

COLUMBIA RIVER GORGE NATIONAL SCENIC AREA

Presentation Reference Materials



2023-25 Oregon Budget Presentation (House Bill 5008)
Joint Committee on Ways & Means
Subcommittee on Natural Resources

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MISSION STATEMENT AND STATUTORY AUTHORITY

MISSION

The Columbia River Gorge Commission's (CRGC) mission is to establish, implement and enforce policies and programs that protect and enhance the scenic, natural, recreational and cultural resources of the Columbia River Gorge, and to support the economy of the area by encouraging growth to occur in existing urban areas and supporting economic development consistent with resource protection.

STATUTORY AUTHORITY

CRGC was authorized by Congress in the 1986 Columbia River Gorge National Scenic Area Act (P.L. 99-663). The Act provided advance consent for an interstate compact between Washington and Oregon to create CRGC. The Columbia River Gorge Compact (ORS 196.150 et seq., RCW 43.97.015 et seq.) enacted in 1987, created CRGC and directed it “to perform all functions and responsibilities in accordance with the provisions of this compact and the Columbia River Gorge National Scenic Area Act...[Compact Article 1(a)].”

AGENCY PLANS – Long Term Plan and Two-Year Plan

Introduction and Background

The National Scenic Area

The National Scenic Area (National Scenic Area) includes 292,500 acres of world class scenic, natural, cultural, and recreational resources along both sides the Columbia River for 85 miles stretching from the Portland/Vancouver metropolitan area east to the mouth of the Deschutes River. The National Scenic Area includes portions of three Oregon counties (Wasco, Hood River and Multnomah); three Washington counties (Clark, Skamania, and Klickitat); and 13 communities designated as Urban Areas.

The Columbia River Gorge Commission

CRGC consists of thirteen appointed members: six appointed by local governments (one each from six Gorge counties), six appointed by the states of Oregon and Washington (three appointed by each Governor), and one ex officio member appointed by the U.S. Secretary of Agriculture (historically filled by the manager of the U.S.D.A. Forest Service National Scenic Area Office). Commissioners hire an executive director to lead the agency located in White Salmon, Washington. CRGC has 8.5 positions for planners and administrative staff.

Commission Funding

CRGC is funded by equivalent General Fund appropriations from the states of Oregon and Washington. The National Scenic Area Act and the Columbia River Gorge Compact respectively authorize and require the states to contribute equally to CRGC's joint operating budget. In a series of collaborative engagement interviews, 85 regional stakeholder organizations most frequently identified CRGC funding as the top “key issue” in the National Scenic Area to provide needed funding for CRGC to carry out its bi-state responsibilities. Commissioner expenses are also funded by Oregon and Washington through General Fund appropriations but there is no requirement that appropriations be equal for commissioner expense funds.

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The Commission's Responsibilities

CRGC acts as the primary regional planning agency and one of the chief stewards of a national treasure – the Columbia River Gorge National Scenic Area—which is the largest, and most complex national scenic area designated in the United States. Among its many roles, the CRGC implements policies for land use and resource protection on non-federal lands. (The Forest Service NSA office is responsible for the federal lands). CRGC is responsible for creating and coordinating consistent implementation of the National Scenic Area Management Plan and respective land use ordinances for each of the counties. In order to effectively protect resources and support the regional economy, CRGC is responsible for coordinating and facilitating the efforts of two states, six counties, four Columbia River treaty fishing tribes, several federal agencies, residents, and visitors. In addition, CRGC works closely with local governments in the 13 designated urban areas. Even though CRGC does not have authority to regulate land use in the 13 urban areas, there are key issues that need to be resolved on the urban area boundaries with the National Scenic Area that requires active communications and collaboration. CRGC is also a neutral appellate body responsible to hear and resolve appeals of county land use decisions in the National Scenic Area.

CRGC's programs are based on its federal statutory responsibilities described by the National Scenic Act, and on the bi-state Columbia River Gorge Compact.

Structure of Long-Term and Two Year Plans

CRGC's long-term plans and two-year plans remain related to seven strategic goals and adopted agency performance measures. The eight goals are to:

1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge
2. Support the economic vitality of the Gorge by encouraging growth to occur in existing urban areas; by allowing future economic development in a manner that is consistent with scenic, natural, cultural, and recreational resource protection; and by protecting and encouraging agriculture and forestry uses in the Scenic Area.
3. Increase citizen participation in decision-making processes in the National Scenic Area.
4. Coordinate effective and consistent implementation of the Management Plan by county governments in the National Scenic Area.
5. Enhance CRGC's unique position as a bi-state regional agency to provide a Gorge-wide, bi-state approach to issues, make efficient use of public resources throughout the Gorge, and support interagency projects and problem-solving.

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6. Ensure the work of CRGC is viewed through the lens of equity, diversity, and inclusion to find and correct systemic biases and to develop an agency equity workplan that outlines actionable steps to understand and dismantle institutional and structural racism and bias, and to better engage with underserved and ethnically diverse communities.
7. Ensure that CRGC develops and implements a Climate Change Action Plan that will address adaptation strategies for scenic, recreation, natural and cultural resources, as well as support mitigation strategies such as the reduction of greenhouse gases and promotion of electric infrastructure.
8. Design and update the information technology management system using a cloud-based database to improve public transparency, increase agency efficiency and reduce paper use in the office, to allow for better public and staff electronic access to critical information on development and protection measures in the National Scenic Area.

GOAL #1: PROTECT AND PROVIDE FOR THE ENHANCEMENT OF THE SCENIC, CULTURAL, RECREATIONAL, AND NATURAL RESOURCES OF THE COLUMBIA RIVER GORGE

Performance Measures

Higher Level Outcome or Agency Mission

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

Long Term Objectives

- Review, revise and implement a revised Gorge 2020 Management Plan for the Columbia River Gorge National Scenic Area. CRGC is required to begin its mandatory review of the Management Plan Review every ten years. Since the last review was finalized in 2004, a new review and update process was to begin in 2014. Due to reduced funding, CRGC was unable to begin the process in 2014 but did begin the process in 2017 even with no additional staff to be in compliance with federal law. The revised management plan was completed in June 2022 when counties adopted the new ordinances to reflect changes in the revised Management Plan and CRGC is now working with Gorge counties, local, state, and federal agencies, and other regional stakeholders to implement the revised Plan.
- Provide National Scenic Area planning services in any county that does not directly implement the Management Plan through a land use ordinance. Hear appeals of land use decisions. Provide code compliance and enforcement services.
- Monitor the effect of development and other land use activities on National Scenic Area resources. Resource monitoring is one of the highest priority areas for improving service and making equitable land use policy decisions. CRGC is committed to continue working on

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the Vital Signs Indicators Project with local, state, and federal agencies as resources permit. The Vital Signs Indicators Project monitors 51 criteria that measure performance and effects of land use policy in the National Scenic Area. The work also includes data collection and analysis.

- Increase efforts to build in resilience, adaptation, and mitigation policies to address threats to resources from climate change in the NSA.

Two-Year Strategies

- CRGC established priorities for its work as part of the implementation of the revised “Gorge 2020” Management Plan for the new 2023-2025 biennium:
 - Improve post-permit compliance monitoring and enforcement (as needed)
 - Create a Climate Change Action Plan and begin implementation strategies
 - Create a diversity, equity, and inclusion action plan to guide CRGC’s operation and management of the National Scenic Area
 - Transform the information management system of the agency to be more transparent, efficient, and accessible to the public and staff
 - Monitor and track Vital Sign Indicators for economic vitality, as well as cultural, recreation, scenic and natural resources, to measure success in meeting the purposes of the National Scenic Area Act.
- Continue to build and strengthen working relationships with the four Columbia River treaty fishing tribes and convene annual Government to Government summits to exchange information and develop mutual priorities.
- Continue efforts to engage the region in a collaborative discussion of long-range urban area, recreation, and transportation alternatives policy.
- Support Gorge counties implementing the revised Gorge 2020 Management Plan through amended local land use ordinances.
- Review development permits for NSA code compliance and conduct enforcement actions as needed for Klickitat County. Provide technical assistance to five county governments in their work with complaints, inspections, code compliance and enforcement actions.
- Develop clear policies and rules for any applications by counties requesting minor urban area boundary revisions, as allowed by the NSA Act. When an application is submitted, assess the workload and information needs to determine if the necessary staff resources to evaluate the application are available. Depending on the complexity of the application and ability to meet the criteria set forth in the rules, the CRGC may need to request additional resources to ensure a timely review. Coordination with the Oregon Department of Land Conservation and Development and the Washington Department of Commerce will be an important aspect of application review.

