski

Claudia Ciobanu

(503) 986-0750

claudia.l.ciobanu@oregon.gov

oregonstateparks.org

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	OPRD Campground Reservation System - v 1.0		
AGENCY	Oregon Parks and Recreation Department	DATE	xx/xx/xxxx
DIVISION	Communications and Research	DAS CONTROL #	
AGENCY CONTACT	Claudia Ciobanu	PHONE NUMBER	503-986-0750

The person signing this section is attesting to reviewing and approving the business case as proposed.

<i>This table to be completed by the submitting agency</i>	
Agency Head or Designee	
(Name)	(Date)
Lisa Sumption	
Signature	
Agency Executive Sponsor	
(Name)	(Date)
MG Devereux	
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
(Name)	(Date)
Trygve Larson	
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

<i>This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section</i>	
DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

Table of Contents

Business Case – Authorizing Signatures.....	2
Table of Contents.....	3
Executive Summary.....	4
Purpose and Background.....	6
Purpose and Background	6
Agency Mission and Programs	6
Reservation System Details.....	8
OPRD Programs Affected by the Reservation System	9
External Stakeholders.....	10
Reservation Industry Trends and Developments.....	10
Problem or Opportunity Definition	11
Problem Definition.....	11
Current System Limitations.....	11
Lack of Support for Business Rules	11
Fragmented Customer Experience	13
Convolutd Data Access and Database Structure	14
Slow Response to Revenue-Generating Changes.....	15
Limited Training and Support for Field Staff.....	16
Opportunity	16
Alternatives Analysis.....	17
Assumptions and Requirements	17
Assumptions.....	17
Requirements	17
Alternatives Identification.....	18
Alternatives Analysis	18
Summary of Benefits and Risks	18
Detailed Comparison.....	19
Method of Analysis – Selection Criteria	20
Functionality	20
Vendor Support.....	21
Implementation	22
Cost	22
Alternatives Evaluation	23
Conclusions and Recommendations.....	27
Conclusions	27
Recommendations	28
Consequences of Failure to Act.....	28
Conclusions and Recommendations Checklist.....	Error! Bookmark not defined.
Complete Case Checklist	Error! Bookmark not defined.
Checklist for the Completed Case	Error! Bookmark not defined.
Appendixes and References	Error! Bookmark not defined.

Executive Summary

The Oregon Parks and Recreation Department (OPRD) is interested in finding the best technological solution for managing campground reservations, park sales and customer data to maximize facility utilization and revenue by retaining existing customers and attracting new ones. The goal of this project is to identify the solution that will provide the most value for customers and other stakeholders, and if possible, reduce expenses for OPRD.

OPRD is legislatively mandated to manage the utilization of state parks and resources, “in a manner that upholds their scenic, historic, natural, cultural, and recreation values,” (OAR 736-010-0005, ORS 390.111, ORS 390.121). The reservation system helps our agency do this, and it is our single most important technology investment. For a park system of our size (3rd in day-use attendance and 7th in overnight attendance nationally), a robust reservation system is a necessity. We use this system to process more than \$22 million in revenue annually, which represents over 400,000 nightly reservations. In addition, this system affects more than 220,000 customers and external partners, such as the Oregon Department of Forestry and Portland Metro Parks.

This system is vital to a variety of customers: individuals, families, groups, and small business providers who use our parks to recreate or as a staging place for delivering outdoor recreation activities. At a high level, the system supports Oregon’s tourism industry by connecting people with outdoor resources and bringing tourists into local communities. In the long-run, this system could be leveraged across the public campground system and provide a centralized location for county, city and state park camping. Furthermore, this project aligns with two of the Governor’s current priorities – government efficiency and conserving Oregon’s beauty of Oregon for future generations. This system has the opportunity to increase operational efficiency and thus “deliver quality public services efficiently and affordably” to Oregonians. It will also foster a “strong connection to nature” for young people by helping them spend time outdoors connecting with Oregon’s beauty and history. It is this connection that will lead to passion for conserving Oregon and ensuring it remains the special place it is today.

OPRD has used the reservation system since 1996. Although the product has evolved over time, it does not now fully address our needs and is inefficient. Its limitations are significant, and impede OPRD’s ability to operate efficiently:

- No support for OPRD’s business rules and process improvements, which caused us to create expensive work-arounds and manual processes to meet operational needs;
- Fragmented customer experience, which leads to frustration, multiple transactions and incomplete answers;
- Inability to easily answer basic performance questions due to data access restrictions and database structure;
- Inability to quickly respond to operational changes, including revenue-generating ones; and
- Limited training capabilities for field staff, which increases OPRD’s training costs and has resulted in poor customer service and financial inaccuracies.

A new system is expected to serve OPRD’s needs for at least 10 years. Our goal is to implement a system that can be quickly adapted to respond to market changes and will more efficiently help us manage camping and day-use programs throughout the state. Specifically, the solution must meet the following requirements:

- Allow the agency to react quickly to changing business demands
- Support business rules and identified operation efficiencies
- Function seamlessly across all sales channels (web, phone and field locations)

- Integrate effectively with the state accounting system and OPRD programs and systems
- Provide a customer friendly interface that translates easily across devices
- Store customer and financial data securely
- Make data available in a format that lends itself easily to comprehensive analysis to inform business decisions

In 2017, OPRD began preparing for the replacement of the current reservation system by conducting market research, inviting interested vendors to informally showcase their systems. In 2018, a request for information (RFI) was issued for the project. The vendor presentations and RFI results showed a dramatic change in the reservation market. Not only are there many qualified providers available to provide services, there is potential for significant savings, and increased functionality. Reservation fees were generally quoted at lower levels than what OPRD currently pays. It is clear that OPRD has much to gain by exploring the full range of options in a robust market, rather than extending the current contract.

This business case compares three alternatives for OPRD's reservation system: status quo, new software purchase, and custom solution.

1) **Status Quo:** OPRD would keep the existing system and negotiate a new contract with its current provider. This is seemingly a low-risk, safe alternative; however, this option is riskier than switching to a new system. The current vendor has a track record of slow or ineffective innovation, which means OPRD will continue to work with an inefficient solution. Other large clients have already left, which is likely to decrease their resources and ability to provide service. The possibility that this vendor may be pushed out of the market in the next 5 to 10 years by more nimble competitors is very real.

2) **RFP for A New Software Solution:** OPRD could purchase new software by issuing an RFP to interested vendors in the market and selecting the best available option. The vendor would then configure its software application to meet OPRD needs. While there is risk associated with this option, the vendors are established in the reservation market and already have tried and tested solutions. Adapting an existing solution will require fewer agency resources, take less time to implement and have a higher level of immediate success. This option also presents a great opportunity to better implement OPRD's business rules, integrate with other technologies, streamline customer experience and increase operational efficiency.

3) **NIC USA Custom Solution:** OPRD could work with NIC USA to design, develop and implement a custom solution to address OPRD's business needs. This option is most likely to address all of OPRD's technical needs; however, it also poses the greatest risk of failure, both in terms of financial and public relations costs. OPRD is unable to accept such high risks given that lower-risk alternatives are available.

Moving to a new reservation system is inherently risky. However, OPRD cannot afford to stay with the status quo and be left behind technologically while other park systems move to modernize. Our preliminary research strongly suggests that our business needs could be better met and for a much lower price if a new reservation system is implemented. Over a ten-year period, OPRD could save between \$4 million to \$14 million in transaction fees by switching to a new vendor. Given project costs of about \$2.2 million, it would take OPRD as little as one biennium and as long as three biennia to recoup the project costs, making this a worthwhile investment for the agency.

At this stage in the project implementation, it is recommended that OPRD submit a Request for Proposals (RFP). The RFP will allow OPRD to learn which vendors are capable of delivering a reservation system that meets the agency's short and long term needs. This process should yield a solution that provides OPRD with an improved and more affordable reservation system.

Purpose and Background

Purpose

The purpose of this project is to improve business efficiency and the user experience; both are currently limited by the existing reservation system. The project will identify the best technological solution that supports the needed business process improvements for providing reservations and park sales for the Oregon Parks and Recreation Department (OPRD). The agency has used the existing reservation system since 1996. Although the product has evolved over time, it does not fully address all agency needs and is not as efficient as we need it to be.

OPRD seeks a reservation system that will do the following:

- Allow the agency to react quickly to changing business demands
- Support business rules and identified operation efficiencies
- Function seamlessly across all sales channels (web, phone and field locations)
- Integrate effectively with the state accounting system and OPRD programs and systems
- Provide a customer friendly interface across all platforms and devices
- Support marketing activities meant to retain loyal customers and attract new audiences
- Store customer and financial data securely
- Make data available promptly, easily and in the desired format – one that lends itself easily to comprehensive analysis to inform business decisions

The reservation system is the single most important technology investment at OPRD. The system is the largest contract in terms of revenue dollar value and is the backbone of the agency's entire reservation function. The system processed over 400,000 nightly reservations in 2017. OPRD also uses the system in the park registration booths to collect from walk-in customers. In FY2017 camping revenue totaled over \$22 million. During that same time period, OPRD paid the contractor about \$2.33 million in reservation and maintenance fees. In order to make the best decision for our customers and stakeholders in both the immediate and the long term future, OPRD seeks to analyze alternatives to replace the current reservation system. Our goal is to implement a system that can be quickly adapted to respond to market changes, more efficiently help us manage camping and day-use programs throughout the state, and allow us to better manage our relationships with existing customers and attract new ones.

Background

The Oregon State Parks system has a long tradition delivering outdoor recreation experiences and is one of the most popular park systems in the country. Oregon ranks sixth among U. S. state park systems with nearly 750,000 nights rented. The 51.5 million day-use visitors a year have earned our parks third place in the nation in terms of day use. In 2022, OPRD will celebrate the 100-year anniversary of its park system, and we hope to enter our next centennial with a reservation system that more closely meets the needs of our customers, partners and field operations. This project directly supports our agency mission and has implications for Oregon's tourism industry.

Agency Mission and Programs

OPRD's mission is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations. The department manages 258 park areas and 107,960 acres of land that provide camping and day-use opportunities throughout Oregon. In addition, it oversees programs to protect and provide public access to natural and historic

resources within the state, including the State Historic Preservation Office, Oregon Heritage Commission, Oregon Commission on Historic Cemeteries, recreation trails, the Ocean Shores Recreation Area, scenic waterways and the Willamette River Greenway. *Appendix A* describes agency programs and funding sources.

Strategic Value and Importance

Required Service/Product-Business Alignment

OPRD is legislatively mandated to manage the utilization of state parks and resources, “in a manner that upholds their scenic, historic, natural, cultural, and recreation values,” (OAR 736-010-0005, ORS 390.111, ORS 390.121). The reservation system helps our agency implement this mandate. For a large park system like ours – about 6,000 individual and group campsites, meeting halls, boat moorages, horse sites and picnic shelters – a reservation system not only meets a strategic need, it is a necessity. The reservation system helps us efficiently manage customers, securely collect and properly account for revenue, and implement changes to enhance operations. For customers, a reservation system is invaluable. The system allows a way to search campgrounds and facilities, reserve desired sites, receive updates affecting their trip and provide feedback about their stay. A robust electronic, web-based reservation system is an expectation in today’s camping and tourism industry. Even small camping providers find it difficult to operate without one. The OPRD reservation system supports Oregon’s tourism industry by connecting people with outdoor resources and bringing tourists into local communities. Furthermore, this project aligns with two of the Governor’s current priorities – government efficiency and conserving the beauty and bounty of Oregon for generations to come. This system has the opportunity to increase operational efficiency and thus “deliver quality public services efficiently and affordably” to Oregonians. The system will also foster a “strong connection to nature” for young people by helping them spend time outdoors getting to know Oregon’s beauty and history. It is this connection that will lead to passion for conserving Oregon and ensuring it remains the special place it is today.

Value to Customer

The reservation system affects citizens, internal agency users, local and state agencies and small businesses. Specific details are provided in the sections below -- “OPRD Programs Affected by the Reservation System” and “External Stakeholders Affected by the Reservation System.” The reservation system processes over 400,000 reservations yearly and has the potential to affect as many as 220,000 individual customers. Some of these customers are small businesses, usually located in the communities surrounding our parks, and who use OPRD’s campgrounds and day-use areas as a staging place for outdoor recreation activities. For example, a company specializing in bike tours may rent campsites to provide overnight accommodations for multi-day tours; a business focused on water adventure may bring customers to one of our parks for an afternoon of paddling and rent a day-use facility for a picnic; etc. In addition, OPRD provides campground reservation services to Portland Metro parks and the Oregon Department of Forestry (ODF).

Leverage Potential

OPRD’s reservation system is shared across internal policy areas and externally to our partners. As mentioned earlier, the reservation system currently supports a variety of external partners, including a state agency (ODF) and a local jurisdiction (Metro Parks). In the past, it also provided campground reservation services to Josephine County. Our future plans involve leveraging the reservation system to process additional financial transactions at the park, collaborate with tourism partners in the local community to deliver recreation opportunities and complimentary offerings to campers, and connect with other OPRD customers, such as ATV riders, and new audiences. We believe an innovative

reservation system will provide greater value by engaging other OPRD customers who don't currently camp, attracting new audiences to state parks and managing these relationships to ensure OPRD remains fiscally sound in the future. Externally, the system will connect us to new partners, and together we will deliver a better experience to OPRD's customers and, potentially, to visitors in the local community. In the long-run, this system could be leveraged across the public campground system and provide a centralized location for county, city and state park camping.

Importance of a Reservation System

The reservation system is critical to OPRD's operation. Our park system is simply too big and too popular to operate without one. The reservation system helps us manage customers and reduces the risk associated with manually processing millions of dollars in revenue. Without an electronic solution, parks would operate on a first-come, first-served basis, which would dramatically reduce visitation and revenues because most customers prefer to camp with a guaranteed spot upon arrival. In addition, without a reservation system, all revenue would be processed at the park, which would increase our financial risk. Lastly, our customers have used an electronic solution for years to reserve and pay for campsites, and they demand that we provide a solution that is easy to use and saves them transaction time.

Reservation System Details

Provider: Aspira, formerly known as Active Network (Active), a large event and activity management software service provider, is OPRD's current reservation services provider. Active's past and current customers include large state park systems, such as California, Texas and Ohio, the National Park Service, the United States Tennis Association, the Professional Golf Association and the YMCA. While not initially in the campsite reservation business, Active became OPRD's contractor through acquiring the reservation system OPRD purchased in 1996. Active delivers online reservations through its Reserve America website and provides a software solution which OPRD uses to manage camping and day-use facilities throughout the state. In December 2016, Active also started providing reservation call center services to OPRD. About 82% of our reservations are made online and 18% via phone. Online reservations have increased at a steady pace in the last few years, and we expect this trend to continue.

OPRD handles some services related to the reservation system in house. The department chose to use its own resources to control some aspects of operations, such as training and support for field staff, database updates for fees, general park information calls, and internal user access. Active handles high-level functions such as adding a new park to the system, creating new site types, implementing new business rules and any customization the department needs. OPRD's reservation support team tests new features and improvements before they become available to internal users in the field and customers.

Reservation Services: The reservation system processes reservations for overnight and day-use programs.

Overnight: OPRD has nearly 6,000 individual campsites at more than 52 campgrounds; more than 5,000 of these sites are available for advanced reservation, while the rest are first-come, first-served. Sites range from full hookups that offer water/electric/sewer to primitive sites which offer only basic amenities. The department also manages 286 yurts, cabins and teepees as well as meeting halls, group camps, horse camps, a youth camp, a conference center and two historic inns.

Day-Use: The reservation system supports OPRD's day-use programs. Parks have the following reservable day-use facilities: 51 day use areas; 39 picnic shelters; and 15 meeting halls. Boat docks, ramps and launch sites are offered at 47 parks with four offering boat moorage facilities. While most all OPRD properties offer free access to these day use opportunities, 26 of the most diverse charge a day-use parking fee.

Point-of-Sale Services: Active currently allows OPRD to sell ancillary items such as firewood, ice and other things that support the camping experience through a point-of-sale module. OPRD would like to expand the point of sale system to include promotional and souvenir items, but the integration of the current system with the OPRD accounting system makes that difficult.

OPRD Programs Affected by the Reservation System

The reservation system is the backbone of OPRD operations and affects both field and headquarters functions:

- **Financial Services:**
 - **Accounting:** The accounting section is responsible for ensuring the revenue reported by the reservation system reconciles with the State Treasury and payment processor records. Having accurate financial information from the reservation system that aligns with other financial records is critical in passing state accounting audits.
 - **Budget Section:** The budget section uses data from the reservation system to help forecast revenue and attendance. Having accurate data at the right level of detail is essential to develop accurate revenue forecasts and to identify attendance trends in an efficient manner. As OPRD prepares to roll out flexible fees, reservation data must be able to help OPRD identify strategic opportunities to manage attendance at each park by lowering or raising prices as appropriate.
- **Information Technology:** The IT section staffs a Parks Hotline team to support the reservation system users during business hours as well as on weekends and holidays. The Hotline team is the main point of contact with Active and works with them to troubleshoot system issues.
- **Marketing and Communications:** The marketing and communication team uses the system to analyze information for a variety of uses:
 - Providing statistical information to internal users, legislators, members of the media and the general public;
 - Ensuring OPRD complies with the ADA, providing access to our facilities and programs;
 - Creating promotional offers to increase occupancy in lower use parks;
 - Analyzing the effect of current and proposed business rules;
 - Timely responding to emergencies by providing updated information to customers
- **Park Development:** The park development section relies on the system to prevent user conflicts when scheduling construction activities that take inventory off-line. They also use data from the system to forecast the types of facilities desired by customers. Those tasks include:
 - Placing maintenance holds on sites affected by construction so they cannot be reserved;
 - Communicating with customers who may be affected by noise or other disruptions caused by maintenance and construction projects;
 - Generating reports on site utilization.

- **Park Field Locations:** Parks employees access the system for a variety of reasons:
 - Determine list of incoming campers;
 - Check in and check out campers;
 - Move campers to new sites;
 - Extend or shorten camper stays;
 - Book new reservations for customers who arrive at the park without reservations;
 - Record revenue and process end-of-shift reports for reconciliation with bank and treasury records;
 - Verify and complete camper information as needed;
 - Determine if campers are violating business rules on length of stay and use of special discount programs.

External Stakeholders Affected by the Reservation System

- **OPRD Customers:** Customers use Active’s Reserve America website to book and cancel reservations for campsites, boat moorages and other facilities. Customers can also use the Reserve America website to research parks.
- **OPRD Partners:** OPRD provides campsite reservations for Portland Metro and ODF parks. While these partners do not use the system at the same level as OPRD’s rangers do, they utilize reports to identify incoming campers and reconcile financial data.
- **Related Business Interests:** Concessionaires operating in OPRD properties and in nearby communities are affected by the success of the program since many of their customers come from the campers attracted to OPRD parks.
- **Active Phone Reservation Agents:** Active’s call center uses the reservation system to book, cancel and change reservations for OPRD customers. They provide information about parks and specific sites.

Reservation Industry Trends and Developments

In 1996 when OPRD moved to a central reservation system, there were only two major vendors in the marketplace. Since then, OPRD has monitored the changing practices and technology growth in the reservation services market. For many years, Active held the majority of the state park reservation business and the federal parks contract, and faced little competition. However, in recent years, new reservation vendors have entered the market with better products that are attracting the interest of park systems. The federal park system and California State Parks have left Active for different vendors in their most recent contracts.

In 2017, OPRD began conducting reviews and analysis of new and different reservation services. In a series of presentations between March 21 and June 13, 2017, seven vendors presented to OPRD officials the features of their systems. The presentations confirmed that the reservation services market has changed significantly, and that OPRD has much to gain by exploring the full range of market options, rather than extending its current contract with Active.

To further understand the market and potential costs for a new system, OPRD issued an RFI for overnight reservation in April 2018. Eight companies responded, seven of which work with other state

park systems. All respondents indicated they could meet OPRD's requirements and had sufficient experience to be a potential viable partner for a future system. Although pricing models varied greatly, the RFI showed potential for great costs savings. Based on this research, OPRD should expect to have lower transaction fees in the future. Online reservations were quoted at between \$3 and \$7 per individual transaction, and phone reservations ranged between \$5 and \$13. With the exception of one respondent, all quoted fees lower than what OPRD currently pays Active while delivering increased functionality and efficiency. Over a ten-year period, OPRD could save between \$4 million to \$14 million in transaction fees by switching to a new vendor. For more details on RFI results, please refer to *Appendix B*.

Problem or Opportunity Definition

Problem Definition

Although the current reservation system has operated reliably for years, it has never addressed all of OPRD's business needs. Today, the unmet business and technological needs are greater than ever, and cost the agency valuable resources. Lost revenue, inefficient processes, workarounds meant to increase accountability, and lost opportunities have brought OPRD to a tipping point. Attempts to change the system to better meet our needs were met with little success, because Active's system was developed as a "one size fits all" with limited ability to adapt to the specific business needs of an individual client. To resolve this technological gap, OPRD has had to create inefficient business rules and manual workarounds to fit the reservation system.

Currently, the system has the following significant limitations that affect OPRD's ability to operate effectively and efficiently:

- No support for OPRD's business rules and process improvements;
- Fragmented customer experience;
- Inability to easily answer basic performance questions due to data access restrictions and database structure;
- Inability to quickly respond to revenue-generating changes; and
- Limited training resources for field staff.

Current System Limitations

Lack of Support for Business Rules

The current reservation system supports most of OPRD's critical business rules; however, we have had to implement some costly, manual processes to communicate with our customers, and to provide accountability, especially with special access passes and boat slip reservations. OPRD has repeatedly asked for system changes to improve operational efficiency, but Active has been unable to deliver acceptable solutions. Some changes were only partial, while others created new work for OPRD. The following are examples of ineffective or lacking business technology solutions:

- Special access pass: Enabling our 50,000 special access customers to reserve online is a good example of cumbersome and inefficient outcomes. OPRD asked Active for two things: 1) allow program recipients to reserve online and receive their discount at the time of reservation; and 2) prevent customers from making more discounted reservations than the Special Access Pass allows (10 nights a month for veterans with a service-connected disability and 14 nights for

foster and adoptive families). Active committed to implementing a solution if OPRD made a slight change to the program business rules, which we did.

Even with this rule change, Active's solution fell short of the desired functionality. The system now tracks pass usage, but does not enforce maximum stay limits if the passholder camps in multiple parks. To ensure that customers comply with the rules and OPRD does not lose revenue, agency employees review weekly reservation reports and communicate with every customer whose reservations exceed the program limits. This manual process takes an enormous amount of time, invites misunderstandings and problems, and reflects poorly on the OPRD brand as a whole. Conversations with other providers revealed that it is possible to design a system solution that removes manual processes, provides an efficient way to manage program rules, and meets customer expectations.

- Boat slips: The reservation system also fails to manage the rules for boat slips efficiently. OPRD requires customers who reserve a boat slip to have a valid campsite reservation at the same park. However, the current system does not connect individual boat slip reservations to a campsite reservation. To ensure customers remain in compliance with park rules and to decrease the potential for negative interactions at the park, OPRD employees manually review weekly incoming reservations and verify that customers have a campsite reservation if they have a boat slip. Customers who don't meet the criteria for a boat slip are notified, and staff attempts to accommodate them. Given that OPRD has 154 reservable boat slips, this manual process takes a significant amount of time and costs us valuable resources. Active is unable to easily change the system to reduce this inefficient process, but other providers believe they can easily address such challenges and remove the need for manual reviews.
- Horse camps: The current reservation system cannot warn customers about critical business rules, such as specific requirements for horse camps, which are meant for people who travel with pack animals. It isn't uncommon for a general customer to see a horse site available for reservation and book it because it is the last site available at the park. At the time of the reservation, customers must acknowledge the site rules, one of which states that campers must bring a pack animal to occupy a horse site or they will be asked to leave. However, OPRD understands that in today's technologically overloaded world, it is possible for customers to overlook the fine print of a transaction. For this reason we asked Active for a separate reminder, perhaps in a pop-up window, so that customers realize at the time of booking that a pack animal is mandatory to occupying the site. Active has not been able to deliver a solution, and customers continue to show up at the park thinking they have a valid reservation. If rangers are unable to accommodate them, customers leave the park with a negative impression of OPRD. To protect our brand, we created yet another manual process in which staff emails reminders to customers with the site restrictions. This process is costly, given that we have 67 horse sites spread throughout 8 parks. Automating these notifications or removing the need for this process is arguably an easy change that a reservation system should be able to deliver in today's technologically advanced world.
- Other services: OPRD asked Active for help reminding customers of rules for certain sites, which would decrease the need for enforcement conversations at the park, increase operational efficiency and improve customer experience. Active has been unable to deliver simple solutions to the following business issues:
 - Preventing people from booking sites at different parks on the same dates.

- This would help customers better manage reservations and prevent no-shows at the park. Without this safe guard, customers risk being financially penalized for not showing up, and rangers do not have accurate stay information to help them better manage available campsites to maximize occupancy during peak times.
- Automatically verifying that meeting halls have the required number of campsites in order to be reserved.
 - Without this improvement, certain facilities can only be reserved by phone, which is more costly for OPRD and more cumbersome for the customers who prefer the online reservation option.
- Ensuring that customers provide individual occupant information for group reservations (when a single group reserves multiple individual campsites).
 - This information is critical to having a smooth check-in process, delivering good customer service and ensuring campers' safety. Currently, OPRD collects this information manually from group organizers and enters into the reservation system so it's available for field staff. However, this approach is not always effective or efficient. In most cases, it takes several attempts to get this information from campers, and it is rare that we get complete data. Sometimes we get this information so late that we cannot enter it in the system in time for field staff to utilize it. Having a system that allows users to manage this type of information on their own would save us significant time and improve the efficiency of our check-in process and the customer service we offer to groups.

Fragmented Customer Experience

The current reservation system does not reflect the agency's high value on customer service and experience with its supported parks. In the eyes of the customer, the reservation system is an extension of OPRD. Not having an easy-to-use, modern reservation system that delivers an integrated, seamless customer experience reflects poorly on the agency. Below are a few examples of unaddressed challenges that should have had solutions by now.

- Inability to Merge Customer Records: Over time, some customers have been entered in the system multiple times, either because they signed up on-line with slightly different information, or because when they registered at the park, they were not connected to their existing customer profile. Multiple accounts create problems with reservation research and tracking, a daily business process. They also skew visitor attendance statistics because one person's reservations are attributed to several customers. OPRD has asked for a way to link customer profiles, such as through an e-mail address or phone number, but Active has not provided a solution despite numerous requests spanning several years. Other reservation providers already have solutions to address this challenge.
- Inability to pre-pay for ancillary park fees and services: The reservation financial transaction is limited. Customers cannot prepay for services they need, or activities they want to take part in. For example, they may pay for an additional vehicle, buy firewood or ice, book a tour, rent equipment or purchase a souvenir. The current system does not allow customers to pre-pay for some of these purchases, which means that park rangers have to perform financial transactions in the field, collect fees and deposit cash. These added tasks take rangers away from other duties and increase the risk associated with handling cash in field locations. This functionality is not only needed to improve efficiency, but to provide a better customer experience because some parks may not have the connectivity needed for credit card transactions, and some customers do not carry cash. So far, Active hasn't been able to offer a complete and efficient solution to this significant business and operational need.

- Lack of Online Options for Some Transactions: The majority of OPRD customers prefer to conduct their transactions online, but the current system does not always provide the flexibility to fully manage reservations on-line. This flexibility is strategically vital to OPRD. As the world becomes more digital-savvy, customers expect and demand that our system will keep up with technological developments available in the tourism industry. OPRD must be ready with technological solutions that address the needs of new generations of park users.
 - *Reservation changes*: One of the most significant needs is to automate reservation changes. Customers can book and cancel reservations online, but if they want to change a reservation they must call the reservation line and talk to an agent. It is difficult for customers to accept that a system that can reserve and cancel online is unable to process changes online, too. This impacts OPRD in two ways: 1) it creates a cumbersome customer experience; and 2) it increases OPRD transaction costs, because Active charges OPRD more for phone transactions than it does for online transactions. Active maintains that if OPRD wants its customers to change reservations online, it must change its business rules to fit their current system. We are reluctant to change our business rules because they serve a very important purpose: keeping customers accountable and providing fair access to parks. Preliminary conversations with other providers in the market show that automating the business rules for reservation changes is feasible.
 - *Accessible site reservations*: Reserving ADA sites must be done by phone with an agent. OPRD has more than 200 ADA-compliant sites. These sites are held for those who need them. Active has not been able to develop an online solution that visually communicates that these sites should be booked by individuals who have a need for them. Rather than risk having these sites booked by customers who do not need an accommodation, we made these sites available by phone only. Although effective, this limits reservation options for this customer segment. OPRD strongly wants to change this practice with a new contract, because it does not fit our strategic vision nor does it adhere to the principle of equal program access required by the ADA. Inclusiveness is one of the agency's priorities; therefore, providing more options to customers is not only the right thing to do, but an important service component for the future.

Convoluting Data Access and Database Structure

Obtaining and using accurate and easy-to-use data is a critical business need of the agency. The reservation system has a series of standardized reports with potentially useful data, and the ability to create custom reports for additional information. However, the database structure and the way in which information is collected render the data difficult to use, and at times, completely ineffective.

- Budget: The system interface restricts the amount of data that can be collected in one query, which makes it essentially useless for forecasting purposes. The reports are designed for park managers interested in data for a single park. Individual site occupancy reporting is available for a 7-day period at one park at a time. The occupancy reports for multiple parks only allow for data collection in one week increments and do not show individual site data. This lack of detail makes it difficult to compare occupancy across individual days (e.g. weekends, weekdays, and holidays) and across years (e.g. past occupancy against reservations for future dates). The display format of these reports is also an issue as users regularly have difficulty finding and interpreting the information.

Lastly, reservation data is not readily downloadable in formats more amenable to advanced analysis (e.g. spreadsheet of reservation transactions). In order to overcome these issues, in-

house databases have been developed to generate more useful reservation reports. This process requires staff to use (and sometimes learn) secondary software programs that are linked to the reservation database server. It is common to run into issues with the server not being up-to-date, which causes delays and additional work to obtain and prepare the data for analysis. A flexible reporting system that allows data to be aggregated in multiple ways and downloaded in multiple formats is necessary, but Active has been unable to provide a suitable solution.

- Accounting: While financial information from Active generally matches bank records and Treasury data, following the money trail is cumbersome. In some cases, financial records do not match due to the timing of reports and it takes many hours of staff time to research and resolve the discrepancies. OPRD must also defer revenue collected in advance until the customer actually stays in the park, which can be up to nine months in the future. Properly recognizing revenue is challenging and requires some manual processes by OPRD staff. It is further complicated by the fact that Active's system does not have an easy way to track and account for reservation cancellations and changes made to those future stays. Ideally the system should track deferred revenue, making adjustments as cancellations and changes occur.
- Marketing: The marketing department deals with some of the same issues as the budget department. For instance, occupancy reports are not versatile enough to provide useful information for marketing purposes. These reports show data in only one-week time increments for multiple parks and do not show individual site data. Individual site occupancy reporting is only available for a 7-day period at one park at a time. For marketing purposes, it is important to know park and site occupancy available for every day of the year (for both past and future reservations). This option would allow for occupancy comparisons across individual days (e.g. weekends, weekdays, and holidays) and across years (e.g. past occupancy against reservations for future dates) that are pivotal to marketing plans. It would also enable a better understanding of the most and least popular sites within a given campground. Reservation data is not readily available in spreadsheet formats that are more suitable for advanced statistical analysis. This type of analysis is important for identifying reservation patterns across the system. Currently, these issues are addressed by developing in-house reports and databases using the reservation system's database server. For example, Microsoft Access is used to create a spreadsheet of reservation transactions. However, the current reservation database server is regularly out-of-date and its complicated structure is difficult to navigate.

Slow Response to Revenue-Generating Changes

Even though OPRD accepted from the beginning that the reservation system was not going to address all its needs, Active's slow response in certain areas affect our ability to generate revenue and remain relevant in the face of changing demographics. Below are two examples that illustrate these points.

- Adding parks online: OPRD's Hotline team is limited in its ability to perform certain functions, such as bringing a new park to the online system, creating a new site type or adding park maps. Active's employees make these changes, and our requests are added to the queue of requests from all other customers. Historically, such changes have taken a minimum of one month. This timeframe is unacceptably long because it costs OPRD thousands of revenue dollars necessary to maintain its parks. Market research shows that other reservation providers can perform such changes in less than 24 hours.
- Application Programming Interface (API): A new trend is emerging in the campsite reservation business: the ability to reserve a campsite by using a third-party provider that accesses information from multiple recreation entities. For example, if someone were to look for campsites around Portland the search would return results for Oregon state parks, private

campgrounds in the area, as well as city, county and federal parks. The ability for a third party vendor to facilitate bookings at any of the providers is the model currently employed by airlines and hotels. In order for OPRD to take advantage of this opportunity, Active would have to allow third-party providers access to their reservation platform. Despite multiple requests from its many clients, Active has refused to support.

Working with a company that is open to API is within the best interest of OPRD. While we have a loyal customer base, our frequent customers will age out of the system, and when they do, we must be able to reach new customers who may not have any awareness of our parks. In order to be sustainable in the future, it is critical for OPRD to exist on all the reservation platforms that new customers frequent. Other recreation providers, including the federal park system, have recognized this same need and have written API requirements in their recent requests for proposals.

Limited Training and Support for Field Staff

Active offers limited staff training and support. OPRD has a large distributed workforce of about 300 staff with a significant seasonal component of another 400 people. Currently, the OPRD IT section and some field trainers orient staff on system changes and train new employees. This process is labor intensive during peak seasonal hiring in the spring and is very expensive. Active provides some training resources in the form of written instructions with screen shots. However, these tools have moderate effectiveness because they do not appeal to different learning styles and lack a component to test proficiency. Other providers in the market offer significantly better, multi-faceted training, with online training modules, ability to tailor sessions to individual abilities, and ability to verify that staff can operate the program before they begin using it with customers. Having a proficient workforce is critical to OPRD for two reasons: 1) to deliver excellent customer service consistent with our service standards; and 2) to operate as efficiently as possible.