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- Continue efforts to develop and compile data to measure the effectiveness, efficiency, and equity of Gorge 2020 Management Plan implementation. Use existing data to improve development review processes throughout the National Scenic Area. The Vital Signs Indicator Project includes measurable outcomes and identifies research data for these measures or indicators. The VSI program will use existing and shared data to the extent possible.

GOAL #2 TO SUPPORT THE ECONOMIC VITALITY OF THE GORGE BY ENCOURAGING GROWTH TO OCCUR IN EXISTING URBAN AREAS; BY ALLOWING FUTURE ECONOMIC DEVELOPMENT IN A MANNER THAT IS CONSISTENT WITH SCENIC, NATURAL, CULTURAL, AND RECREATIONAL RESOURCE PROTECTION; AND BY PROTECTING AND ENCOURAGING AGRICULTURE AND FORESTRY USES IN THE SCENIC AREA.

Performance Measures

Higher Level Outcome or Agency Mission

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

Long Term Objectives

- Monitor policies and regulations that promote agricultural, and forest uses in the National Scenic Area.
- Engage with economic development agencies, chambers of commerce, visitor's associations, agriculture and forest products businesses, and ports as well as conservation groups to update the bi-state integrated "Gorge Economic Vitality Plan" that protects resources while promoting a healthy economy.
- Monitor policies and regulation that encourage industrial and heavy commercial activities to locate in urban areas.
- Support the State of Oregon and State of Washington economic development agencies in planning that supports the grant and loan program created by the National Scenic Area Act. Assist the Oregon and Washington Investment Boards in identifying and certifying economic opportunities for Gorge communities.

Two-Year Strategies

- Continue convening an "Economic Vitality Work Group" with representatives that represent 28-30 entities from Oregon and Washington who are economic drivers in the National Scenic Area, to advise CRGC on how best to implement the economic purpose of the Act that

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requires CRGC to support economic development outside urban areas where it is compatible with resource protection. This has never been clearly defined and is part of the revised “Gorge 2020” Management Plan.

- Coordinate with the Oregon Investment Board and Washington Investment Board to support their grant and loan programs. Process and approve requests for certification of grants and loans for applications to ensure they are compatible with protecting resources.
- Provide CRGC endorsement to increase grant funding that supports economic development activity in the Columbia River Gorge. This is outlined further in the objectives and strategies under Goal #5 below. In addition, CRGC writes support letters for grant applications from local and state government to funding agencies that will enhance Gorge services while protecting resources and the economy in the NSA.
- Protect agricultural and forest land in the NSA and promote industrial and commercial activities inside urban areas. Seek to understand agriculture and forestry market forces and land management practices. Evaluate the Management Plan policies and guidelines to ensure support for agriculture and forestry. This strategy relates to the objectives and strategies described under Goal #1 to assess the success of the Management Plan in meeting the goals and standards of the National Scenic Area Act. Part of this effort will also be to evaluate where forest resources need to be protected to provide a carbon sink and mitigate for climate change.

GOAL #3: INCREASE CITIZEN UNDERSTANDING AND PARTICIPATION IN DECISION-MAKING PROCESSES IN THE NATIONAL SCENIC AREA.

Performance Measures

Higher Level Outcome or Agency Mission

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

Long Term Objectives

- Ensure that CRGC decision-making processes are easy to understand, open and accessible to all members of the public, including the non-English speaking populations.
- Provide leadership and a regional vision for the successful long-term effective management of the National Scenic Area.
- Participate in civic and community efforts in the National Scenic Area. Provide regular and consistent information about CRGC’s role in implementing the National Scenic Area Act. Train CRGC staff to give presentations about CRGC, National Scenic Area, and current challenges. Improving agency performance in this area remains a very high priority.

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- Find ways to reach out to more diverse communities and engage them so they have a better understanding of the National Scenic Area.

Two-Year Strategies

- Communicate regularly with diverse audiences in the NSA and throughout both states. Given the need for more virtual/video meetings post-COVID-19, create opportunities for virtual town hall meetings to provide updates to the public as needed.
- Develop a variety of written and electronic communication tools and outreach materials that more clearly engage the public and stakeholders and communicate CRGC's role and regulations to landowners seeking permits.
- Consult with DEI experts to help CRGC identify better communication tools to reach a broader community of people who live and work in the National Scenic Area. As resources allow, provide bi-lingual information.
- Continue electronic archiving of CRGC to improve public records access and reduce the cost of maintaining CRGC records.
- Develop a new information management system and improve technology to increase public access to agency records, data, and publications.
- Offer alternative dispute resolution options for parties involved in appeals, enforcement and litigation in the National Scenic Area.
- Develop an effective landowner engagement and public communications strategy with better, more understandable information about the National Scenic Area and an improved, more readable, and indexed Gorge 2020 Management Plan.

GOAL #4: COORDINATE EFFECTIVE AND CONSISTENT IMPLEMENTATION OF THE MANAGEMENT PLAN BY COUNTY GOVERNMENTS

Performance Measures

Higher Level Outcome or Agency Mission

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

Outputs

BUDGET NARRATIVE

- Percentage of Development Reviews issued by CRGC within 72 work days in Klickitat County and timely review of development applications prepared by the planners in the other five NSA counties.

Long Term Objectives

- Ensure effective implementation of the federal-regional-state-local partnerships established by the National Scenic Area Act. Provide effective support for local implementation of NSA policies.
- Strengthen working relationships between CRGC and six Gorge counties. Facilitate communication among counties, communities, agencies, and four Treaty Tribe governments.

Two-Year Strategies

- Provide technical assistance to county planners implementing ordinances that enact the newly revised Gorge 2020 Management Plan.
- Convene county policy makers, administrators and technical staff to promote collaboration on regional issues. Meet regularly with county planning directors and planning staff.
- Hear appeals of county development decisions.
- Provide training to Commissioners and county staff on the technical aspects of the Gorge 2020 Management Plan and governance of CRGC.
- Develop a Memorandum of Understanding with the NSA counties to clearly outline roles and responsibilities related to compliance and enforcement of development permits and handling complaints of violations.

GOAL #5: ENHANCE CRGC'S UNIQUE POSITION AS A BI-STATE REGIONAL AGENCY TO PROVIDE A GORGE-WIDE APPROACH TO ISSUES, MAKE EFFICIENT USE OF PUBLIC RESOURCES THROUGHOUT THE GORGE, SUPPORT INTERAGENCY PROJECTS AND PROBLEM SOLVING.

Performance Measures

Higher Level Outcome or Agency Mission

BUDGET NARRATIVE

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

Long Term Objectives

- Convene and participate actively to address issues that cross jurisdictional or operational boundaries. Support other government agencies in collaborating with interests in implementing cross-disciplinary projects.
- Collaborate with Federal, State, Local, and private interests to implement the Management Plan.

Two-Year Strategies

- Collaborate and coordinate with the Forest Service National Scenic Area office, US Geological Survey, four Treaty Tribes, northwest universities, state agencies and others to support and provide information for activities that implement the National Scenic Area Act, including budget requests, the Vital Signs Indicators project, and other key projects.
- Coordinate services and response with all other federal, state, and local government agencies that share responsibility for aspects of the National Scenic Area implementation.
- Complete the review and update of the Gorge 2020 Management Plan, re-design, and re-format the plan for easy reading and reference, and index it for search functions. Complete the new, revised and updated “Building in the National Scenic Area Handbook” to help landowners better understand the NSA policies and building standards.
- Collaborate with Soil and Water Conservation Districts that assist landowners with voluntary stewardship plans for their property to help landowners better understand conservation and mitigation measures needed to protect the resources when developing their applications.
- Work with partners to develop a Climate Change Action Plan that ensures that Management Plan policies and guidelines help protect the National Scenic Area from adverse effects of climate change and build mechanisms to create climate resiliency by implementing adaptation and mitigation strategies.