Opportunity

It has been nine years since OPRD entertained proposals for a reservation system solution. Since then, much has changed – our needs evolved; customers are more reliant on technology; new reservation providers have entered the market. The reservation system is critical to OPRD operations, and any contractual relationship we develop will likely be in place for 10 to 20 years. In order to make the best decision for OPRD and our stakeholders, we believe we must consider all available options in the market rather than limit ourselves to a few familiar providers.

OPRD faces a remarkable opportunity to use what we've learned from the relationship with our current provider, from our customers and from our peers who have recently entertained requests for proposals, and implement a reservation system that will allow us to connect with current and potential audiences, and operate effectively and efficiently in a constantly evolving market.

We are looking for a system that will do the following:

- Support business rules, process improvements and remove the need for manual processes;
- Deliver a seamless customer experience and integrate with other technologies;
- Provide easy access to data and an intuitive database structure to allow for data analytics;
- Process financial transactions accurately and integrate with OPRD's financial tracking systems;
- Protect customer data and comply with payment card industry standards;
- Support marketing activities meant to retain loyal customers and attract new audiences
- Quickly adapt to changing needs;

- Allow for API;
- Provide comprehensive training programs to field staff; and
- Offer a cost structure that saves the agency money.

Alternatives Analysis

Assumptions and Requirements

Given that the reservation system is critical to OPRD's operations, the following assumptions and general requirements are important to consider during the evaluation process:

Assumptions

- This system will be used for at least 10 years
- The system will be based on a central database
- OPRD will provide and support the IT equipment needed at the parks and headquarters
- Communication with the parks will use IP protocol
- Vendors will meet OPRD and State security requirements
- The current system will operate and be supported until a replacement is implemented
- The successful vendor will absorb upfront design, development and implementation costs, which will be charged to OPRD via a transaction fee once the system goes live
- A new system will result in a competitive advantage for OPRD and the associated project cost will be recouped through greater operational efficiency
- OPRD's customer trends will continue undisturbed (reservations will grow at a steady pace; online reservations will remain the main reservation method)

Requirements

The following are examples of high-level requirements that must be addressed by the future system. OPRD will develop detailed requirements and share them with interested vendors to provide sufficient context for potential proposals. The selected vendor will use these requirements to develop the functional and technical design specifications for OPRD's future reservation system.

- The new system will meet all state data security and payment card industry requirements (*Current requirement*)
- Customers will have the option to perform transactions on-line and over the phone (*Current requirement*)
- The vendor will provide or contract for phone services (*Current requirement*)
- Parks will have ready access to their park data for daily park operations (*Current requirement*)
- OPRD will have full access to data collected by the system (*Current requirement*)
- Customer and transaction data will be easy to access and in a simple format that lends itself to data mining without significant data preparation and validation (*Enhanced requirement*)
- Vendor will provide performance and customer reports to answer basic business questions (*Enhanced requirement*)
- Role-based security will allow access based on the functions staff are assigned (*Current requirement*)
- The vendor will provide initial and ongoing staff training (*New requirement*)
- The system will accommodate all current OPRD business rules and be able to adapt to future rule and statutory changes (*Enhanced requirement*)

- The system will track use of discounts and special programs (*Enhanced requirement*)
- Financial data from the system will interface with the state accounting system, state treasury, and approved payment processors (*Current requirement*)
- The system will integrate with other OPRD systems (*New requirement*)
- The vendor will provide 24/7 system support (*Current requirement*)
- Solution provides for business processing in redundant data centers (*Current requirement*)
- Architecture of the system will support the shared management of the system: park management, central configuration, and customer focused interface (*Current requirement*)
- The OPRD brand will be reflected in the new system and will be based on the look and feel of oregonstateparks.org (*New requirement*)
- Solution must be ADA compliant (*Enhanced requirement*)

Alternatives Identification

OPRD identified three possible alternatives to address its reservation system needs:

1. **Status Quo:** Under this alternative, OPRD would keep the existing system and negotiate a new contract with its current provider to replace the one expiring in April 2020.
2. **New Software Purchase:** This alternative involves OPRD requesting proposals from all interested providers in the market and selecting the best available option. The vendor would then configure its software application to meet OPRD needs.
3. **Custom Solution:** This alternative relies on a current contract the State of Oregon has with NIC USA. OPRD would work with NIC USA to craft a custom solution to address its reservation system needs.

Alternatives Analysis

Summary of Benefits and Risks

Each alternative has some basic benefits and risks.

- **Alternative 1: Maintain the Status Quo:** This alternative is a safe option that eliminates the costs and risks associated with switching to a new system. However, the current system is inefficient and does not address our business needs. Furthermore, this option provides the least opportunity to adapt to future market-driven changes and integrate with other technology to deliver a better customer experience, and increase operational efficiency, and attract and retain new customers
- **Alternative 2: Purchase Software as a Service Solution:** This alternative involves implementing a new system, which carries a relatively high immediate cost of switching and a certain degree of business risk. However, based on our market research, this option also presents a great opportunity to better implement OPRD's business rules, integrate with other technologies, streamline customer experience and increase operational efficiency. While this is unlikely to result in a true custom solution, OPRD could obtain much-needed customization in critical areas that would deliver greater efficiencies and more than compensate for the costs of switching.
- **Alternative 3: NIC USA Solution:** Under this alternative the agency would work with NIC USA to design, develop and implement a custom solution to address OPRD's business needs.

While this option is most likely to address all of OPRD's technical needs, it comes with a considerable level of risk. 1) NIC USA is a relatively new player in the market, with about three years of experience in the reservation industry. 2) Creating a custom solution will take significant involvement from OPRD and time to develop, test and implement. 3) Selecting this option may limit competition and OPRD's access to other solutions with similar results and lower levels of risk. Finally, this option carries a relatively high immediate cost of switching, which we expect to be mitigated in the long run by lower transaction costs and more efficient operations.

Detailed Comparison

The table below details side-by-side the main differences among the three alternatives:

	Alternative 1: Status Quo	Alternative 2: Software as a Service	Alternative 3: NIC USA
Ease of Switching and Time Constraints	No time required to switch, but there may be some development time needed to increase functionality if the vendor is willing	Adapted solution will take 16-20 months to procure, design and implement a solution	Custom solution will avoid the lengthier RFP process but will likely take 14-18 months to implement due to development and testing time
Service Disruption	No service disruption	Potential for disruption during transition from current provider	Potential for disruption during transition from current provider
Data Migration	None	Potentially problematic, as shown by some recent conversions attempted by other states	Potentially problematic, as shown by some recent conversions attempted by other states
Training Cost	Minimal for current staff	Significant for current staff, as this would be a new system.	Significant for current staff, as this would be a new system.
Add Parks and Sites Types	Unacceptably long (a month or more)	Other vendors can do this in as little as 24 hours	With a custom solution, OPRD would control how quickly such changes are implemented
System Easy to Configure without Significant Programming	There is limited and extremely slow change available with this model	Greater ability to effect change quickly	A custom system can be designed with a great degree of flexibility; however, new functionality may be subject to significant development and testing time
Merge Customer Records	Currently unavailable	Available	Can be designed to meet needs
Role-Based Security	Inadequate due to lack	Configurable to meet our	Can be designed to meet

	of configuration options	needs	our needs
Pre-Payment Options	The system does not integrate with other non-proprietary systems; therefore, in order to get this functionality, we would have to switch to the vendor platform and increase our dependency on their services	Other vendors are able to integrate with a variety of systems we use	Can be designed to integrate with current or future complementary systems
Online Capabilities	Currently unavailable for some customers or transaction types	Several vendors offer all transactions online	Can be designed to meet our needs
Data Reporting and Structure	Reports do not answer basic questions and are not easily changed to meet needs. Data structure is cumbersome and requires time to format before analysis.	Several vendors offer better reports and easier access to data	Can be designed to meet our needs
API	Not open to API	Other vendors are open to API	We control access to the data
Brand Integration	Not possible with the current system	Varied degrees of integration with OPRD brand	Ability to integrate with OPRD brand
Payment Integration	Proven track record with Oregon State Treasury and payment processors	To be established if OPRD selects a provider unfamiliar with the State payment systems	Proven track record with Oregon State Treasury and payment processors
Other Integration	Not existent; vendor has been reluctant to integrate with external entities	Greater potential for integration with external entities than offered by current solution	Great potential for integration with external entities
Experience in the reservation market	Great level of experience	Varied experience levels, from new to very experienced providers	Relatively new provider

Method of Analysis – Selection Criteria

OPRD identified the following criteria as most relevant to evaluating alternatives for developing and implementing a reservation solution:

Functionality

This general area covers a solution’s ability to address current and future needs; maximize the use of existing infrastructure; and integrate with other technology to deliver a superior customer experience

and streamline operations. More specifically, the solution should at a minimum meet the following requirements:

- Business rules: Is the solution able to accommodate current OPRD business rules and adapt to new rules?
 - The solution has a history of implementing all critical business needs for overnight and day-use facilities.
 - The solution can demonstrate its ability to adjust to changing business rules.
- Customization: Can the solution provide the ability to customize and adapt the system to meet future customer-focused and transactional needs (e.g. events, rentals, non-reservation purchases, surveys, etc.)?
 - The solution will import data from the current system including history, current reservations, and customer profiles.
 - The solution is able to grow with OPRD and deliver additional functionality to support the customer experience both in a transactional sense and in the area of delivering feedback to OPRD.
- Integration: Will the solution be able to integrate with OPRD applications and State systems?
 - **Brand**: Solution provides the business engine integrated with the OPRD public presence provided by oregonstateparks.org and is able to adopt the OPRD look and feel.
 - **Technology**: Solution integrates with other technology, such as fee machines and mobile devices, to enhance customer experience and communication, and increase efficiency. Solution allows communication with customers through various channels including social media for feedback, surveys and promotional campaigns.
 - **OPRD Applications**: Solution provides a secure API for integration with OPRD application portfolio.
 - *Note: Another critical aspect of integration is in the area of payment processing and reconciliation. The solution must interface with state accounting system, treasury and approved payment processors. However, OPRD considers this a mandatory requirement, so for the purposes of evaluating alternatives, it is assumed that all alternatives would be able to comply with these standards.*

Vendor Support

This general area focuses on a vendor's ability to deliver the right amount of support to ensure successful operations.

- Mandatory Requirements:
 - The ability to provide 24/7 support with a minimum response time set by OPRD.
 - Business processing in redundant data centers.
- Training: Is the vendor able to provide initial and ongoing remote training for a variety of user levels that meets the following standards?
 - Training modules can be easily accessed from various locations.
 - Training materials provide content that addresses different learning styles.
 - Training program tests user comprehension.
 - Training program tracks user score results to inform managers when employees are ready to use the system with a certain degree of proficiency.
- Security: Can the solution deliver role-based security for various user levels?
 - Solution can be customized to provide role-based security levels as demanded by OPRD's business needs.
 - Another critical aspect of security is the solution's ability to comply with all State data security and payment card industry standards. However, OPRD considers this a

mandatory requirement, so for the purposes of evaluating alternatives, it is assumed that all alternatives would be able to comply with these standards.

- Data access: Can the solution capture and deliver information in real time to answer basic business needs and lend itself efficiently to data mining?
 - OPRD has real time access to back-end databases including reservations, customer profiles and system configuration.
 - Vendor has standard reports available to address key business functions and performance metrics.
 - Vendor has *ad hoc* reporting capability.
Database structure is easy to understand.

Implementation

This area focuses on a vendor's ability to provide a smooth transition and implement a solution according to the project schedule set by OPRD.

- Data import: Does the vendor have the ability to import data from existing systems and minimize system down time?
 - Vendor has experience in data imports from existing systems and has demonstrated it can deliver little to no down time in project conversions.
 - Vendor can import historical data, including past reservations, current reservations, and customer profiles.
- Time: Can the solution be implemented by the current contract expiration date?
The combined timeframes for procurement and implementation support the project goal of implementation by April 2020.

Cost

This general area covers the major costs related to implementing a solution and the anticipated fee structure OPRD will use to compensate the vendor for development and implementation as well as the ongoing service for the duration of the contract.

- Anticipated vendor payments: What is the total solution cost over 10 years?
 - The total value of projected vendor payments is justified given OPRD's needs and the solution's ability to support our business needs.
- Cost of switching: Are the costs of implementing the solution data migration, conversion, new hardware and network infrastructure reasonable?
 - The costs related to data migration, conversion, new hardware and network infrastructure are justified and fit the project budget.
- Ability: Is the vendor able to support a fee model that defers development and implementation costs until a solution is in place?
 - Vendor is able to recoup the development and implementation costs over the length of the contract and does not require an upfront investment from OPRD.
 - Vendor compensation model aligns with OPRD's project budget and anticipated revenues.

Risk

This area refers to the major risk associated with each alternative and the agency's need to carefully consider this risk when developing the project recommendation.

- Risk assessment: Given current priorities and OPRD's strategic vision, what level of risk is OPRD assuming for each alternative?
 - OPRD is assuming risk within its tolerable range.
 - The risk assumed supports the agency vision for the future.

- Risk prioritization: Absent cost and the inherent cost of switching, how does the agency rank the alternatives?
 - OPRD is able to rank alternatives based on its current risk appetite relative to its strategic goals.

Alternatives Evaluation

We evaluated the three alternatives using the evaluation criteria above.

<i>Evaluation Criteria</i>	Alternative 1: Status Quo	Alternative 2: Software as a Service	Alternative 3: NIC USA
Functionality			
Is the solution able to accommodate current OPRD business rules and adapt to new rules?	No; not without significant system re-engineering	Yes	Yes
Can the solution be customized to meet future customer-focused and transactional needs?			
Will the solution be able to integrate with OPRD and State systems?			
Vendor Support			
Is the vendor able to provide initial and ongoing remote training for a variety of user levels?	No	Yes	Yes
Can the solution deliver role-based security for various user levels?	No; not without significant system re-engineering	Yes	Yes
Can the solution capture and deliver information in real time to answer basic business needs and lend itself efficiently to data mining?	Not easily	Yes	Yes
Implementation			
Does the vendor have the ability to import data from existing systems and minimize system down time?	Yes	Yes	Yes
Can the solution be implemented by the current contract expiration date?	N/A	Yes	Yes
Cost			
What is the total solution cost over 10 years?	\$27 - \$37 million	\$13 - \$23 million	\$19 - \$22 million
Are the costs of implementing the solution data migration, conversion, new hardware and network infrastructure reasonable?	N/A	Yes	Yes
Is the vendor able to support a fee model that defers design, development and implementation costs until a solution is in place?	Yes	Yes	Yes
Risk			
Given current priorities and OPRD's strategic vision, what level of risk is OPRD assuming for each alternative?	Medium	Medium	High
Absent cost and the inherent cost of switching, how does the agency rank the alternatives? (#1 = riskiest options; #3 = least risky option)	#2	#3	#1

Alternatives Analysis – Pros and Cons

PROS	Alternative 1: Status Quo	Alternative 2: Software as a Service	Alternative 3: NIC USA
Functionality			
	System is reliable and is able to implement most business rules. Current manual processes are able to compensate for the business rules that are not automated most of the time.	There are solutions available that would: <ul style="list-style-type: none"> • Automate current and future business rules • Address other transactional needs efficiently • Integrate with other systems OPRD uses 	This is a true custom solution with the greatest potential for: <ul style="list-style-type: none"> • Automating current and future business rules • Customizing to address other transactional needs • Integrating with other systems OPRD uses
Vendor Support			
	The vendor has a high level of security.	There are solutions available that can deliver: <ul style="list-style-type: none"> • Robust training system • Enhanced role-based security • Real-time data access • Flexible and useful data reporting 	This is a true custom solution with a great potential to meet OPRD’s needs for: <ul style="list-style-type: none"> • Robust training system • Enhanced role-based security • Real-time data access • Flexible and useful data reporting
Implementation			
	There would be no need to implement a new solution.	A solution could be implemented during the project timeframe.	If existing systems are leveraged, a solution could be developed and implemented during the project timeframe. State of Oregon contract mitigates some of the risks of contracting with a new vendor. OPRD would own the solution.
Cost			
	There would be no cost of switching to a new solution; however there may be a development cost or a higher transaction cost if we seek increased functionality from the existing system. The vendor’s compensation model	The competitive process is likely to drive down the price of a solution. Market research shows there are reputable vendors able to handle our business needs at lower costs than the current provider. Vendors are used to deferring design, development and	There is an opportunity to leverage existing systems and infrastructure to drive down costs. NIC USA is open to deferring design, development and implementation costs and recouping during the contract

	aligns with our revenue and expense structure.	implementation costs and recouping them during the contract period.	period. Preliminary cost estimates are lower than current vendor prices.
Risk			
	Perceived low risk; however, this alternative is not preferable. (see discussion in the CON section)	Tolerable risk of switching to a new system. While there is risk associated with this option, the vendors are established in the reservation market and already have tried and tested solutions. Adapting an existing solution will require fewer agency resources, take less time to implement and have a higher level of immediate success. The financial and public relation risks are lowest with this option.	Attractive value proposition; however, risks may be too high in the short term (see discussion in the CON section.)

CONS	Alternative 1: Status Quo	Alternative 2: Software as a Service	Alternative 3: NIC USA
Functionality			
	System does not meet OPRD's business needs without significant re-design to accommodate: <ul style="list-style-type: none"> • All business rules • Address other transactional needs efficiently • Integrate with other systems OPRD uses OPRD is unable to change business rules or expectations to accommodate the current system functionality.	Unknown ability to address all of OPRD's needs. Unknown changes OPRD may need to undergo to support the new system.	Unknown ability to address all of OPRD's needs reliability. This solution may require more involvement from OPRD.
Vendor Support			
	System has: <ul style="list-style-type: none"> • Modest training capabilities • Rigid role-based security that is not easily customized • Complicated data structure • Inflexible reporting 	It is possible the solution may not be able to deliver all of OPRD's mandatory and desired attributes, or that they will require significant customization and cost more than anticipated.	It is possible the solution may not be able to deliver all of OPRD's mandatory and desired attributes, or that they will require significant customization and cost more than anticipated.
Implementation			
	N/A	Data import may prove problematic.	Data import may prove problematic.

		The RFP process carries a significant time commitment. The timing of our RFP may result in fewer bids if vendors have too many opportunities. The successful vendor may have multiple implementations to manage, which could delay our timeline.	The development process carries a significant time commitment. Depending on how many other agencies have projects, OPRD's may not be a top priority, which would result in delays.
Cost			
	Costs will continue to increase for the current system, while functionality is not expected to improve significantly. Needed customization is expected to be costly, if at all possible to execute.	The competitive process may not result in cost savings.	No way to assure pricing is competitive with other vendors. Software does not have an established upgrade schedule, so enhancements may have additional costs and must be driven by OPRD.
Risk			
	Staying with the same vendor seems like the least risky alternative. However, the status quo is riskier than switching to a new system. The current vendor has a track record of slow or ineffective innovation. Other large clients have already left, which is likely to decrease their resources and ability to customize the existing solution. It is possible that this vendor may be pushed out of the market in the next 5 to 10 years by more nimble competitors.	Risk of switching to a new system.	The risk associated with creating a custom solution is incredibly high. The agency will have to dedicate significant resources to oversee the development and testing process. Such technical resources will affect the agency in a far greater way than if the agency pursued alternative 2. The risk of failure is greatest with this option, both in terms of financial and public relations costs.

Project Costs and Return on Investment Analysis (ROI)

Project Budget

The greatest costs associated with this project are staffing costs, which will likely exceed \$1.1 million. OPRD anticipates the total project cost to be about \$2 million. OPRD favors a more conservative estimate of \$2.24 million, which includes a 15% contingency to account for unforeseen costs.

Project Cost Area	Totals
Staffing	\$ 1,113,000
Consulting	\$ 85,000
Hardware	\$ -
Quality Assurance	\$ 750,000
Subtotals	\$ 1,948,000
Contingency (15%)	\$ 293,000
Totals	\$ 2,241,000

OPRD will further analyze costs and prepare a detailed budget reflective of all the phases of the project and the resources necessary to successfully complete the work.

ROI Analysis

The cost of the current system is expected to range between \$27 million to \$37 million over ten years. As our market research suggests (“Reservation Industry Trends and Developments” section), OPRD could reduce its costs and increase functionality by going with a new provider. In a ten-year period, OPRD would likely pay \$13 million to \$23 million for a new system. In the most optimistic, highest-savings scenario, OPRD would save \$14 million in transaction fees. A more conservative scenario is expected to result in \$7 million of savings over a ten year period. Even at the highest cost proposed in the RFI, OPRD would realize cost savings of about \$4 million. As shown in the table below, it would take OPRD as little as one biennium and as much as three biennia to recoup the project costs, making this a worthwhile investment for the agency.

	Least-Savings Scenario	Moderate-Savings Scenario	High-Savings Scenario
Projected savings of new system over 10 years	\$4,000,000	\$7,000,000	\$14,000,000
Projected yearly savings	\$400,000	\$700,000	\$1,400,000
No. of years needed to recoup project costs	5.6	3.2	1.6
Cost recouped in what biennium after implementation?	#3	#2	#1

Conclusions and Recommendations

Conclusions

OPRD has used the same reservation platform since introducing a centralized reservation system more than twenty years ago. The product has been reliable and served us well; however, it has not fully kept up with developments in the field or with our agency’s needs. As our business evolved, our attempts to automate processes have had limited success. We learned that the system cannot be easily customized, and that our vendor is unable to respond quickly even to simple changes. What should take a matter of days can take weeks and even months to update. Furthermore, when it comes to more complex issues, the vendor has asked us to change our business rules to fit their system rather than deliver a technological solution that fits our needs. Even when we changed our business rules, their solutions were not always efficient, and we had to develop costly manual processes to deliver on our promise of superior customer service and to ensure compliance with governing Oregon Administrative Rules. As our business continues to evolve and rely even more on technology, and as customers expect an integrated experience, the status quo is no longer acceptable. OPRD owes it to its stakeholders, especially its customers, to look for alternatives to the current reservation solution – an equally reliable product, but more nimble and able to adapt and integrate with emerging technologies.

Until recently, there have been very few vendors able to deliver a reliable product that could serve a large park system such as ours. Now, the marketplace looks very different than it did ten years ago. Cloud-based technology has opened the door to many reservation providers, some who have software solutions that can be adapted to fit OPRD's needs, and others, like NIC USA, who promise a true custom solution. Other state park systems and even the National Park Service have opened their doors to new solutions. Recently, California State Parks adopted a new system, and the National Parks Service is due to debut its new platform in 2018. Soon, camping customers will be used to a new reservation experience and will expect it from our park system too. Failing to prepare for the future could result in a long-term decrease in visitation and user revenues.

Given the increased supply in available technological solutions and this system's importance to the future of OPRD, the real risk is not in changing systems, but in failing to innovate. Our preliminary market research shows that pursuing a new reservation solution has immense possibilities to design, develop and implement a system that provides better functionality, increases operational efficiency and saves us money in the long run.

Recommendations

At this stage in the project implementation, it is recommended that OPRD submit a Request for Proposals (RFP). The RFP will give OPRD the opportunity to learn in great detail about the options available in the marketplace. Specifically, we can identify which vendors are capable of delivering a solution, which vendors offer the most functionality and which vendors best mitigate the risks associated with switching to a new system. The RFP process will also provide OPRD with more comprehensive information on the fees charged by each alternative. This information will enable us to develop more refined cost projections for each vendor. OPRD can select a reservation system from the RFP that provides improved functionality and more affordability than the current system.

Consequences of Failure to Act

There are significant costs if OPRD stays with the current reservation system, making this option risky in its own right. In terms of annual transaction and maintenance costs, the current provider is more expensive than other interested vendors in the marketplace. Based on initial analyses, the current provider costs are projected to be \$27 - \$37 million from 2020-29 while all other alternatives are projected at \$19 - \$23 million. Moreover, OPRD incurs inefficiency costs dealing with the current system's inability to meet OPRD needs with respect to business rules, role-based security, training, and business analysis, amongst other areas. These costs are represented by staff time and resources from numerous departments, such as park operations, IT, accounting, budget, and marketing. Lastly, OPRD is likely to miss out on future market opportunities under the current reservation system. A new reservation system could expand OPRD's business by improving user experience, allowing API, enabling collaboration with tourism partners, expanding OPRD offerings on the system and allowing us to better manage existing and future customers. The current provider is lacking in each of these areas and OPRD is at risk of falling behind technologically as the federal park system, other state park systems, and private campgrounds move toward more modern reservation systems.

Natural Resources Policy Areas

CRITERIA	WEIGHT	SCORING GUIDE	Project Name: Parks Reservation System	
TOTAL WEIGHTED PROJECT SCORE			183	
Strategic Value			Raw	Weighted
Required Service/Product-Business Alignment (are any of these are true?) <ul style="list-style-type: none"> • Mandate (legislative, federal or state) • Meets a strategic business need • Governor Initiative/Strategy • Priority/Compliance for Industry 	5	0: none are true 3: one is true 6: two or three are true 9: all are true	9	45
Value to Customer Number of users and the level of positive impact for using the product/service. Consumers or users of the service, product or data. Customer could be citizens, internal agency users, other state/local agencies or other external stakeholders. Or, projects that are funded through grants, IGAs, etc.	5	0: no value to customer 3: low value to customer 6: medium value to customer 9: high value to customer	9	45
Leverage Potential Multiplier effect: <ul style="list-style-type: none"> • Service/product can be leveraged as a shared or managed service across agencies or policy area • Service/product can be leveraged as a utility service • Service/product adds value for external partners 	3	0: no potential, isolated service 3: low potential 6: medium potential 9: high potential	6	18
Risk				
Importance to Risk Mitigation Would the agency, state, or its customer be exposed to a risk or impact if the service or product is not offered? Or, is an existing service at risk? Do other current services/products depend on it? This could be security, safety, legal or any other risk related in loss.	5	0: no risk to state/ customer if not offered 3: low risk to state/customer if not offered 6: medium risk to state/customer if not offered 9: high risk to state/customer if not offered	9	45
Financial				
Return on Investment (ROI) / Cost Avoidance Project ROI reduces cost in expenditures once project becomes a program. Must have a way to measure ongoing ROI and pay for itself over time, and/or the amount of cost that will be avoided due to implementation of the project.	5	0: ROI none or unknown 3: ROI gained over two biennia 6: ROI gained within two biennia 9: ROI gained within one biennium	6	30



Business Case for *OPRD Heritage Hub*

**Oregon Parks and Recreation Department
Heritage Division**

June 29, 2018
Final Version 1
Mary Beth Grover

503-986-0672
marybeth.grover@oregon.gov
Oregonheritage.org

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	OPRD Heritage Hub – v.1.0		
AGENCY	Oregon Parks and Recreation Department	DATE	
DIVISION	Heritage Division	DAS CONTROL #	
AGENCY CONTACT	Chrissy Curran	PHONE NUMBER	503-986-0684

The person signing this section is attesting to reviewing and approving the business case as proposed.

<i>This table to be completed by the submitting agency</i>	
Agency Head or Designee	
(Name)	(Date)
Lisa Sumption	
Signature	
Agency Executive Sponsor	
(Name)	(Date)
Christine Curran	
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
(Name)	(Date)
Trygve Larson	
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

<i>This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section</i>	
DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

Table of Contents

Business Case – Authorizing Signatures.....	2
Table of Contents.....	3
Executive Summary.....	4
Purpose and Background.....	7
Purpose.....	7
Background.....	9
OPRD Agency Mission and Budget.....	9
OPRD Strategic Goals.....	10
OPRD Heritage Division Strategic Goals.....	10
Heritage Division Programs.....	11
Current Trends.....	17
Problem or Opportunity Definition.....	19
Alternatives Analysis.....	23
Constraints.....	23
Assumptions.....	23
Selection Criteria and Alternatives Ranking.....	24
Solution Requirements.....	24
Alternatives Identification and Analysis.....	25
Cost Considerations and Scheduling.....	26
Outside Funding Opportunities.....	28
Benefits.....	28
Risks.....	28
Conclusions and Recommendations.....	29
Conclusions.....	29
Recommendations.....	29
Consequences of Failure to Act.....	30
Appendix A – Agency Funding.....	31
Appendix B – Agency Organizational Chart.....	32
Appendix C – Heritage Division Organization Chart.....	33
Appendix D – Heritage Programs Applicable Federal Regulations and/or State Statutes	34

Executive Summary

The primary mission of the Oregon Parks and Recreation Department (OPRD) is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations. OPRD accomplishes this through management of 258 park units throughout Oregon and additionally through external programs to protect and provide public access to natural and historic resources within the state. Many of those programs are managed by OPRD's Heritage Division (Division), which includes the State Historic Preservation Office (SHPO).

The Heritage Division has been working since 2014 toward the fulfillment of the vision of a centralized location-based cultural resource management system that would provide access, internally and externally, to the data the Division processes about the cultural resources for which the Division provides services. These cultural resources are the buildings, structures, places, collections and institutions important to the State's history. The system will interweave all Division administered programs with each cultural resource touched and each stakeholder served. This technological tool is called the "Heritage Hub".

Currently, no single system exists that unites important cultural resource data and stakeholder interactions across administered programs. Instead information is retained in individual program databases, individually created MS Office tools, email accounts and hard copy files. This creates an information silo effect that disrupts the ability to serve stakeholders and manage cultural resources in an accountable, transparent and holistic way.

The primary issues with the current state of business practices are summarized in the following points:

1. Data is fragmented – the Division must rely on manual and verbal processes to combine data across programs. This reduces the ability to provide service to the Governor, legislators, stakeholders and Oregon citizens accountably and transparently.
2. Inefficient business processes – the Division only has a few automated workflows sprinkled throughout the several administered programs. Entire programs are managed using MS Office desktop tools followed by entry into an individual database to track the completion of a task. These antiquated business practices significantly impact staff time that could be productively used to provide better customer support or to identify program and policy areas in need of change to better reflect and serve the diversity of all stakeholders and Oregonians.
3. Poor data quality and standardization – the Division relies entirely on staff to enter all data that is retained in program databases. Existing databases do not enforce quality or standardization of input. This lack of data standardization creates data issues that hinder service and accountability to customers and stakeholders.
4. Lack of a global view – the Division has no ability to view cultural resources or stakeholder interactions as they relate to all programs across the Division. Individual stakeholders and single resources often participate in multiple Division programs over years. Lacking a holistic view, staff is unaware of all staff interactions with the resource or stakeholder. This lack of knowledge

has often resulted in communication issues and ineffective service provided to stakeholders, customers and Oregon citizens.

The implementation of the Heritage Hub being reviewed in the business case will create a modern platform accessible to internal staff and external customers. The benefits of implementing this platform are:

1. Enhanced stakeholder and citizen satisfaction – Moving from program silos of information to easily accessible information across Division programs will result in a higher level of service, accountability and transparency when responding to stakeholders and the public.
2. Improved business practices – Implementation of the Heritage Hub will automate many workflows currently in place. Staff efficiency will improve, response times will shorten, training time will be reduced, and business procedures will be better documented through enhanced visibility.
3. Increased data management and quality – Enforced data standards and improved data integrity will enhance business practices and heighten the level of confidence in both Division staff and those served that the information available is accurate and complete in nature.
4. Elevated availability of information – By tracking all cultural resources with a connection to all projects and all stakeholder interactions across programs more information will be available to internal and external Heritage Hub users. Increasing the available information related to a cultural resource will greatly enhance the making of sound preservation and policy decisions.

The goal of the Heritage Hub is to shift the Division from antiquated and segregated business practices to automated business practices that are supported by a platform that moves the Division into the future with accountability, transparency and a holistic approach to the cultural resources we serve. The project would be implemented over a three year period if the preliminary proposed solution of a contractor custom build becomes final after a formal analysis of alternatives is complete.

Selection criteria for the project alternatives include:

- **Functionality:** the selected options must allow for the cultural resource management system to be used as a platform for data collection and reporting, business automation, a GIS application and electronic data exchanges;
- **Technology:** the selected option will track with statewide technology efforts, match the current skillset of the Heritage Division and OPRD IT staff and include a GIS component that all skill levels can easily use;
- **Cost:** the selected option must be financially feasible and fit within funding constraints
- **Support –** the selected option must provide support in the implementation of the platform, existing business practice migration and provide for internal and external training on the platform;
- **Implementation:** the selected option must be available during the 2019-21 biennium to allow for completion during the 2021-23 biennium;
- **Experience:** the selected option vendor will have experience in the successful implementation or be in progress of implementing a system similar to the Heritage Hub for a federal or state agency that performs cultural resource management as part their duties.

- Heritage Division Staffing: the impact of the selected option on Division staffing will be limited to the identification of an agency project manager, project team members and subject matter experts.
- OPRD Staffing: the impact of the selected option on OPRD IT staffing will be limited to the identification of project team members and subject matter experts who will build API's for data sharing between agency applications

Benchmark discussions with other state historic preservation offices indicate the alternative most preferred in the industry is a contractor custom build. The New York SHPO has successfully implemented a system very similar to the envisioned Heritage Hub. The Idaho SHPO has completed a needs assessment and will be acquiring funds to build a similar system. Further investigation into this alternative has been initiated by the OPRD Heritage Division with a Request for Information (RFI) released in April 2018. The response received from the vendor responsible for implementation of the New York system discussed leveraging source codes, system architecture and design concepts. These are important factors that will be considered when completing the final analysis of this alternative.

The table below provides an estimated cost, +/- 50%, based on preliminary discussions with the OPRD HR Division, preliminary discussions with Darrell Landrum, the Strategic Technology Officer assigned to OPRD by the Office of the State Chief Information Office (OSCIO), benchmark discussions within the industry, and responses to the RFI released in April 2018. The Annual Maintenance and Subscriptions estimated cost would continue as an ongoing cost to OPRD.