GOAL #6: ENSURE THE WORK OF CRGC IS VIEWED THROUGH THE LENS OF EQUITY, DIVERSITY AND INCLUSION TO FIND AND CORRECT SYSTEMIC BIASES, AND TO DEVELOP AN AGENCY EQUITY WORK PLAN THAT OUTLINES ACTIONABLE STEPS TO DISMANTLE INSTITUTIONAL AND STRUCTURAL RACISM AND BIAS.

Performance Measures

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Higher Level Outcome or Agency Mission

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

Long Term Objectives

- Collaborate with partners who can help identify unintentional institutional and structural biases, and to correct those found by reviewing and revising policies as needed.

Two-Year Strategies

- Immediately convene a work group with DEI experts and representatives from underserved communities in the National Scenic Area to identify areas of improvement needed within operations and practices of CRGC and in the implementation of the Gorge 2020 Management Plan.
- Create a CRGC two-year workplan for addressing issues and correcting procedures to be more inclusive, diverse, and equitable.

GOAL #7: ENSURE THAT THE CLIMATE CHANGE ACTION PLAN IS IMPLEMENTED IN COORDINATION WITH GORGE COMMUNITIES, FOUR TREATY TRIBES, STATE AND FEDERAL AGENCIES AS WELL AS MUNICIPALITIES.

Long Term Objectives

- Collaborate with partners who can help implement the adaptation and mitigation strategies as outlined in the approved Climate Change Action Plan.

Two-Year Strategies

- With additional capacity, immediately convene a work group with climate change experts and representatives from underserved communities in the National Scenic Area to identify areas where climate change strategies need to also address equity issues.
- Create a CRGC roadmap for addressing climate change adaptation and mitigation strategies and identify any potential policy changes that will be needed to fully implement the plan.

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GOAL #8: IMPLEMENT A NEW INFORMATION MANAGEMENT SYSTEM USING A CLOUD-BASED DATABASE TO IMPROVE PUBLIC TRANSPARENCY, INCREASE EFFICIENCY AND REDUCE PAPER USE IN THE OFFICE, AND ALLOW FOR BETTER PUBLIC AND STAFF ELECTRONIC ACCESS TO CRITICAL INFORMATION ON DEVELOPMENT AND PROTECTION MEASURES IN THE NATIONAL SCENIC AREA.

Performance Measures

Higher Level Outcome or Agency Mission

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

Long Term Objectives

- Evaluate the current staff workflow and prepare a new information management system to improve transparency and functionality of CRGC.

Two-Year Strategies

- Secure resources to implement a new information management system and design a process to overhaul CRGC's antiquated Access database in order to improve information management and digitize and index all the records for easy public and staff access. Collaborate with both Oregon EIS and Washington OCIO offices to coordinate the re-design process and create implementation strategies.

ENVIRONMENTAL FACTORS

Key factors affecting CRGC's implementation of the strategic plan:

Continued population and changing employment environment of the Portland/Vancouver metropolitan area and mid-Columbia region create several key pressures including:

- Demand for residential development in the Gorge. The Portland/ Vancouver area is within easy commuting distance for many Gorge communities. Telecommuting and flexible scheduling make Gorge communities viable for commuter residents.
- Increased recreation demands in the Gorge. Increased recreational visitors support the tourism economy and promote the area as a local, national, and international destination. Gorge regional recreation attracts an estimated 3 million visitors and generates an estimated \$500 million annually. Recreation can also adversely affect resources if not appropriately managed. Several state and local parks already need additional infrastructure to accommodate park visitors.
- Increasing population and increasing tourism may lead to water quality degradation; air quality pollution; degradation of natural resources in unmanaged and undermanaged recreation sites (e.g., off-road biking, unauthorized hiking trails).

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- The outbreak of invasive species such as the pine bark beetle and the fivespined ips have decimated certain tree species, leading to stark visual impacts, hazardous conditions for structures, and an increasing risk of wildfire.

Larger economic forces that affect the sustainability of the Gorge economy:

- Increasing home prices and declining housing affordability for a viable work force paying family wage salaries as the region attracts new and additional industries, and attracts retirees, absentee and part-time homeowners, and seasonal visitors.
- Increasing pressure and demand on public infrastructure, such as roads for fire suppression and emergency services.
- Changing citizen and customer expectations. The public increasingly expects access to information and services 24 hours a day, 7 days a week with advances in technology and information sharing. The public also expects timely customer service with an emphasis on accuracy and efficiency.
- Shifts in the markets for agricultural production. New agricultural processes and products, especially cideries and breweries, are emerging.
- Decisions by several high-technology businesses to locate in Gorge communities. Tech and manufacturing businesses choose to locate in the Gorge because of the high quality of life, the availability of technology infrastructure, availability of water and power, and proximity to the Portland metropolitan area. These businesses generally import a workforce from outside of the Gorge. E.g., Google, Boeing/Insitu, and others.
- Vulnerability of tourism-based businesses to recession and pandemics such as COVID-19.
- Increasing energy costs are influencing travel and transportation within and through the National Scenic Area. The relative cost of energy also impacts housing affordability, creates regional tension between different economic uses, and the demand for recreation of all types. The size and scale of energy costs directly and indirectly underscores the growing need for regional planning to assess the impacts of future growth - positive and negative – and the unique needs of Gorge communities.

Partner Agencies

CRGC is a regional planning agency for the Columbia River Gorge National Scenic Area. In its regional role, CRGC works closely with local communities, state and federal agencies, and the four Columbia River treaty fishing tribes. Among CRGC's agency partners are the following:

- *The United States Department of Agriculture Forest Service.* The Columbia River Gorge National Scenic Area Act charges the USDA Forest Service with managing federal lands, which include significant recreational sites in the Columbia River Gorge, such as Multnomah Falls and many trails in both states. In addition, the Forest Service oversees policy for the Special Management Areas (SMA), purchases SMA land, and provides other services such as fire management. Moreover, the Forest Service has many technical resources, such as cultural archeologists, landscape architects, botanists, and biologists who assist CRGC and Gorge counties with implementation of the Management Plan.

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- *The U.S. Fish and Wildlife Service.* The US Fish and Wildlife Service maintains two National Wildlife Refuges within the National Scenic Area.
- *Four Columbia River Treaty Fishing Tribes.* The National Scenic Area Act recognizes that four northwest tribes have a treaty interest in the Columbia River Gorge. The Act charges CRGC with working with the Confederated Tribes of the Warm Springs, the Confederated Tribes of the Umatilla, the Nez Perce Tribe, and the Yakama Nation. The tribes are an important and integral part of the Gorge history, cultural and economy; they are also an important and vital part of its future. In addition, the tribes provide critical technical support, particularly related to protection of cultural resources.
- *State of Oregon and State of Washington.* The National Scenic Area Act assigns direct responsibilities for several issues to the states. In addition, state agencies have maintained their responsibility for other services in the Gorge, independent of the Act. Key partner agencies in Oregon and Washington are:
 - Business Oregon and Washington Department of Commerce. The National Scenic Area Act gives these two state agencies responsibility for planning and management of economic development funds.
 - Oregon Department of Forestry and Washington Department of Natural Resources. These agencies manage forest practices in the Gorge.
 - Oregon Parks and Recreation Department and Washington State Parks. These agencies manage state parks, which represent many key recreation sites in the Columbia River Gorge.
 - Oregon and Washington Departments of Transportation. These agencies not only manage key state highways, but also several scenic and recreation routes in the Columbia River Gorge.
 - Oregon Fish and Wildlife and Washington Department of Natural Resources/Washington Department of Fish and Wildlife. These agencies provide expertise and guidance on natural resources and fish/wildlife issues.
 - Oregon and Washington State Historic Preservation Officers. These agencies are responsible for key decisions related to cultural and historic resources in the Columbia River Gorge.
 - Oregon Department of Land Conservation and Development. This is the agency that manages land use in Oregon and was used as the model for land use planning and land use designations in the NSA. Washington Department of Commerce Growth Management Area Programs serve a similar purpose to DLCDC-Oregon but neither Skamania nor Klickitat Counties in the NSA are considered “GMA” counties, and Clark County does not include any urban areas in the NSA.