Expenditure Category	2019-21	2021-23	Total 2019-23	Ongoing Annual
(2) Detailed Business Case & Plan Documents	\$150,000	\$0	\$150,000	
(3) Detailed Project Planning	\$100,000	0	\$100,000	
(4) Project Implementation	\$632,500	\$632,500	\$1,265,000	
(5) Annual Maintenance & Subscriptions	\$45,100	\$45,100	\$90,200	\$45,100
Total Estimated Expenditure	\$927,600	\$677,600	\$1,605,200	\$45,100

Currently the Heritage Division does not collect any fees for the program services provided. With this current state of business practice the return on investment (ROI) in the Heritage Hub would be reflected in non-financial terms. A high level view of these returns include enhanced transparency of business practices, increased stakeholder and customer service and satisfaction, external and internal user ease of access to the data linked to a specific cultural resource, impacts to staff time made available through automation of business practices and impacts to partner agencies staff time made available through data exchanges.

Benchmark discussions with other state historic preservation offices have stimulated preliminary discussion within the Division regarding the current "no-fee" practice and that ROI strategies, such as a Heritage Hub subscription fee to professional consulting firms, should at least be considered. A shift to any fee based business practice would be an impactful change for the Division, customers and stakeholders with the probability of controversial outcomes. Continued research into this type of ROI strategy is required as the Division progresses through more detailed planning as required in the Stage Gate process.

The OPRD Heritage Division recommends approval to continue in the Stage Gate process with the goal of project completion in the 2021-23 biennium. The Heritage Hub cultural resource management platform will provide the needed technology to implement improved business practices that will bring the opportunities discussed in this business case to fruition.

The recommended next steps to move forward in the Stage Gate process are included in the table above as Expenditure Categories 2 and 3. Those next steps are:

- Complete the review and analysis of solution alternatives
- Formally identify the preferred solution and the metrics used to make the selection
- Continue the review, approval and acquisition of funds for the project
- Continue benchmark discussions with other state historic preservation offices
- Develop the scope of work for a Project Manager and select the candidate
- Determine if an internal limited duration position is required to mitigate the work load of a designated internal staff member who works closely with and performs project management duties in concert with a Project Manager and select the candidate
- Complete further evaluation of project risks and plan mitigation efforts
- Complete a Version 2 business case that more robustly discusses and uses metrics to support the alternative analysis section specifically in the categories of selection criteria, costs, outside funding opportunities, risks and benefits
- Continue evaluation of possible fee driven ROIs
- Develop non-financial ROIs and create performance measures
- Complete detailed planning documents and timeline to aid in creation of an RFP
- Create an RFP

Purpose and Background

Purpose

The primary mission of the Oregon Parks and Recreation Department (OPRD) is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

In support of that mission OPRD seeks to identify and implement the best technological solution that provides a cultural resource management system, with an external user interface, that manages the cultural resource inventories and programs administered by the Heritage Division of the Oregon Parks and Recreation Department (OPRD). This envisioned consolidated system is called the "Heritage Hub."

In 1990 OPRD, and with it the Heritage Division which was limited to the State Historic Preservation Office at that time, transitioned from a branch of the Oregon Department of Transportation to a newly created department. Since that time OPRD has provided all technical support and database systems creation for the Heritage Division internally either with IT staff or Heritage staff. Current business practices of the Heritage Division are heavily burdened with hard copy processes, desktop solutions and duplication of work effort by entry of like information into individual separate program databases (information silos). While the Heritage Division systems have evolved to become more efficient over

time, there is still no centralized system that manages all cultural resource inventories and programs as one unit. Cultural resources are the buildings, structures, places, collections and institutions important to the State's history and these separate and distinct cultural resource inventories and program administration database systems are not integrated with each other internally, do not fully address all needs and do not always address needs in an efficient manner due to software limitations of desktop solutions and existing databases.

The Heritage Division works closely with stakeholders and customers that include the Oregon legislature, Oregon tribes, federal, state and local government agencies, cultural resource management professionals, and Oregon businesses, non-profit organizations and private citizens. Currently, no system is in place that tracks communication and activities with these partners. There is no holistic view of interactions available to Division management and employees. Instead, these interactions are tied to specific employees and programs which results in limitations on management and staff to serve them effectively if a specific employee is unavailable.

Of equal concern, no system is in place that tracks an individual cultural resource across all programs of the Heritage Division and how each specific program is tied to that resource. Again, there is no holistic view of how a specific resource is linked across all programs administered by the Division. Instead, the information is tied to specific employees and programs which results in limitations on management, staff and stakeholders to provide services for these resources effectively.

In order to make the best decision for its stakeholders and customers OPRD seeks to explore the options available to find a cultural resource management system that will bring all of the Heritage Division cultural resource programs and inventories into a centralized location-based platform. This platform will provide appropriate access, to both internal and external stakeholders, to the cultural resource data the Division processes, and offer a holistic view of Division interactions with stakeholders, customers, and resources.

OPRD Heritage Division seeks a platform that will do the following:

- Provide a centralized location-driven information hub that allows role-based access to the data that is processed and managed by the Division's program areas;
- Allow the general public limited search and viewing ability without the need to create an account and provide the ability for customers to create an account that permits and restricts access and functionality using role-based security;
- Offer the ability to view any resource record and see all the Heritage Division programs that have ever affected that resource, past or present;
- Accept submissions from Heritage Division customers for any of the program areas.
- Allow users the ability to upload supporting and/or required documentation with the on-line submission or at any point in the process.
- Include a GIS component that will accommodate all levels of users and adhere to the ESRI standard for GIS architecture. It is anticipated sophisticated users will be uploading Shape Files or plotting polygons as well as many other users unfamiliar with GIS who will need to simply enter an address or add a radius around a point to identify a project area or resource boundary;
- Track the progress of submissions, trigger countdown clocks when required, track resource identification actions, all correspondence, and administrative actions in response to the submissions;
- Allow qualified customers and internal program staff the ability to view the status and details of submissions to the Division in real time;

- Permit multiple users, both internal and external, to view data simultaneously;
- Provide users the ability to print complete or partially completed submission forms, reports, etc. at any time.
- Allow staff the ability to enter data in a customer role as well as staff role which will allow staff to enter submissions received outside of the system;
- Accommodate electronic data exchanges with the OPRD OPRIS system on a frequent and ongoing basis for grants and accounting practices;
- Accommodate electronic data exchanges with Oregon tribes, federal agencies and state agencies on a frequent and ongoing basis;
- Track inactivity of user accounts, send notifications of pending removal and perform periodic "purging" of inactive accounts;
- Permit administrative override ability for internal staff to edit submitted data;
- Provide staff and customers with a "Dashboard" that shows approaching deadlines, tasks, etc.
- Offer the ability to track required work products and resource records for inclusion in annual end-of-year reports, which is a requirement to retain our federal Historic Preservation fund funds;
- Allow the ability to respond to a Freedom of Information Act (FOIA) and Oregon Public Records Law requests completely and with ease;
- Provide a management tool to track performance of individuals, selected projects, program areas, and the Division as a whole;
- Offer an online help module for both customers and staff;
- Accommodate automatic "purging" of electronic files based on record retention policies;
- Permit management of internal and external email correspondence and link them to appropriate programs, projects, cases and submittals.

Each of the goals above will allow OPRD Heritage Division staff to operate in a more efficient manner when providing information to our customers and stakeholders that contribute to historic preservation decision making. Administrative time will be reduced significantly, allowing staff to concentrate on productive program work. Insights will be gained through new and more accurate information to allow more effective targeting of areas needing attention.

Background

OPRD Agency Mission and Budget

OPRD's mission is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

The department manages 258 park units that provide camping and day-use opportunities throughout Oregon. In addition, it has external programs that help protect and provide public access to natural and historic resources within the state, including the Heritage Division and State Historic Preservation Office, Oregon Heritage Commission, Oregon Commission on Historic Cemeteries, recreation trails, the Ocean Shores Recreation Area, scenic waterways and the Willamette River Greenway.

OPRD has not relied on General Fund since the 1999-2001 biennium. Oregon Parks and Recreation Department depends on Lottery Funds and Other Funds. The Department also receives federal grants. The Heritage Division specifically is an annual recipient of a federal grant managed by the National Park Service (NPS) known as the Historic Preservation Fund (HPF). The HPF federal award is a matching funds

opportunity that requires annual fiscal and work product reports be provided to NPS. The HPF average amount awarded annually over the last 5 years is \$865,000.

See Appendix A for agency funding sources.

See Appendix B for agency organizational structure.

OPRD Strategic Goals

- **Protecting special places**
The Department is small by most measures, but contains some of the most iconic and popular places in Oregon. Together with the State Historic Preservation Office, Scenic Waterways program and Ocean Shores program, statewide planning for trails and general recreation, and a set of active community grant programs, the Department is Oregon's leading advocate for protecting special places.
- **Providing great experiences**
A special place -- park, historic place, archaeological site -- isn't a success unless it fulfills some deeper human need. The experience is the thing, whether it's meaningful time with family and friends, a genuine connection to Oregon's natural and social features, or the satisfaction that comes from outdoor recreation and interpretation.
- **Taking the long view**
Sustaining this effort takes people, funding, and leadership. The people we hire, the way we design and build parks to serve human needs, the partnerships we create with Oregon communities ... each aspect of our work either makes it easier to succeed in our mission, or harder. We intend to build facilities mindful of their future costs, create strong partnerships to accomplish more together, and manage services so they fulfill current and projected needs.

OPRD Heritage Division Strategic Goals

- **Government Partnerships**
Leverage partnerships to the fullest to pool knowledge, experience, and assets to support proactive preservation planning that result in the appreciation, protection, and use of cultural resources.
- **Advocacy and Heritage Partner Networking**
Expand opportunities for coordinated collaboration within the heritage community to promote the appreciation, protection, and use of heritage resources through proactive initiatives and well-targeted response strategies
- **Public Outreach and Education**
Build public support by promoting the broad appreciation and appropriate protection and use of heritage resources in collaboration with our partner organizations.
- **Professional Preservation Education**
Support professional-level education and training opportunities across the heritage community.
- **Information Sharing and Accessibility**

Develop, grow, and maintain data collection systems and digital media presence with partners to record and share information and to encourage the appreciation, protection, and use of Oregon's cultural and heritage resources.

- **Identification and Designation of Cultural Resources**
Increase the total number and thematic diversity of Oregon's state inventory of cultural resources and properties listed in the National Register of Historic Places and local landmark registers.
- **Preservation, Rehabilitation, and Protection of Cultural Resources**
Increase the number of projects for historic property restoration and rehabilitation and archaeological site preservation and stabilization.
- **Grants and Funding**
Strengthen and expand funding, grants, and financial incentive programs and their use for cultural and heritage resources.
- **Economic Development**
Promote heritage resources as community economic assets, and foster partnerships to support this effort while maintaining the long-term historic integrity of the community's special places.
- **Statutes, Ordinances, Codes, and Processes**
Facilitate the development and implementation of state statutes, local ordinances, codes, and processes that provide appropriate incentives and regulations and that create public support for the appreciation, protection, and use of cultural resources.

Heritage Division Programs

Approximately half of the 17 FTE in the Heritage Division comprise the State Historic Preservation Office, which administers National Park Service programs. The other half administers more state-based heritage programs, such as grants and outreach, Oregon Main Street Network, a historic cemetery program, and programs of the Oregon Heritage Commission.

The State Historic Preservation Office programs include Review and Compliance, Survey and Inventory, National Register, Federal and State Tax Incentives, and Certified Local Governments. This is the largest staffed work unit of the Division and is through these programs that the majority of interactions with other state and federal agencies occur. Additionally, the Division archaeologists administer the regulatory archaeological permitting program, issuing archaeological permits to qualified archaeologists for excavation work on private and non-federal public lands.

The SHPO is an intensely compliance-driven division of OPRD. Federal and state requirements for consultation with the SHPO are numerous and many have response time requirements that increase the demands on efficiency and business practices of the Division. In addition to the compliance-driven side of business, community outreach programming and a robust set of grant programs place a significant fiscal responsibility on the Division. Eight grant programs managed by the Heritage Division awarded a total of \$3,278,085 to qualifying Oregon local governments, businesses, non-profits, and individuals in the 2017-2018 grant cycle.

The Heritage Division business practices integrate with other OPRD divisions including Finance, IT, Stewardship and Grants. Current business practices between the Heritage Division and the other OPRD divisions, such as Finance and Stewardship, require duplication of staff effort because there is no form of automated data transfers between the OPRD OPRIS system and the Heritage Division individual information silos. The Division also works closely with many state agencies who are mandated to share in the responsibility of identification and protection of cultural resources including the Oregon Department of Transportation (ODOT), the Department of State Lands (DSL), the Oregon Department of Energy (ODOE), the Oregon Department of Fish and Wildlife (ODFW), the Oregon Department of Forestry (ODF) and the Oregon Department of Geology and Mineral Industries (DOGAMI). Again, there is duplication of staff effort for both the partner agencies and the Heritage Division because there is no form of automated data transfers between the state agencies and the Heritage Division. The same is true in business practices between the Heritage Division and federal agencies such as, the Army Corp of Engineers (USACE), the Bureau of Land Management (BLM), and multiple offices of the United States Department of Agriculture (USDA) such as the United States Forest Service, the Natural Resource Conservation Service and the Office of Rural Development.

See Appendix C for the Heritage Division organizational structure.

Review and Compliance Program, Current Practices and Applicable Regulations

The Review and Compliance Program, often referred to as “Section 106”, constitutes the largest staffing group and work product output in the SHPO. The program is charged with assisting federal agencies, state agencies and private sector customers with their compliance with federal regulations and state statutes as they apply to cultural resources. This assistance is provided through project review and consultation to avoid a cultural resource or mitigate for damage to the resources. The program actions and work product are defined and shaped almost entirely by compliance with federal regulations and state statutes (see below)

Undertakings presented for cultural resource review are currently submitted by hard copy via customer delivery preferences or by email to a dedicated submittal account. Review materials include hard copies of, or emails with attachments of cover letters, project plans, maps, cultural resource reports, site records, outside agency permit applications and mitigation or programmatic agreement documents. All review materials are assigned to a new case number or manually matched to an existing SHPO case number. Case and contact data is entered and the submitted review materials are manually linked to the case through the 106 database. The case is then assigned to review staff member(s). After review of the case all new or updated archaeology cultural resource site records and survey reports are manually mapped to a separate archaeology resource inventory GIS based database. Survey reports are entered into another separate bibliographic database. Archaeology reports and site records are then digitized and linked, providing access to qualified archaeologists through the Oregon Archaeological Records Remote Access (OARRA) system. Important built-environment site records are entered into another historic sites database which provides access to the record by cultural resource professionals and members of the public.

Over the last year the Review and Compliance program formally received 2,167 new case submittals and 884 additional submittals on existing cases. Of these 3,051 submittals approximately 65% were received from federal agencies and 35% from state or local agencies, or the private sector. Roughly 800 external contacts were involved in the submission process. In reply, the SHPO generated 3,157 professional responses, added 1,713 new or significantly updated cultural resource records to the state inventory and issued 153 archaeology permits.

Recordation of a review and compliance case is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 19 program area federal regulations and/or state statutes

Survey and Inventory Program, Current Practices and Applicable Regulations

The Survey and Inventory Program is a stand-alone program as well as a sub-routine of other programs such as National Register, Review and Compliance and Certified Local Governments grants. Mandated by the National Historic Preservation Act (NHPA) of 1966, and Amendments, built environment surveys are carried out and supported by the SHPO, as well as by historic preservation professionals on contract to other federal or state agencies, local governments, and businesses. A survey is the process of gathering and recording information about an individual or a group of cultural resources. These surveys are submitted to the SHPO either by hard copy via customer preference or electronically to a FTP site. Once reviewed and digitally recorded by the Division, resources are listed in the statewide inventory maintained by the SHPO and on city or county inventories maintained by local jurisdictions. The Oregon survey program is designed to identify potential historic resources through Reconnaissance and Intensive Level Surveys, culminating ideally in the nomination of individual properties and historic districts to the National Register of Historic Places.

Each year, the SHPO staff physically performs 3-5 surveys in local communities and assists approximately 10-15 local governments and communities in their survey efforts. The results of the surveys and individual resource records are added to the State Inventory of Historic Sites. In 2017, 4,916 resources were added to the state inventory through the Survey and Inventory Program.

Current business practices include individual staff email tracking, desktop solutions, back end database submittals, quality control checks, data entry into the Historic Sites Database and manual mapping in the GIS component of the database.

Recordation of an individual survey and inventory case is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 2 program area federal regulations and/or state statutes

National Register Program, Current Practices and Applicable Regulations

This program assists property owners, governments, and interested citizens in identifying and listing Oregon's historic properties in the National Register of Historic Places through a nomination process. Created by the National Historic Preservation Act of 1966, the National Register is the nation's official list of buildings, structures, districts, sites and objects significant in American history, architecture, archaeology, and culture, and is maintained by the National Park Service (NPS) in Washington D.C.

Staff work for this program involves assisting the external nominating party through the entire listing process from the draft document to the final. Prior to formal submittal to the NPS, all nominations are reviewed and evaluated by the SHPO staff and presented to the governor-appointed State Advisory Committee on Historic Preservation for consideration. The SHPO submits an average of 25 nominations annually to the NPS for final review and approval of formal listing in the National Register of Historic Places.

Current business practices include individual staff email tracking, desktop solutions, and data entry into the Historic Sites database to track staff and stakeholder actions.