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- Oregon Department of Environmental Quality and Washington Department of Ecology. Coordinate with them regarding air quality and water quality as well as terrestrial quality and water rights when reviewing permits on private lands.
- Oregon Governor's Natural Resources Agency Cabinet. Executive Director attends twice monthly meetings with all the natural resources agencies and the Governor's Natural Resources Director and Policy Advisor. Coordinate with the Washington Governor's Natural Resources Policy Advisor on an "as needed" basis.
- *Six County Governments.* The National Scenic Area Act provides several key incentives for county governments to implement the Management Plan including access to economic development funds and recreation project funds. In addition, both state governments fund counties that have enacted land use ordinances that implement the Management Plan. This allows counties to provide direct service to their residents and provides for enhanced local control. As of July 1, 2004, five of the six Gorge counties have elected to administer the Management Plan. Those five counties are Clark County and Skamania County in Washington and Hood River County, Multnomah County, and Wasco County in Oregon. CRGC administers the land use ordinance in Klickitat County, Washington, where they did not adopt the NSA ordinance, and this requires CRGC to do all the land use planning work and permitting in Klickitat County.
- *Thirteen Gorge urban communities.* The National Scenic Area places unique opportunities and constraints on Gorge communities. Under the Act and the Gorge Compact, CRGC is responsible to work with the region to ensure that the National Scenic Area plan policies support the economy of the region, specifically supporting the urban development inside congressionally established urban areas.
- *Stakeholders.* Ports, landowners, non-profit organizations, and many other entities who live and work in the National Scenic Area have a stake in the decisions that CRGC makes. In some cases, CRGC writes letters of support for grants or recognition of the roles of those partners as part of the Gorge community. Developing the new Gorge 2020 Management Plan has been an opportunity to engage many more entities in the Gorge such as government agencies, businesses, and non-government partners, to help CRGC improve delivery of services.

Trends in Customer Characteristics

- Population growth and development creates workload demands in counties with significant amounts of private land. This, in turn, puts demands on CRGC staff to provide technical support and monitor all the county decisions.
- The public increasingly expects rapid and efficient responses to inquiries. They expect to obtain information and services 24 hours each day. This expectation puts increased demand on CRGC and county partners to make efficient use of technology both as ways to gather and analyze information and to provide public information and service. The antiquated Access database makes it difficult to

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access critical information and causes delays in being quickly responsive to landowners seeking services. New tools are available to speed up the process of working with landowners, but CRGC needs to identify and re-design the information management system to be more responsive.

CRITERIA FOR 2023-2025 BUDGET DEVELOPMENT

Long Term Objectives Used to Develop the Budget

- Recommendations outlined in a Collaborative Assessment Report conducted jointly by Oregon Consensus and the Ruckelshaus Center and discussions with CRGC resulted in the following CRGC priorities that are important for the 2023-2025 biennium:
 - Integrating the planning for regional recreation needs,
 - Developing and implementing the Climate Change Action Plan,
 - Creating and implementing a Diversity, Equity and Inclusion Framework for internal operations and external programs,
 - Designing a new information management system using the most recent technology to replace an outdated Access database,
 - Supporting economic vitality through loans and grants to businesses, and
 - Measuring success in meeting the purposes of the National Scenic Area Act through the Vital Sign Indicators initiative.
- Build on initial phases of the regional Vital Signs Indicators Project. Monitoring the effect of development and other activities on the resources is one of the most effective means for improving land use policy. The Vital Signs Indicators project is a long-term project which will influence future CRGC decisions and the next Management Plan Review which will occur between 2025-2030. CRGC will use the VSI project to continue to build emerging partnerships with the Forest Service, US Geological Survey, Portland State University School of Public Policy, Washington State University School of the Environment, Oregon State University College of Forestry, Lewis & Clark Law School, Puget Sound Partnership and Lower Columbia Estuary Partnership.
- Implement the revised “Gorge 2020” Management Plan as mandated by the National Scenic Area Act and as needed to meet the needs of CRGC and Gorge communities. CRGC will continue to work with Gorge counties and cities to implement the revised Management Plan through local land use and development ordinances.
- Provide current planning services in any county that does not implement the Management Plan through a land use ordinance. Hear appeals of land use decisions. Provide code compliance and enforcement services.
- Use outreach to expand participation and engagement of the general public and underserved communities in CRGC decision-making. Use outreach tools to gather public input on issues CRGC is addressing. Improving agency performance in this area is a high priority for the CRGC.

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- Foster consistent implementation of the Columbia River Gorge National Scenic Area Act and Management Plan throughout the Gorge. Support and promote Gorge-wide problem solving and regionally collaborative policy discussions.

Two-Year Strategies Used to Develop the Budget

- Provide current planning services in any county that does not implement the Management Plan through a land use ordinance. Provide code compliance and enforcement services. Provide technical assistance to county governments in their work with code compliance and enforcement.
- Continue CRGC's work on regional collaborative priorities, including regional recreation planning, urban area policy development and measuring the successful implementation of the National Scenic Area Act.
- Continue to build and strengthen relationships with the four Columbia River treaty fishing tribes: Confederated Tribes and Bands of the Yakama Nation, Confederated Tribes of Warm Springs, Confederated Tribes of the Umatilla Indian Reservation, and the Nez Perce Tribe.
- Support the work of the Oregon Department of Environmental Quality, Southwest Washington Clean Air Agency, and Washington Department of Ecology in creating strategies for Columbia River Gorge Air Quality. Provide technical assistance on Columbia River Gorge National Scenic Area Act issues to DEQ, SWCAA and DOE.
- Implement the revised "Gorge 2020" Management Plan. Work with Gorge counties to implement the Plan through development of land use ordinances.
- Hear and decide appeals of county land use decisions.
- Monitor current planning decisions of counties under their land use ordinances that implement the Management Plan. Strive to prevent potential conflicts, appeals, and enforcement cases by reviewing development applications that have the potential to have the most significant impact on Gorge resources.
- Increase monitoring, compliance, and enforcement of the development permits in each of the counties to ensure the Gorge 2020 Management Plan is being followed.
- Initiate and implement a Diversity, Equity, and Inclusion lens for reviewing all aspects of the work of CRGC.

BUDGET NARRATIVE

- Create and implement a Climate Change Action Plan that protects Gorge resources and economic vitality in collaboration with agencies, four treaty tribes, and Gorge communities.
- Initiate and implement a new digital information management system to increase efficiency and transparency by replacing an antiquated database and reducing the paper filing system.

BUDGET NARRATIVE

PROGRAM UNIT EXECUTIVE SUMMARY

This Executive Summary provides a brief overview of core functions of the Columbia River Gorge Commission:

- **Long Term Focus Area:** The Columbia River Gorge National Scenic Area Act was created by Congress in 1986. The Columbia River Gorge Commission (CRGC) was established to oversee the Columbia River Gorge National Scenic Area in 1987 through a Bi-State Compact signed by Oregon and Washington, who agreed to fund CRGC with equal amounts of state funding. The two purposes outlined in the federal National Scenic Area Act include:
 - to protect and enhance the scenic, cultural, recreational, and natural resources of the Columbia River Gorge National Scenic Area; and
 - to protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas and by allowing future economic development in a manner that is consistent with the resource protections above.