Recordation of a National Register nomination is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 5 program area federal regulations and/or state statutes

Federal and State Tax Program, Current Practices and Applicable Regulations

The SHPO administers two tax benefit programs available to owners of property listed in the National Register. These tax programs are the Federal Historic Tax Credit program (often referred to as the "Fed Tax Program") and the Special Assessment of Historic Properties program (known as "Special Assessment").

The Fed Tax program is a tax credit program formally administered by the National Park Service (NPS) and is available to qualified commercial historic property owners. The role of the SHPO in the Fed Tax program is to pre-qualify, participate in site visits, work on rehabilitation plans with and write a recommendation for all potential participants prior to the formal application submittal to NPS. The program currently has 33 in-progress participants and in the last year assisted 12 participants with submittals to NPS.

The Oregon Special Assessment tax benefit program offers a "Special Assessment" on the assessed value of a historic property for ten years. The SHPO role in administration of the program involves screening, qualifying, developing preservation plans and obtaining multiple progress reports from the participating property owners. The SHPO also notifies county assessors, local historic review boards and county clerks of the opportunity to review new applicants, deed notices and the annual status of all applicants involved in the program. The Special Assessment program currently has 458 active participants while adding approximately 25 new properties to the program each year. In addition, approximately 100 progress reports are requested, received and reviewed annually to ensure compliance with the program requirements.

Currently, both tax programs are heavily burdened by hard copy processes. Basic contact and progress information is added to the Historic Sites Database which identifies the property as a participant in a tax program(s). However, limited technical tools are available to support the administration of the programs. The programs are currently administered via email and regular mail, manually created database queries culminating in desktop solutions of excel spreadsheets and word document template mail merges which request regulatory and state statute required information.

Recordation of the tax benefit process is maintained in combination of electronic and hard copy files with the official record being a consolidation of both into a hard copy file.

See Appendix D for 6 program area federal regulations and/or state statutes

Certified Local Government Program, Current Practices and Applicable Regulations

This program is a federal program (National Park Service) that is administered by the SHPO. Local governments must meet and maintain certain qualifications to be "certified". By participating in the Certified Local Government (CLG) program, local governments are able to receive SHPO and NPS assistance, to network with other CLG's, to become more skilled and effective at promoting historic

preservation and are eligible to receive matching grants from the SHPO which are passed through from the HPF grant awarded annually to the SHPO by the NPS.

The Oregon SHPO currently administers the program with 53 active CLG's. In addition to providing trainings, support and technical assistance to the 53 active CLG's, the SHPO also prequalifies, assists in the application process and creates a formal review recommendation to NPS on all new CLG's prior to the formal application to NPS. Once certified, the local government is formally reviewed every four years by the SHPO to ensure that requirements are met to remain certified.

Current processing for the CLG includes receipt of CLG submittals to staff email or regular email. There is a program individual database into which staff enters contact and certification information. Desktop solutions to administer the program are used for correspondence and tracking of staff actions.

Recordation of the certified local government process is maintained in a combination of electronic and hard copy data files with the official record being a consolidation of both into a hard copy file.

See Appendix D for 11 program area federal regulations and/or state statutes

Heritage Grants Program, Current Practices and Applicable Regulations

The Heritage Grants program administers eight grant opportunity programs, each with their own application, review and disbursement processes. Those funding opportunities include Heritage grants, Museum grants, Historic Cemetery grants, Preserving Oregon grants, Diamonds in the Rough grants, Veterans and War Memorials grants, Certified Local Government grants and the recently enacted Oregon Main Street Revitalization Grant.

Last year, the Heritage Division awarded through these programs a total of \$3,278,085 to 126 applicants. All awarded grants are reviewed for grant fulfillment and required documentation of work product.

Currently, processing of applications and review of grant fulfillments are entered in two different information systems. The OPRD OPRIS system offers external users an on-line portal for submitting applications, progress reports, and reimbursement requests. The submitted information is then manually entered by staff into a second database maintained separately with the Heritage Division. This second entry is required in the business practice to fill the needs the OPRD OPRIS system does not satisfy the administration and management of grants by the Heritage Division.

Recordation of Heritage Grants is maintained in combination of electronic and hard copy files.

See Appendix D for 11 program area federal regulations and/or state statutes

Oregon Main Street Program, Current Practices and Applicable Regulations

Oregon Main Street provides assistance, training, and technical services to communities who want to strengthen, preserve, and revitalize their historic downtown commercial districts. Oregon Main Street works with communities to develop comprehensive, incremental revitalization strategies based on a community's unique assets, character, and heritage. Services are based on the successful Main Street Approach® developed by the National Trust for Historic Preservation Main Street Center and include training and technical assistance. The goal is to build high quality, livable, and sustainable communities that will grow Oregon's economy while maintaining a sense of place.

In addition to providing training and technical assistance to accomplish those goals, administration of the four-tier network includes review and approval of all tier applications, obtaining quarterly and annual reports from participating Main Street communities, review of the reports and finally cumulative annual reporting to the National Trust for Historic Preservation Main Street Center. There are currently 85 enrolled Main Street communities. Of those 85 Main Street communities, 27 are enrolled in the top two tiers. In addition to the increase of services provided to these top two tiers, the SHPO closely reviews participation by the 27 communities and receives quarterly reports from each which must be reviewed and compiled into data for the National Main Street Center.

Current processing was recently improved. Historically the program was managed by a series of excel spreadsheets. Recently a database tool was created by the Heritage Division database specialist to aid in the administration and tracking of Main Street communities. Information about the community is entered by staff and their participation tracked. Quarterly report responses are received from participants and entered into the database by staff. Quarterly reports required by the National Main Street Center are generated by the database. All other administration tasks are performed through desktop solutions.

Recordation of the Main Street program is maintained by an official record of electronic files.

No program area federal regulations and state statutes

All Star Community Program, Current Practices and Applicable Regulations

The Oregon Heritage All-Star Community program is a way to recognize communities that make the most of their heritage resources. Oregon Heritage created a list of heritage related criteria by which the program can be measured. A "Heritage All-Star Community" meets 15 of the 20 criteria. All-Star communities receive special designation benefits, including signage and technical services.

In addition to providing training and technical assistance to these All-Star Communities, administration of the program includes review and pre-approval of all applications, application presentation to the Oregon Heritage Commission (OHC), and a formal review of the All Star Community every four years to ensure designation criteria continues to be met followed by a report to the OHC.

Current business practices include individual staff email tracking, desktop solutions and data entry into a database of basic certification information.

Recordation of an All Star Community is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 1 program area federal regulation and/or state statute

MentorCorps Program, Current Practices and Applicable Regulations

Oregon Heritage MentorCorps is a statewide network of volunteers and partner organizations trained in collections care, emergency management, and heritage nonprofit operations. Mentors work directly with Oregon museums, libraries, and archives to improve the care of cultural collections, prepare for emergencies, and help with organization capacity building. Mentors provide free consulting, mentoring and training on these topics in ways that meet the needs of over 1,000 cultural heritage organizations in Oregon. They can identify solutions, find resources, and train volunteers and staff. They can visit in

person or provide assistance electronically or telephonically to organizations in their region of the state. All nonprofit and government archives, libraries and museums can access this free service.

The Heritage Division is responsible for the recruitment, qualifying and training of the volunteer mentors. Partner organizations and stakeholders request mentor assistance by email and completion of an information gathering form. The program administrator then matches a mentor volunteer with the organization and monitors the progress of the relationship through completion. Last year with a network of 22 mentor volunteers, including seven regional partner organizations, over 50 organizations were served via phone consultations, site visits, project planning, and trainings.

Program administration relies entirely on employee email, desktop solutions and spreadsheets.

Recordation of MentorCorps is maintained by an official record of combined hard copy and electronic files.

No program area federal regulations and state statutes

Oregon Heritage Commission, Current Practices and Applicable Regulations

The Oregon Heritage Commission is designated the primary agency for coordination of heritage activities and works with over 1,000 public and private organizations that express an interest in the heritage of Oregon. The Commission's work includes carrying out the Oregon Heritage Plan, coordinating the Heritage Conference/Summit, designating Heritage Traditions and Statewide Celebrations, tracking the health of collecting organizations, providing technical assistance, and encouraging tourism related to heritage resources.

Since 1995 the Commission has designated 20 Heritage Traditions, funded numerous collections focused workshops, and coordinated statewide surveys to gather data about heritage tourism, digital collections, and the health of heritage organizations. In 2018 alone, the Heritage Conference brought together 275 attendees from across the state to learn from one another and collaborate on heritage projects.

The Commission consists of 18 leaders from across the state who represent a variety of heritage fields. Nine commissioners are voting members appointed by the Governor and nine are advisory members. The Commission meets quarterly and is a partner of the Oregon Cultural Trust.

Program administration relies on employee email, desktop solutions and spreadsheets.

Recordation of the Heritage Commission is maintained by an official record of combined hard copy and electronic files.

See Appendix D for 1 program area federal regulation and/or state statute

Current Trends

The Heritage Division has experienced an increase in case load and stakeholder interactions in recent years. For instance, the Review and Compliance program case load is currently trending at a 4% increase in submittals received over last year and archaeology permits issued is trending at a 10% increase over last year. The Heritage Division believes the growth in case load is attributable to an increase in the population of Oregon, economic development, and federal and state policy changes.

The U.S. Census reported Oregon's population at just over 3.4 million in 2000. Oregon's population grew to an estimated 4.1 million residents in 2017 according to Portland State University's Population Research Center. Growth brings benefits and, in some cases, jarring change. Infrastructure development, demand for housing, and other factors put pressure on cultural resources. These growth demands will certainly play a role in increasing the case load experienced by the Heritage Division in consultations regarding project impacts on cultural resources. These growth demands will also increase interactions by local communities and the preservation community with the Heritage Division. Participants in public outreach meetings and through an online survey hosted by the Heritage Division identified threatened resources as diverse as tribal sites statewide, the Oregon Trail in the northeast, Central Oregon's irrigation canals, Astoria's historic waterfront, southern Oregon's Chinese sites, and Portland's neighborhoods. Participants also raised the special challenges of preserving historic landscapes, cemeteries, ships, planes, and railroad locomotives and rolling stock, among other unique resources.

Another current impact to the increase in case load is the administration of the Oregon Legislature's unprecedented support of the Oregon Main Street Network with the \$7.5 million of lottery-bond funded grants for building rehabilitation and economic development through 2021. This increased the number of grants awarded and managed in the 2017-2018 grant cycle by 21% compared to the previous cycle.

A likely federal policy change that will impact and increase the future case load of the Heritage Division is enactment of a proposed bill as described in the Legislative Outline for Rebuilding Infrastructure in America from the White House. This bill, asks the Congress to enact a bill that will stimulate at least \$1.5 trillion in new investment over the next ten years, and shorten the process for approving projects to two years or less. The SHPO would be impacted due to involvement in the consultation process. Federal agencies are mandated by federal regulations to federally required consultation with the SHPO in the determination of effect on cultural resources by proposed projects. In addition, infrastructure projects will have a probable shorter response time required of the SHPO which impacts the demands on business practices.

A likely policy change at the state level that will impact the case load and business practices of the Heritage Division is the sunset of the Special Assessment program in 2020. Advocates of the program are currently meeting and discussing changes or revisions to the program for re-authorization. The program has remained active since 1975 with revisions in 1983, 1995 and 2009. If the program is re-authorized with revisions the Heritage Division could potentially be responsible for administering of a third version of the program with a different set of requirements, while continuing to maintain administration of the existing two versions of the program until current and active participants complete benefit periods as far out as 2030.

The Heritage Division currently staffs 17 full time employees and one temporary part time employee. These staffing numbers do not include the Director of OPRD, Lisa Sumption, who is the appointed State Historic Preservation Officer. All the extremely dedicated staff within the Division work hard to perform their duties beyond their work load capacity. Unfortunately, even with this dedication, some deadlines are not met, customer service at the highest level is not provided and response time to customers and stakeholders is delayed. Current program business practices are restricted by outdated technology and segregated program information silos. Although improvements to business practices are an active goal in all programs, these improvements alone cannot relieve the burden on business practices that are a result of outdated processes and technology.

The implementation of the envisioned location based Heritage Hub will consolidate programs, resources and stakeholder interactions. The Heritage Hub offers a solution to management of increased caseloads, provision of higher levels of customer service, reaching higher staff productivity, enhancing and automating business practices and improving stakeholder interactions both now and sustainably into the future.

Problem or Opportunity Definition

Maximizing support of the goals of OPRD and the Heritage Division outlined in the Purpose and Background Section requires excellent customer service and stakeholder collaboration with regard to cultural resources. Every program the Heritage Division administers supports agency goals. The Heritage Division is often called upon as a primary facilitator of those goals whether it be through controversial projects, governor initiatives, resource identification processes, local community projects, state policy and legislative advising. The purpose of preservation and our state's many heritage programs is not to prevent change. Instead, preservation is a tool that manages change by naming those physical pieces of the past that are critical to our story. It is a tool to ensure that these important places serve their communities equitably, productively, sustainably, and economically into the future.

To achieve this requires effective agency level communications with stakeholders and customers and the ability to track the activities of the various Division programs as they relate to a specific cultural resource or group of cultural resources. To effectively act on these requirements the OPRD Heritage Division needs to solve the following problems.

Stakeholder and customer data is fragmented and poor in quality. Programs record customer data in distinct and separate information silos but these customers can interact with several programs simultaneously. No data validation occurs and when updates occur in a single program they do not cross over to other programs. Both problems lead to errors in data entry and, multiple and differing data records for the same customer thus creating an inability to address needs with a holistic approach.

Relationships are single threaded. Currently many program activities and communications with customers and stakeholders are handled by individual employees. Because of the individual customer-support nature in some of the Division business processes, customer service and communication can be significantly delayed if the individual is not available.

Resource data is fragmented. Program staff record resource data into distinct and separate information silos and the same resource or group of resources can interact with different programs simultaneously. This problem leads to inefficient customer service when staff is responding to inquiries about a particular resource. A single Division staff member cannot provide complete answers without transferring the customer to different program leads or delaying a response until all program leads have been consulted about a particular resource or group of resources. Customers become frustrated with the process and the delay experienced when requesting basic information about a cultural resource.

Inefficient use of staff time entering basic data. All data that is tracked by the Division must be entered by staff. Portions of the same data must be re-entered by single or multiple staff members into a different information silo within a single program area. For instance, staff members from the largest work group and work output program of Review and Compliance can be tasked with data entry in up to

six different information silos with much of the data being repetitive. In addition, similar data across programs, including even basic information such as resource location, owner, project name, and contact information, must be entered into each distinct program information silo the resource touches. This problem results in an inefficient use of staff time that creates delays in response times. The SHPO compliance business has clear and definitive response times set forth in federal regulations and state statutes. Responses are often provided on or beyond the due date set forth in these requirements. A large contributing factor to these late responses is a result of the inefficient use of professional staff time to simply process the work load and maintain the cultural resource inventory in the different information silos prior to a review response.

Inefficient use of staff time using desktop solutions to manage programs – currently there are several programs that rely heavily on desktop solutions such as manually created Microsoft Access database queries, Excel spreadsheets, Word templates and fillable pdf forms to receive and track information, request statute required progress reports, request additional information when needed, provide formal responses to submitters and local government review parties and to communicate with statute driven appointed commissions and committees involved in the review process.

Customer submittals are received in various formats. Submittals to the Heritage Division are received in various formats and often lack important pieces of information needed for staff to make informed responses and complete reviews. The Division receives submittals from a broad spectrum of customers that range from cultural resource professionals to federal, state or local agency employees to private citizens. Although standardized forms and guidelines are available through the agency website these items are often not used or followed. Submittals are received through regular mail, email and a FTP site and arrive in various shapes and sizes. Cover letters, email bodies, use of outdated or current Division forms, GIS shape files, varying styles of resource reports, partner agency forms combined with a small percentage of handwritten submittals and hand drawn maps are received. Lack of standardization and data control on the information received results in large amounts of staff time dedicated to obtaining more information from the customer to complete the submittal or manipulating the data to fit Division business processes.

Maintenance and entry of state inventory cultural resource records is backlogged. Currently both the built-environment resource and archaeology resource inventories have legacy records to enter. The SHPO is mandated as the keeper of these state inventories but due to the inefficiencies of staff time outlined above timely maintenance and upkeep of these inventories to keep them 100% current has not been achieved. Business practice improvements have allowed more timely entry of records over the last few years. However, legacy data received prior to implementation of these improvements still remains and the staff time required to perform data quality checks and entry is unavailable.

Public information requests are manually created and costly to comply with. Combining data across programs proves difficult because of the various customer and resource record formats. This coupled with different business practices of record retention across programs, results in an inefficient use of staff time to perform the labor intensive manual retrieval and compilation of the information needed to respond to a public information FOIA request. Due to the financial and emotional climate that often surrounds controversial projects that involve the Heritage Division public information requests are not uncommon. Over the last 18 months the Heritage Division has responded to at least ten separate such requests. These requests focused on large projects involving many stakeholders. In addition, these requests crossed over programs within the Division and involved multiple resources resulting in great demands on staff time.