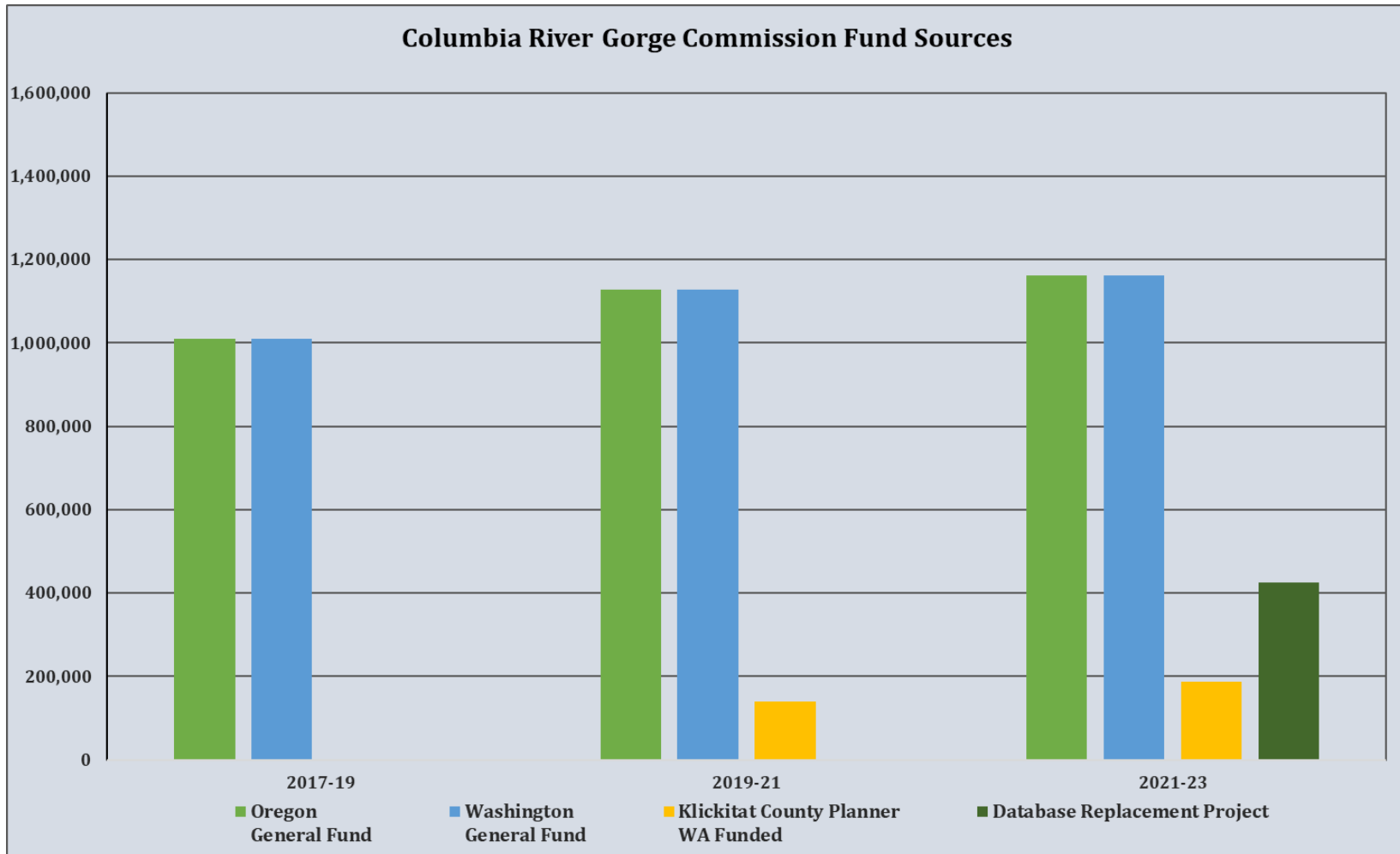
CRGC fulfills those primary purposes by working closely with Oregon and Washington Governors, state and federal agencies, four Columbia River Treaty tribes, six counties, thirteen city governments and more than 50,000 residents who make up the Gorge regional community. CRGC is a land use regulatory agency, reviewing permit applications for development, convening regional meetings to improve resource management, and works to envision, plan for, and implement regional policies that protect the Gorge and support the regional economy. CRGC and the USDA Forest Service work closely together and co-manage the 292,500 acres of the National Scenic Area which is a mosaic of federal, state, tribal trust, and private lands. The long-term goal of CRGC is to protect the unique and treasured resources of the Gorge in perpetuity while also supporting economic vitality in the region.

CRGC is structured in two units:

- The Gorge Commission is a thirteen-member interstate body created by the National Scenic Area Act and a Bi-State Gorge Compact between Oregon and Washington. The Commission includes members appointed by nine appointing authorities: two state Governors, six counties, and the Secretary of Agriculture as represented by the USDA Forest Service.
 - CRGC also hires an executive director and staff to operate the public agency that implements the National Scenic Area Act and assists the Commission in its responsibilities under the Act and Compact.
- **Primary Program Contact:** Krystyna U. Wolniakowski, Executive Director, Krystyna.wolniakowski@gorgecommission.org

BUDGET NARRATIVE

- Graphic's representing budget and program performance:



BUDGET NARRATIVE

CRGC has had funding from both Oregon and Washington since 1987. In 2009-2011 and 2011-2013, CRGC's budget was reduced due to the recession and staffing was also reduced to 6 FTE. Many of the programs that were being launched in 2008-2009 such as Vital Sign Indicators and urban area boundary revisions policy, were halted due to a 40% cut in staff and much reduced capacity. For a decade, the budget was level supporting 6 FTE. In 2019-2021, CRGC was awarded additional funding to secure one FTE to re-start the Vital Sign Indicators initiative to develop protection criteria for the National Scenic Area. The Washington legislature also approved and funded one additional FTE to manage all the permitting for Klickitat County, WA. This is not shared with Oregon because it is exclusively to assist Klickitat County in reviewing development applications and compliance monitoring. With the additional 2 FTE, CRGC was able to increase its effectiveness, outreach, and timeliness in responding to the public, 4 Treaty Tribes, state and federal agencies and the local governments in the National Scenic Area. CRGC has begun Phase 1 of the ACCESS Database Replacement Project to identify the best cloud-based solution to address information technology needs and is requesting funds for Phase 2 to implement the new database and migrate 35 years of information into a more user-friendly system that will modernize the agency, improve access to indexed information and data, and ensure the National Scenic Area Act standards are being met. Additional funds are also requested to support the agency's legal work as well as implementation of the Climate Change Action Plan and the Diversity, Equity and Inclusion framework for internal operations and external programs.

- **Program Overview:** CRGC is a bi-state land use regulatory agency that oversees the implementation of the federal Columbia River Gorge National Scenic Area Act through the policies and guidelines established in the Management Plan for the 85 miles, 292,500 acres of the National Scenic Area. The agency of CRGC has 8.0 FTE with planners, legal counsel, GIS manager, and administrative staff. The Gorge Commission is governed by a 13-member Commission appointed by the Secretary of Agriculture, 2 Governors and 6 counties to establish policies, guidelines and rules to protect the natural, scenic, cultural, recreation and economic resources of the Gorge.
- **Program Funding Request:** The Governor's budget recommends \$2,292,644 with a matching request from Washington to continue the day-to-day operations of CRGC and fund the following Agency request Policy Option Packages:
 - Policy Option Package 101: Access Database Replacement – Phase 2 - \$905,000 (recommended)
 - Policy Option Package 102: GIS Manager - \$63,224 (recommended)
 - Policy Option Package 103: Legal Counsel - \$173,270 (not recommended)
 - Policy Option Package 104: Building Resilience to Climate Change - \$137,423 (not recommended)
 - Policy Option Package 105: Diversity, Equity, and Inclusion Outreach and Implementation - \$50,000 (not recommended)
 - Policy Option Package 106: Lease Increase - \$5,638 (recommended)
- **Program Description:** As part of the 2023-2025 biennium work program, CRGC will continue to update and implement the policies and guidelines in the Gorge 2020 Management Plan with several specific tasks to accomplish in the next two years:
 - Implement a Climate Change Action Plan;

BUDGET NARRATIVE

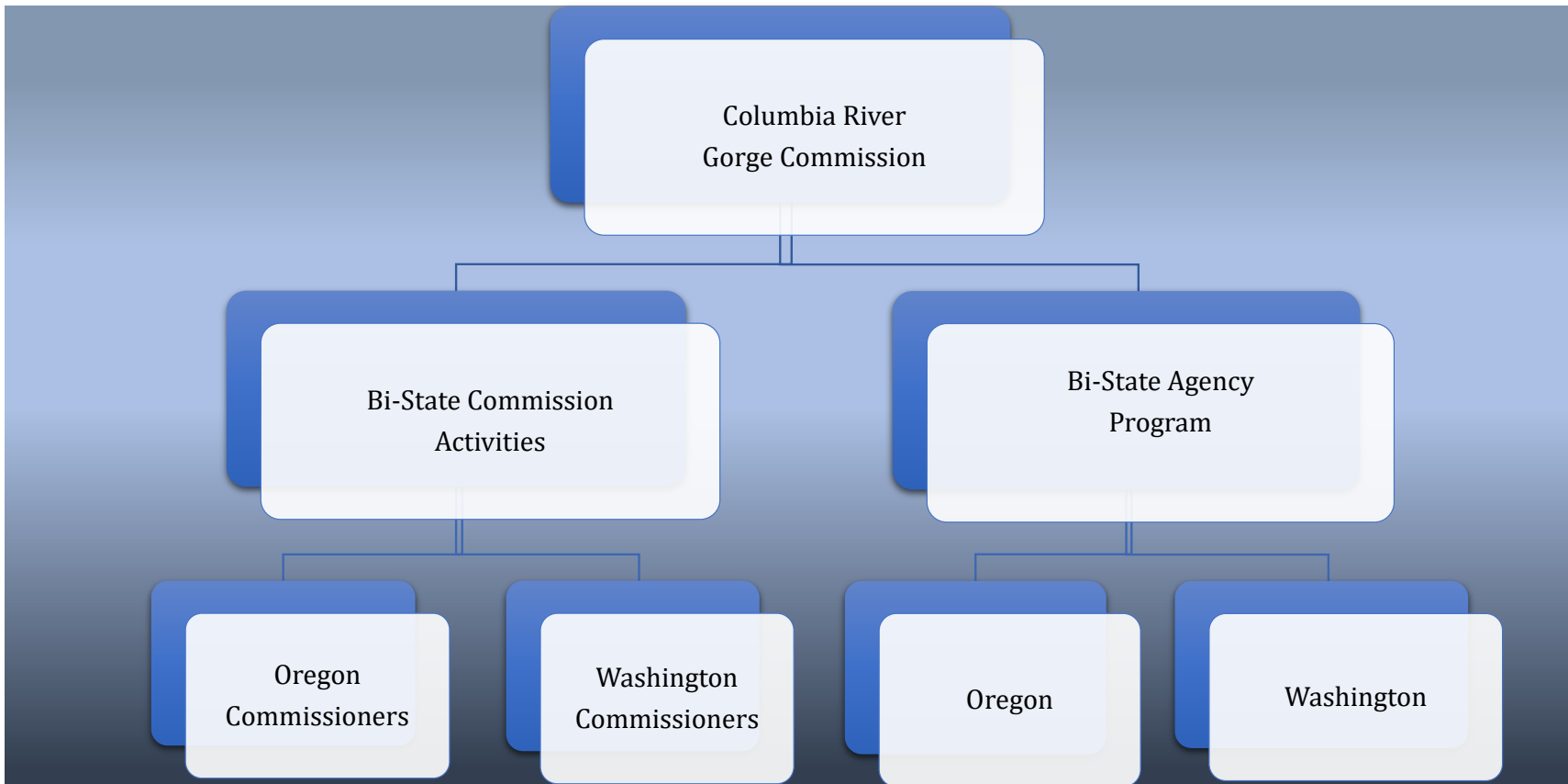
- Implement a Diversity, Equity and Inclusion workplan to guide CRGC's operations and management of the NSA;
 - Transform the information technology management system to be more usable, transparent, efficient, and accessible to the staff and the public offering an online permitting system;
 - Improve post-permit compliance monitoring in coordination with the six county planning departments in the NSA to ensure that standards in the management plan and conditions of approval for development permits are being met;
 - Continue engagement with the four Columbia River Treaty Tribes;
 - Implement the Vital Sign Indicators Monitoring Initiative through collaborative efforts with local, state and federal agencies and the public to ensure the agency is protecting the resources as directed by the National Scenic Area Act;
 - Improve the Geographic Information System to enhance the land use database and use this additional capacity for making more informed land use permitting decisions; and
 - Support economic vitality initiatives and continue to certify loans and grants through the Oregon and Washington Investment Boards, as described in the National Scenic Area Act; and
- **Program Justification and Link to Long Term Outcomes:** By implementing the workplan as described above for the 2023-2025 biennium, CRGC will be fulfilling its responsibilities under the National Scenic Area Act with the long-term outcomes of protecting the scenic, natural, cultural, recreation and economic resources of the Columbia River Gorge National Scenic Area achieved.
 - **Program Performance:** CRGC, as a land use regulatory agency, implements the federal Columbia River Gorge National Scenic Area Act through the policies and guidelines established in the Management Plan. The Plan is required to be reviewed and updated every ten years according to the Act. The last time the Management Plan was reviewed and revised was in 2004. Although there were no additional resources available to begin the next review, it was initiated in 2017 and the Gorge 2020 Management Plan was just completed in June 2022 after 160 public meetings and concurrence by the Secretary of Agriculture. CRGC oversees the National Scenic Area, which includes over 55,000 rural and urban residents, provides recreation opportunities for over 3 million visitors per year (pre-COVID), and works with numerous local governments, state and federal agencies as well as four Treaty Tribes. On a day-to-day basis, CRGC works with local landowners to review their development applications, with county planners to interpret the implementation of the Management Plan, and as a partner with numerous agencies to review policies and procedures. One of the performance measures of CRGC is customer service and timeliness of response. Given the small staff of 8.0 FTE and the complex nature of the work of CRGC, the target is 85% for good quality and timely customer service. CRGC has succeeded in almost reaching this goal in CY 2021, thanks to the two additional FTE who have helped increase the capacity for outreach and customer service. Another performance measure is the number of public presentations. The target was 40 for CY2021 and we nearly met that target with 34 outreach presentations throughout the Gorge in one year despite the impacts of Covid.

BUDGET NARRATIVE

- **Enabling Legislation/Program Authorization:** The federal National Scenic Area Act was passed by Congress in 1986 (16 U.S.C. § 544) and CRGC was created to implement the Act through a Bi-State Compact with Oregon and Washington in 1987: ORS 196.105-125 and RCW 43.97.015.
- **Funding Streams Supporting Programs:** CRGC is funded by general fund appropriations in Oregon.
- **2023-2025 Compared to 2021-2023:** The sum of \$1,321,358 is the 2023-2025 current service level to maintain the agency's role and functions in the National Scenic Area. The Governor's budget recommends \$973,862 for three Policy Option Packages that will help CRGC carry out its responsibilities and priorities and build on the work completed in the 2021-2023 biennium:
 - **Policy Option Package 101: Access Database Replacement – Phase 2 - \$905,000 (recommended)**
Implement Phase 2 of the Access Database Replacement Project aimed at developing a cloud-based information management system that will increase the efficiency, effectiveness, and transparency of CRGC operations to make data and information more accessible to the public, county planners, agencies, and the four Treaty Tribes, and migrate 35 years of paper files into an indexed and searchable database.
 - **Policy Option Package 102: GIS Manager - \$63,224 (recommended)**
Increase technical capacity to manage and implement CRGC's Geographic Information System and build a land use database to improve the permitting process and monitor compliance in the National Scenic Area
 - **Policy Option Package 106: Lease Increase - \$5,638 (recommended)**
Provide sufficient funds to cover the costs of increased office lease fees.