Together, these problems cumulatively create threats to the agency. Incomplete fragmented data has resulted in projects being “lost” between programs. For example, state law requires properties to be listed in the National Register of Historic Places within 2 years of enrolling in the state tax program. An applicant recently missed this deadline due to miscommunication with staff. The result was an administrative hearing that consumed staff resources, and almost resulted in legal action against the agency. In our Review and Compliance Program the work volume is such that not all cases can be responded to within the statutory 30 day timeline. Additionally, the Division struggles to meet the demand from our federal and state partners for agreement documents that would streamline the cultural property review process. The result is that in some cases projects are not reviewed, threatening cultural resources, or the projects are delayed resulting in additional economic costs to both the private and public sector. Across programs, slow, inadequate or incomplete responses can affect the credibility of the agency, limiting or impacting other, larger efforts by Oregon State Parks.

Opportunities available through technology today offer avenues to significantly improve business processes and the service provided to customers, stakeholders and cultural resources. Taking advantage of these opportunities will equip the Heritage Division with the tools required to effectively and sustainably support agency and Division goals through the identification and protection of cultural resources for the citizens of Oregon. These opportunities also provide tools to improve preservation education and development projects in local communities which contribute to and invigorate economic growth, which is an initiative from the Office of the Governor. The opportunities available to the OPRD Heritage Division include:

1. **Creating a master record for Heritage contacts.** Establishing a master record will centralize and standardize the contact record of stakeholders and customers. Data will be consistent across programs and data quality will be significantly improved. Creation of new records and updates to existing records will only need to occur once. Linking those records to particular programs and projects will provide management and staff the much needed holistic view of interactions with stakeholders and customers in order to better serve them and collaborate with them on preservation issues.
2. **Creating a master record for individual and groups of cultural resources.** Establishing a master record will centralize and standardize resource records and the information related to that resource. The master record will provide consistency across programs and data quality will be significantly improved. Linking those resource records to particular programs and projects will significantly improve the efficiency of service provided to customers by Heritage Division staff about a resource. The linking of the records to programs and projects will also provide Heritage staff and stakeholders the much-needed tool for viewing the effects on a resource over time and to use that readily accessible information to make more informed recommendations when reviewing possible impacts on the resource by proposed projects.
3. **Creating a customer portal submittal process for all programs.** Establishing a web portal for submittals across all programs will both standardize and implement data requirements on the information needed by staff to make informed decisions and complete reviews. Standardization and control of required data will also eliminate the need for staff to manually re-enter the information received into the system. Increased efficiency of informed responses and completed reviews will benefit both internal staff and external

customers and stakeholders. Internal staff will experience an increase in available time allowing time to focus on preservation outreach and education, community development projects, entry of legacy resource records and to provide attention to policy and service areas in need of improvement. External customers and stakeholders will experience a higher level of customer service and a quicker response time.

4. **Creating enhanced business processes.** Establishing and implementing automated and coded workflows will aid in the standardization and formalization of all workflows in the Division. Automated business processes could include internal and external user dashboards detailing the status of a project or submittal, automatic reminders of grant review or progress report requirements, updates to contact information by the customer, advanced submission, and review and approval processes. Again, as outlined in Opportunity 3, improvements in staff efficiency will allow more time to focus on program areas where improvements are needed and customers will experience a higher level of service.
5. **Creating visibility and transparency to stakeholders and customers.** Establishing a customer self-service and submittal portal will allow the customer to see the status of projects, cases, consultations, reviews, grant awards, communications and interactions in real time. This visibility supports state and agency initiatives of accountability and transparency to the citizens of Oregon and in particular to Heritage customers and stakeholders in the preservation community.
6. **Creating an automated process to retrieve, compile and respond to public information requests.** Establishing an integrated email application within the platform and the enhanced automated business practices outlined in Opportunity 4 will allow significantly increased efficiency in response to public information requests. Additionally the enhanced visibility and transparency outlined in Opportunity 5 should aid in the reduction of public information requests.
7. **Leveraging the system through data exchanges with other federal and state agencies.** Establishing data exchanges between external federal and state customers will increase efficiencies experienced in those external agencies. Implementation of automated data exchanges between high volume agency customers such as the Bureau of Land Management, the US Forest Service, ODOT and ODOE would decrease staff time required in those agencies in the federally mandated consultation process with the SHPO. Potentially, project and cultural resource information would only have to be entered into the customers own agency tracking and information systems and exchanged as a submittal for consultation to the Heritage Division through a data transfer. This eliminates the requirement of partner agencies to re-enter like information to meet submittal requirements to the Heritage Division.

The goal of the Heritage Hub project is to reduce problems and maximize opportunities. Achieving this goal significantly supports the primary mission of OPRD by providing and protecting cultural resources, the goals set forth by the Heritage Division in the Oregon Historic Preservation Plan and initiatives from the Office of the Governor such as economic development in local communities and transparency to the citizens of Oregon.

The current business practices of the Heritage Division does not include fee collection for any of the program services provided, with the exception of the state tax benefit program known as Special Assessment. This current state of business practice results in non-financial returns on investment in the Heritage Hub. Value added ROIs, discussed previously as opportunities, require further analysis and establishment of performance measures is necessary. Benchmark discussions with other state historic preservation offices have stimulated dialogue within the Division regarding the current “no-fee” practice and that ROI strategies, such as a Heritage Hub subscription fee to professional consulting firms, should at least be considered. A shift to any fee based business practice would be an impactful change for the Division, customers and, stakeholders, with the probability of controversial outcomes. Continued research into this type of ROI strategy is vital as the Division progresses through more detailed planning as required in the Stage Gate process.

Alternatives Analysis

Constraints

The analysis is based on the following constraints

- OPRD does not have the staff resources or expertise to build or implement a solution under the current staffing levels
- The solution must be based on the latest Internet and browser technologies meeting the OSCIO browser standard to ensure security and system longevity
- Any ongoing subscription/licensing/maintenance involved with the solution must be covered as part of the agency’s operating budget
- Development and implementation costs will be within the allocated funding for the project
- OPRD currently hosts the GIS components of processing archeological records, heritage locations, and grant systems components. The new Heritage Hub portal must be able to either communicate with agency portfolio of applications for field and management use of geospatial data, or populate a repository maintained at the agency for the same purpose.

Assumptions

The following assumptions are made as part of the analysis

- The solution will be compatible with the state standard of ESRI software for managing geospatial data.
- The solution vendor will work with OPRD IT staff to build API’s as web service calls to facilitate data sharing between applications.
- The solution vendor will be open to building interfaces to work with external clients and support data exchanges in a secure manner
- The solution will be LDAP enabled, and will include a security model that facilitates management by local security authority.
- The solution will comply with Oregon’s Enterprise Security Office standards.
- The solution will comply with Oregon’s Cloud Management Policy addressing risks, security, backups, data ownership and performance.
- The solution vendor will be available during the project timeframe

- OPRD staff will be available during the project timeframe
- A contracted OPRD project manager will be available during the project timeframe
- Contract issues will be resolved by OPRD Procurement and Contracts division and DOJ
- Heritage Division staff will be able to learn the new system with training
- Heritage Division business practices will remain relatively unchanged during the project timeframe

Selection Criteria and Alternatives Ranking

The following base criteria will be used to measure and select the appropriate alternative for the cultural resource management system solution.

- **Functionality** – the selected options must allow for the system to be used as a platform for data collection, data reporting, business process automation, email correspondence collection, GIS data, electronic data exchanges with other agencies and an online help menu.
- **Technology** – the selected option will accommodate the current skillset of Heritage Division and OPRD IT staff, include a GIS component that accommodates all skill levels represented by Division customers and track with statewide technology efforts.
- **Cost** – the selected option must be financially feasible and fit within funding constraints
- **Support** – the selected option must provide support in the implementation of the platform, existing business practice migration and opportunities for internal and external training on use of the platform
- **Implementation** – the selected option must be available during the 2019-21 biennium to allow for completion during the 2021-23 biennium
- **Experience** – the selected option vendor will have experience in the successful implementation or be in progress of implementing a system similar to the Heritage Hub for a federal or state agency that performs cultural resource management as part their duties.
- **Heritage Division Staffing** – the impact of the selected option on Division staffing will be limited to the identification of an agency project manager, project team members and subject matter experts.
- **OPRD Staffing** – the impact of the selected option on OPRD IT staffing will be limited to the identification of project team members and subject matter experts who build API's as web service calls to facilitate data sharing between agency applications

Solution Requirements

The solution must meet the business, data, application, and technical requirements of the OPRD Heritage Division. Those high level criteria include

Business

- Provide individual program administration functionality
- Support automated business practices
- Provide customer and stakeholder management
- Provide individual case management functionality

Data

- All data sets are accessible by the Agency
- Data security meets ESO data classification standards
- Provide reporting functionality for HPF reporting requirements, customer and stakeholder details and interactions, individual resource records or group of records interactions across Division programs, public information requests and Division program and staff management.
- Ability to add custom fields
- Provide simple field data validation

Application

- Meets with the general direction of the OSCIO vision
- Interacts and integrates with Microsoft Office products
- Meets the state standard for ESRI software
- Will be LDAP enabled
- Available training and support from the vendor

Technical

- The application has a GIS component and focuses on a service oriented architecture
- The application can interact with other lines of business applications
- The platform security meets ESO policies and guidelines

Alternatives Identification and Analysis

Although the initial alternative to any project is to maintain the status quo issues for the OPRD Heritage Division as outlined in the Problem and Opportunities section necessitate action and implementation of a new solution. That being said, solution options include:

1. Maintain Status Quo - make little or no changes to existing business practices and technologies
2. Build In-House – use agency resources to design, code and implement a new solution
3. Purchase and Configure – purchase a preexisting commercial off the shelf system and configure to meet Heritage Division needs
4. Custom Build Through Contractors – use external contractors to design, code and implement a new solution

Maintain Status Quo – Not a preferred solution

As outlined in the Background section, Heritage Division programs are administered through individual staff member desk top solutions, several individual program database silos and a myriad of electronic and hard copy file retention practices. As discussed in the Problems and Opportunity section, this lack of shared information surrounding the programs administered by the Division leads to the following;

- Fragmented program, cultural resource and stakeholder information
- A lower quality of customer service provided than desired;
- Inefficient use of staff time through redundant entry of data;
- Poor data quality.

The current data and technology processes limit the Heritage Division from very little to no continued improvement in business practices that will generate the outcome needed to support customers, stakeholders or cultural resources. The impact of maintaining the status quo would be the continuance of less than expected customer service, limited visibility and transparency, poor maintenance of cultural resource inventories and the inefficient use of staff time.

Build In House – Not a preferred solution

In 2016 the Heritage Division spent several months mapping both current business practices and envisioned Heritage Hub business practices. This 80-page document was presented to the OPRD IT Division for review and discussion of the likelihood that the cultural resource management system could be built in house. The consensus after review and discussion was that the existing OPRD IT Division did not have the required staffing resources and expertise, nor the guarantee of dedicated staff time required over a two-three year period to see the solution through to implementation. Support of an External Custom Build alternative was recommended.

Purchase and Configure – Possible solution pending final analysis

There is no existing off the shelf system that supports that Preservation and Cultural Resource Industry specifically. Benchmark discussions with other SHPOs throughout the country indicate that solution needs are not yet being met by an off the shelf product requiring limited configuration to meet solution requirements experienced by SHPOs. However, further investigation into this alternative has been initiated by the OPRD Heritage Division through a Request for Information (RFI) published in April 2018. The Heritage Division received seven responses to the RFI and further analysis of those responses is required.

Custom Build Through Contractors – Possible solution pending final analysis

Benchmark discussions with other SHPOs indicate this as the alternative most preferred in the industry. New York has successfully implemented a system very similar to the envisioned Heritage Hub. Idaho has completed a needs assessment and will be acquiring funds to build a similar system. Other states including Nevada, Wyoming, Virginia and Washington have implemented a web-based, public portal site that provides access to cultural resource data. Further investigation into this alternative has been initiated by the OPRD Heritage Division through a Request for Information (RFI) released in April 2018 and further analysis is required. One of the responses received was from the vendor responsible for implementation of the New York system and discussed leveraging source codes, system architecture and design concepts. These are important factors that will be considered when completing the final analysis of this alternative.

Cost Considerations and Scheduling

Cost allocations for the project to be considered have been broken into five categories. These five categories align with the OSCIO Stage Gate Process coupled with an additional category of Continued Maintenance for consideration. These costs would be experienced in the 2019-21 biennium and the 2021-23 biennium with an estimated project completion date of 12/31/22.

Project Origination and Initiation- Schedule Complete

This cost considers expenditures for mapping current business practices, creation of a high level project scoping document, creation of an RFP and creation of a high-level business case for submittal to OSCIO. These expenditures have already been absorbed by the Heritage Division through currently budgeted staffing costs resulting in an estimated \$0 future expenditure.

Detailed Business Case and Planning Documents – Schedule July 2019 through December 2019

This cost reflects estimated expenditures for creation of more detailed business and functional requirements that can support a formal Request for Proposal (RFP) and other planning documents describing the project’s scope, schedule, necessary budget, and resources needed to within +/- 50% of the project vision. This estimated cost includes procurement of a Project Manager (PM), staff time required to support the PM and, if needed, procurement of a third party vendor specializing in the field of IT business analysis.

Detailed Project Planning – Schedule January 2020 through June 2020

This cost reflects estimated expenditures for development of substantial details about the specific implementation approach that will be used to execute the project including the release and evaluation of an RFP and revision of planning documents to represent scope, schedule, budget and resource needs at a level of +/-10% of the project’s vision. This estimated cost includes a PM and staff time required to support the PM.

Implementation – Schedule July 2020 through December 2021

This cost reflects estimated expenditures for delivery of the functionality of the project requirements, quarterly reports to OSCIO, quality assurance activities, transition planning, training and close out documentation. This estimated cost includes vendor procurement, hardware and software licensing purchases, a PM, staff time required to support the PM, training activities and , if required, procurement of an independent quality management service

Continued Maintenance and Subscriptions – Schedule January 2022 through Life of Heritage Hub

This cost reflects the annual estimated expenditures for sustainability of the completed project. This estimated cost includes an annual vendor support contract, software maintenance contracts and annual subscription costs.

The table below itemizes the above categories with an estimated cost in relationship to the estimated project biennium schedule. This table is based on the implementation of the preliminary preferred solution alternative of a custom build by an external contractor. These figures are estimates based on early discussions with the OPRD HR Division, preliminary discussions with Darrell Landrum, the Strategic Technology Officer assigned to OPRD by the OSCIO, benchmark discussions within the industry and responses to the RFP released in April 2018. The Annual Maintenance and Subscriptions estimated cost would continue as an ongoing cost to OPRD.

Expenditure Category	2019-21	2021-23	Total 2019-23	Ongoing Annual
(1)Project Orientation & Initiation	\$0	\$0	\$0	
(2) Detailed Business Case & Plan Documents	\$150,000	\$0	\$150,000	
(3) Detailed Project Planning	\$100,000	0	\$100,000	
(4) Project Implementation	\$632,500	\$632,500	\$1,265,000	
(5) Annual Maintenance & Subscriptions	\$45,100	\$45,100	\$90,200	\$45,100
Total Estimated Expenditure	\$927,600	\$677,600	\$1,605,200	\$45,100

Outside Funding Opportunities

Offsetting expenses of the Heritage Hub with outside funding sources has been explored over the last few years during the Orientation and Initiation phase of the project. Preliminary stakeholder discussions included funding opportunities with federal agencies and grant opportunities including those awarded by Oregon tribes.

Because of the extensive planning required prior to implementation of a project this size, coupled with the necessary Stage Gate process, those discussions have not moved past an exploratory stage. As the OPRD Heritage Division moves toward implementation the detailed planning process will include research and development of outside funding opportunities, including benchmark research of other SHPOs employing user subscription fees to offset costs.

Benefits

The major benefits to the Heritage Division arising from the implementation of the Heritage Hub center on non-financial benefits. As described more fully in the Problems and Opportunity section a summary of benefits are;

- Business practice automation
- Standardized and validated data collection
- Consolidation of stakeholder interactions
- Consolidation of cultural resource information across Division programs
- Improved customer service and stakeholder interactions
- Improved response times
- Effective use of staff time

Risks

Managing risk is an important part of implementing change. Some Identified high level risks that will require mitigation planning for successful implantation of the Heritage Hub platform are;

- Funding resources – stable funding sources could change due to policy change, economic downturn or natural disaster
- Staffing resources – internal OPRD staff, in both the Heritage and IT divisions will be called upon to support a PM as a project sponsor, dedicated project team members and subject matter experts. The two-three year project time frame increases risk in areas of turnover, position vacancies, hiring freezes, recruitment of qualified replacement and policy changes.
- Stakeholder engagement – support of a new platform may not be important to all stakeholders. Early and frequent communication with stakeholders and a robust engagement plan will be important to a successful implementation of the platform
- Migration of existing data – current cultural resource, customer, stakeholder and case data is found in different formats and information silos. Identifying and validating hidden and legacy data across Division programs may cause delays in integration.
- User adoption – moving to a new platform may be difficult or not resonate well with some users as change can appear challenging, inexplicable and problematic. Early and frequent

communication with stakeholders and a robust training plan will be paramount to increasing the probability of a smooth and successful adoption across all platform users.