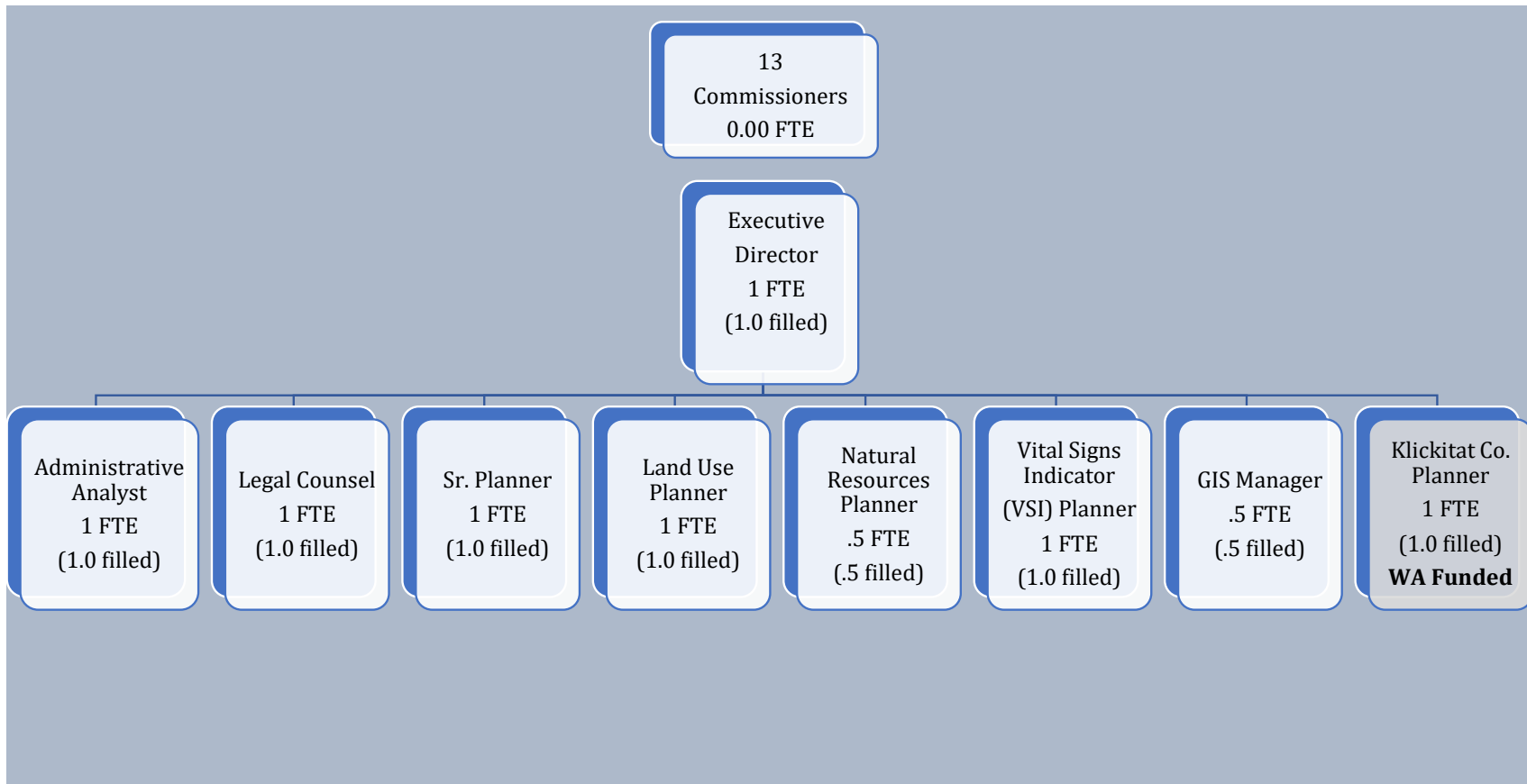
BUDGET NARRATIVE

Columbia River Gorge Commission Columbia River Gorge National Scenic Area *Current and Proposed Program Unit Chart* 2023-2025 Biennium



BUDGET NARRATIVE

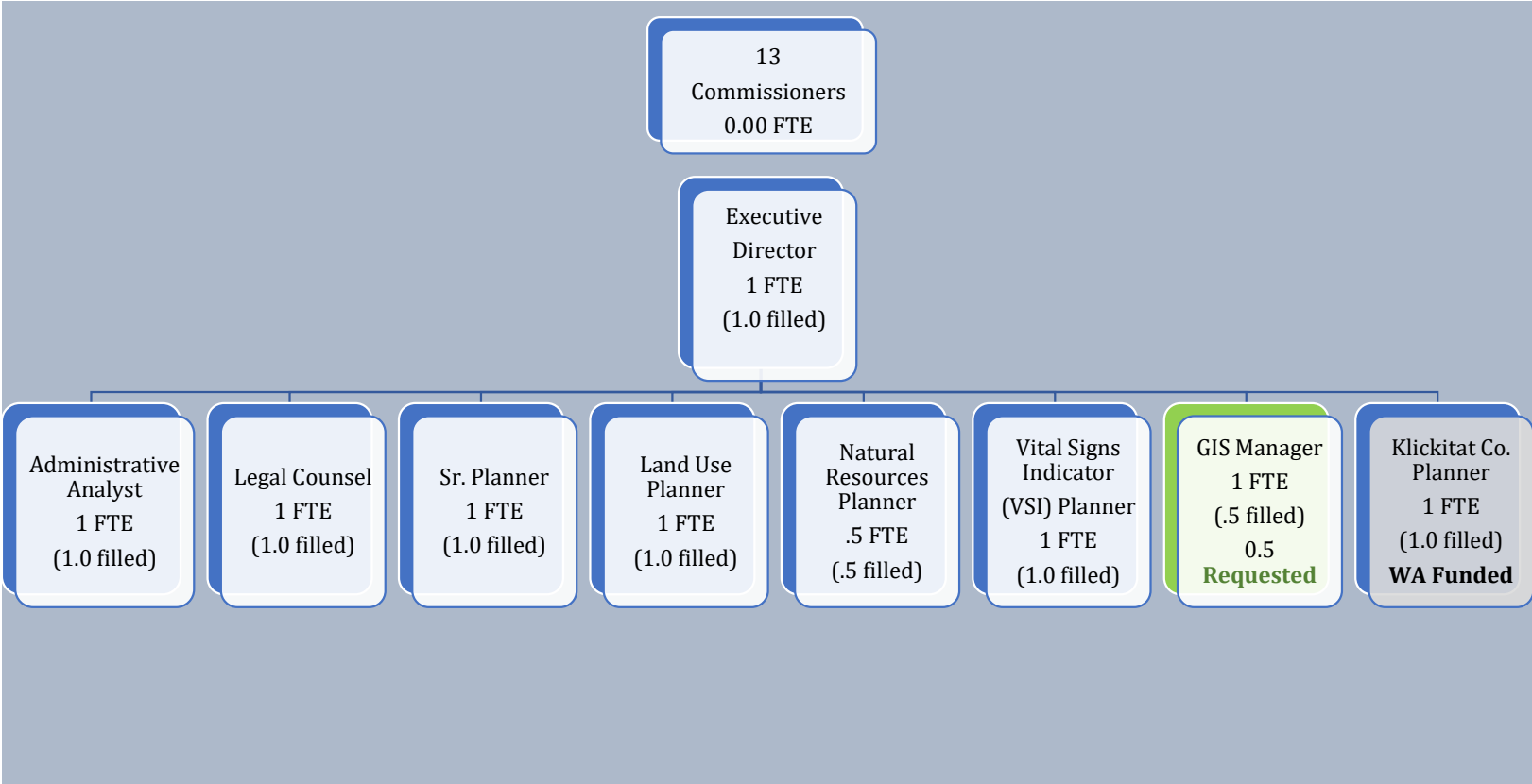
Columbia River Gorge Commission Current Organizational Chart 2021-2023 Biennium



Bi-State FTE	7
WA Only FTE	1
Total FTE (WA authority)	8
Total FTE (filled)	8

BUDGET NARRATIVE

Columbia River Gorge Commission *Proposed Organizational Chart* 2023-2025 Biennium



Bi-State FTE	7
WA Only FTE	1
Total FTE (WA authority)	8
Total FTE (filled)	8
FTE Requested (WA Authority)	.5