Conclusions and Recommendations

Conclusions

The work completed by the Heritage Division throughout the origination and initiation phase of the Heritage Hub project revealed significant issues with the level of service the Heritage Division is able to provide to customers, stakeholders and Oregon citizens. Because the administration of each division program and the data managed is fragmented in nature business transparency and access to a holistic view of program services is hindered. Dependence on individual knowledge and record keeping limits the ability to deliver customer service at a higher level and in a timelier manner. The inefficient use of staff time to enter similar data across programs and different applications restricts valuable staff time that could be focused on programs and policy where change and improvement is needed.

The Heritage Hub project supports Governor Brown's vision of "Moving Oregon Forward". As stated on the governor's priorities web page, to achieve this vision state government will be open, accessible and accountable; reflect the diverse experiences and communities of all Oregonians; and deliver services effectively and efficiently. The Heritage Hub project aims to do exactly that by specifically providing more transparency, providing more effective and efficient delivery of services and by establishing business automation freeing valuable staff resources to focus on program and policy areas to better reflect the diversity of all Oregonians in the protection of cultural resources.

The Heritage Hub project supports the primary mission of OPRD by specifically raising the level of customer service and data management in the protection of cultural and historic resources for the enjoyment and education of present and future generations.

Recommendations

The OPRD Heritage Division recommends approval to continue in the Stage Gate process with the goal of project completion in the 2021-23 biennium. The Heritage Hub platform will provide the needed technology to implement improved business practices that will bring the opportunities discussed in this business case to fruition.

The immediate next steps to move forward in the Stage Gate process are included in the table above as Expenditure Categories 2 and 3. Those immediate next steps are:

- Complete the review and analysis of solution alternatives
- Formally identify the preferred solution and the metrics used to make the selection
- Continue the review, approval and acquisition of funds for the project
- Continue benchmark discussions with State Historic Preservation Offices
- Develop the scope of work for a Project Manager and select the resource
- Determine if an internal LD position is required to mitigate the work load of a designated internal staff member who works closely with and performs project management duties in concert with a Project Manager and select the resource

- Complete further evaluation of project risks and plan mitigation efforts
- Complete a Version 2 business case that more robustly discusses and uses metrics to support the alternative analysis section specifically in the categories of selection criteria, costs, outside funding opportunities, risks and benefits
- Continue investigation into possible fee driven ROIs
- Develop non-financial ROIs and create performance measures
- Complete detailed planning documents and timeline to aid in creation of an RFP
- Create an RFP

Consequences of Failure to Act

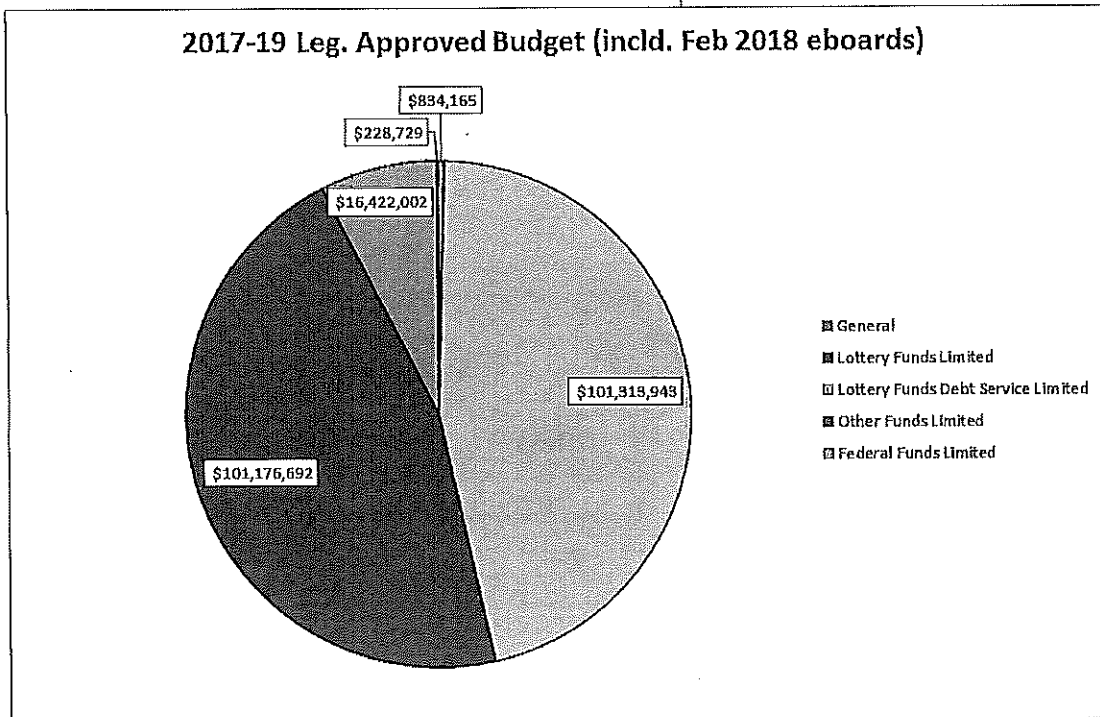
Without the Heritage Hub platform, the OPRD Heritage Division will continue to encounter the issues outlined in the Problems and Opportunities section. In consideration of the continued population and economic growth of the state, the workload is only expected to increase over the next several years. The programs of the Heritage Division already struggle to maintain a high level of customer service to the citizens of Oregon while ensuring consistent, efficient administration of our programs within the applicable statutes and rules. The results of inaction are clear, and predictable. Failure to meet statutory deadlines and requirements will lead to the loss of cultural resources and public faith. Response times will continue to be delayed, the level of customer service provided will not improve and the inefficient use of staff time laden with repetitive data entry, paper processes and program administration through desktop solutions and information silos will continue. The level of transparency and access to information on cultural resources will not be enhanced and most importantly, business automation that would result in an increase of valuable staff time to focus on program and policy areas that need improvements would not occur. These conditions substantially raise the risk to the agency.

This situation is not attributable to an attitude of indifference by the Division, agency or state towards improvement in the affected areas but rather it is attributable to the fact that the limit of achievable improvements using the technological tools available to the OPRD Heritage Division has been reached.

Appendix A – Agency Funding

	2017-19 Leg. Approved Budget (incl. Feb 2018 eboards)	
General	\$	228,729
Lottery Funds Limited	\$	834,165
Lottery Funds Debt Service Limited	\$	101,313,943
Other Funds Limited	\$	101,176,692
Federal Funds Limited	\$	16,422,002
Total	\$	219,975,531

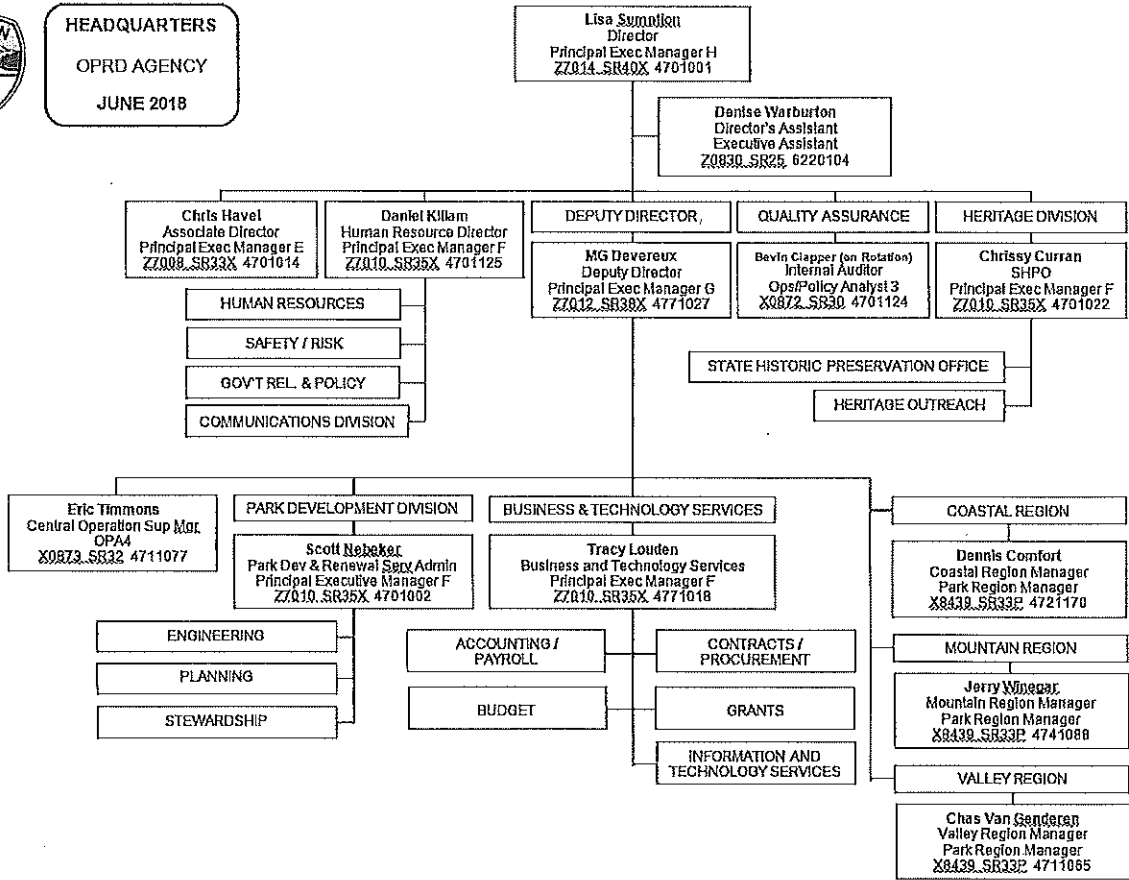
prepared by E. Hinman, Fiscal Analyst (6-25-2018)



Appendix B – Agency Organizational Chart



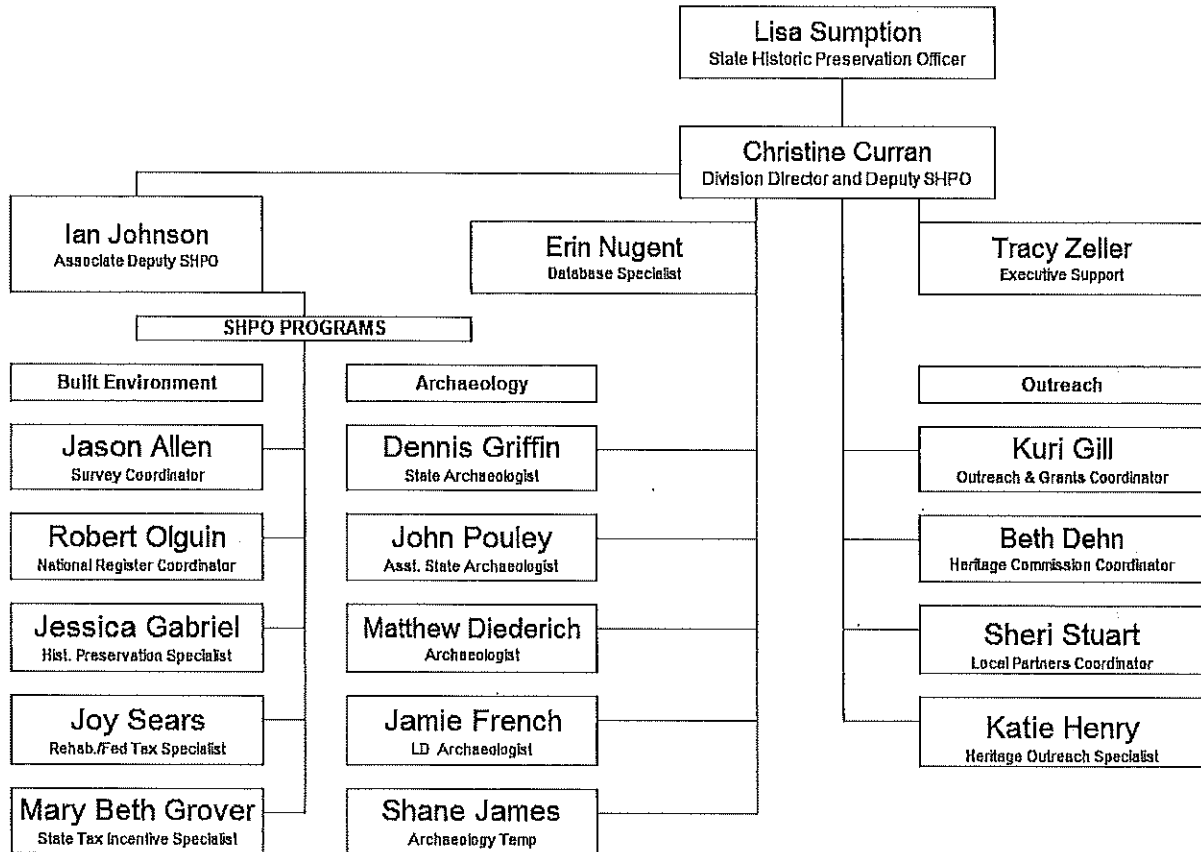
HEADQUARTERS
OPRD AGENCY
JUNE 2018



Appendix C – Heritage Division Organization Chart

Oregon Parks and Recreation Department Heritage Division

(updated 3/01/2018)



Appendix D – Heritage Programs Applicable Federal Regulations and/or State Statutes

Review and Compliance Program 19 Applicable Regulations

Archaeological Objects and Sites (ORS 358.905-358.961)

Scenic Waterways (ORS 390.805-390.925)

Conservation Easement (ORS 271.715-271.795)

Indian Graves and Protected Objects (ORS 97.740-97.760)

Permit and Conditions for Excavation or Removal of Archaeological or Historical Materials (ORS 390.235)

Administrative Rules for Archaeological Permits for Public and Private Lands (OAR 736-051-0000 through 0090)

Native American Graves Protection and Repatriation Act, 25 U.S.C. 3001 et seq. [Nov. 16, 1990] PDF
43 CFR 10

Antiquities Act of 1906

National Historic Preservation Act of 1966, as amended through 2000

Section 106 of the National Historic Preservation Act (NHPA) of 1966, as amended through 2000

National Environmental Policy Act of 1969

Protection and Enhancement of the Cultural Environment of 1971 (Ex. O. 11593)

Archeological and Historical Preservation Act of 1974 (AHPA)

American Indian Religious Freedom Act of 1978

Indian Sacred Sites (Executive Order No. 13007)

Archaeological Resource Protection Act of 1979

36 CFR Part 800 - Protection of Historic Properties

Survey and Inventory Program 2 Applicable Regulations

National Historic Preservation Act (NHPA) of 1996

Goal 5, Statewide Comprehensive Land Use

National Register Program 5 Applicable Regulations

36 CFR 65 National Historic Landmark Program; Historic Sites Act of 1935

Historic Sites Act of 1935; Historic American Building Survey

ORS 358.653, Conservation Program

ORS 197.7725, Owner Opt Out Law

Goal 5, Statewide Comprehensive Land Use

Federal and State Tax Program 6 Applicable Regulations

Federal Investment Historic Tax Credit - National Historic Preservation Act (NHPA)

IRS Regulations for Federal Investment Historic Tax Credit

36 CFR Part 800 - Protection of Historic Properties

Covenants and Easements - Public Benefit Conveyance Statute

Special Assessment of Historic Properties ORS 358.475 - 358.565

Parks and Recreation Dept. Division 50 Historic Preservation Office OAR 736-050-001 to 140

Certified Local Government Program 3 Applicable Regulations

National Historic Preservation Act (NHPA) of 1996

Parks and Recreation Dept. Division 50 Historic Preservation Office OAR 736-050-001 to 140

CLG Grants

Heritage Grants Program 11 Applicable Regulations

National Historic Preservation Act of 1966, as amended through 2000

HPF Grant Manual

CLG Grants

ORS Chapter 358

Oregon Heritage Commission - 358.570-358.600

Oregon Heritage All-Star Communities

Oregon Heritage Excellence Awards

Oregon Heritage Tradition

State Heritage Area

Statewide Celebrations

Grants (Heritage, Preserving Oregon, Diamonds, Scholarship, Museum) - 358.570-358.600

ORS Chapter 359 Oregon Heritage Commission and SHPO participation on the Oregon Cultural Trust
359.400-444

ORS Chapter 97

Oregon Commission on Historic Cemeteries - 97.772-97.784

Cemetery grants

ORS Chapter 692 ORS Chapter 692 Oregon Commission on Historic Cemeteries

ORS Chapter 376 Oregon Commission on Historic Cemeteries – 376.197

ORS Chapter 166 Oregon Commission on Historic Cemeteries – 166.076-166.087

ORS Chapter 308A Oregon Commission on Historic Cemeteries – 308A.125

OPRD Administrative Rules

Division 17 Veterans and War Memorials grants

Division 50 Preserving Oregon

Division 52 OHC – historic properties

Division 53 Oregon Heritage and Oregon Museum Grant, Statewide Celebrations

Division 54 Historic Cemetery Grants

All Star Community Program 1 Applicable Regulation

ORS Chapter 358 Oregon Heritage Commission - 358.570-358.600

Oregon Heritage Commission 1 Applicable Regulation

ORS Chapter 358 Oregon Heritage Commission - 358.570-358.600