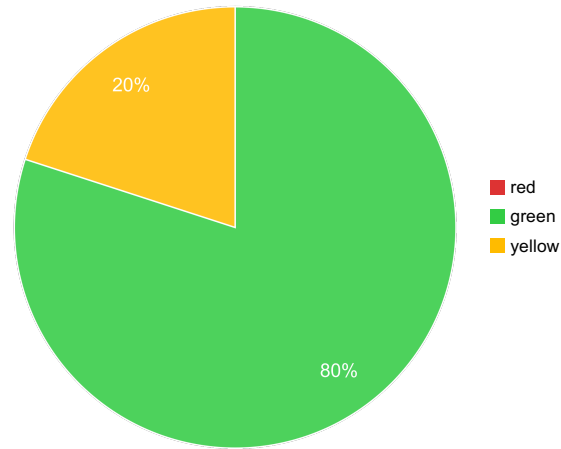
Columbia River Gorge Commission

Annual Performance Progress Report

Reporting Year 2022

Published: 7/13/2022 11:48:45 AM

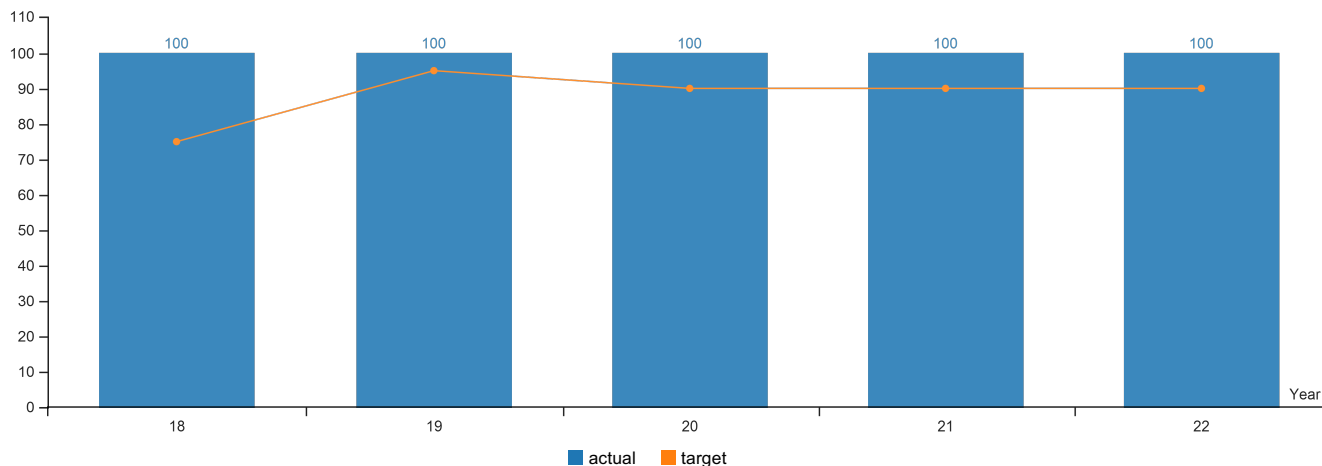
KPM #	Approved Key Performance Measures (KPMs)
1	County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially
2	Percentage of Commission Development Reviews in which Commission staff spend no more than 72 days to make a decision after the application is deemed complete. - When Commission staff require a different design or additional information from the applicant or a federal, state, or local agency, the days waiting for that information are not included in the 72-day staff decision period.
3	Customer Service - Percentage 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.
4	Percent of total best practices met by the Board. -
5	Number of presentations to civic and community groups each year - Increase public awareness of the National Scenic Area Act and Management Plan.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	80%	20%	0%

KPM #1	County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially
	Data Collection Period: Jan 01 - Jan 01

* Upward Trend = positive result



Report Year	2018	2019	2020	2021	2022
Percent of County Decisions- CRGC Addressed fully and partially					
Actual	100%	100%	100%	100%	100%
Target	75%	95%	90%	90%	90%

How Are We Doing

This measure reflects the relative effectiveness of the Commission's oversight of county implementation of the National Scenic Area Management Plan for the five counties that adopted an ordinance to be consistent with the requirements of the Management Plan. The Columbia River Gorge National Scenic Area Act authorizes counties to adopt and implement a local ordinance that achieves the objectives of the Act. For those five counties that adopted the ordinance to be consistent with the Management Plan, the Commission plays two roles in support of local implementation: first, it functions as a technical assistance resource for the county programs, and second, it serves to ensure consistency throughout the two-state, six-county region. For most county decisions, the Commission observes, reviews, and verifies their planning process and decisions without comment since consistency is achieved. For those decisions where the Commission offers technical advice or constructive suggestions, this performance measure indicates the percentage of Commission suggestions the counties fully accept in local decisions and the percentage for which counties partially accept Commission comments. To track this measure, the counties must acknowledge that they accept or partially accept the comments by the Commission and refer to that in their written findings. The limited remaining percentage (not included in the measure) is the portion of county decisions which do not accept comments from the Commission, or they may consider the comments but do not acknowledge those comments in writing.

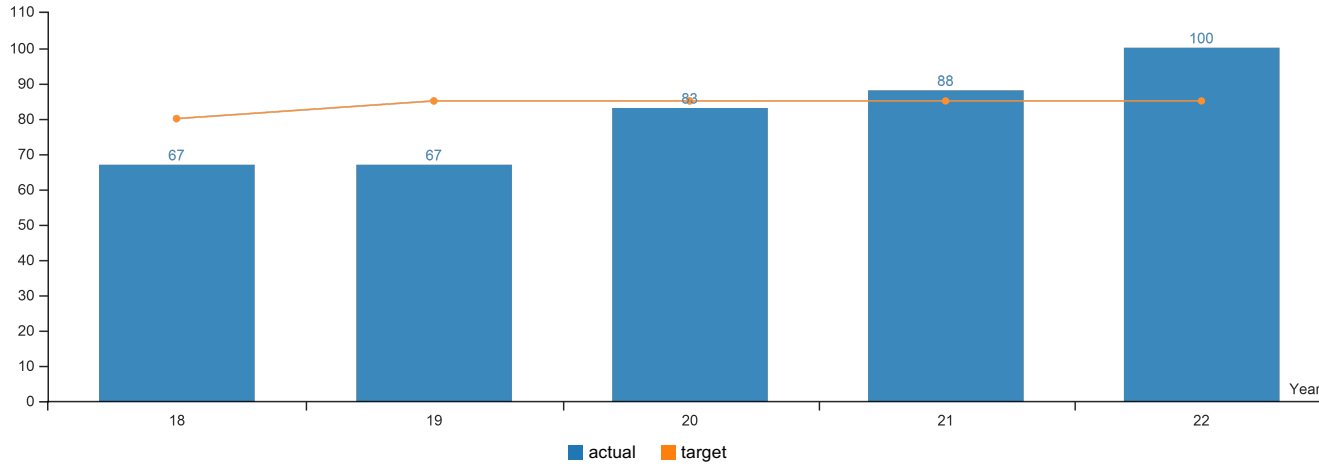
Data reflects figures for the calendar year. For the 2021 reporting year (CY 2020 data) development review applications submitted from Wasco, Hood River and Multnomah counties on the Oregon side, and Skamania and Clark counties on the Washington side - 10 comment letters were issued by the Commission staff to the five counties. Of those 10 development applications that Commission staff commented on, all 10 were fully or partially addressed. For the 2022 reporting year (CY 2021 data) development review applications submitted - 7 comment letters were issued by the Commission staff to the five counties. Of those 7 development applications that the Commission staff commented on, all 7 were fully or partially addressed. (Note: Klickitat County in Washington did not adopt the ordinance, so the Commission staff issue all the decisions on development review applications.)

Factors Affecting Results

With the loss of two experienced senior planners in CY 2014, the Commission only had one planning position filled until a second planner was hired in October 2015. Consequently, the Commission was challenged with its ability to review all the development review applications for the five counties within the timeframe each county established for its review process. As a result, the number of comment letters issued by Commission planning staff on development review applications was reduced significantly because each of the comment letters may require extensive technical review and consultation with appropriate agencies. The Commission now has two experienced planners who fully cover five county development reviews. In addition, regular meetings between county and Commission planners have improved the application of standards in the National Scenic Area Management Plan.

Percentage of Commission Development Reviews in which Commission staff spend no more than 72 days to make a decision after the application is deemed complete. - When Commission KPM #2 staff require a different design or additional information from the applicant or a federal, state, or local agency, the days waiting for that information are not included in the 72-day staff decision period.
Data Collection Period: Jan 01 - Jan 01

* Upward Trend = positive result



Report Year	2018	2019	2020	2021	2022
Percentage of development reviews issues within the required timeframe					
Actual	67%	67%	83%	88%	100%
Target	80%	85%	85%	85%	85%

How Are We Doing

This measure reflects the ability of the Commission to complete its review of development applications in Klickitat County, the only county that has not adopted the NSA ordinance, in a timely fashion and is relevant to the effective and consistent implementation of the Management Plan. In CY 2015, the planning staff included only one principal planner with another planner hired in October 2015. In January 2016, the principal planner accepted a position with another agency and in June 2016 the planner accepted another position. The Commission hired two new planners in June 2016. This turnover created a slowdown in the Commission’s ability to issue permits in a timely manner. In July 2015, Klickitat County received a two-year grant in the FY15-17 Washington budget to hire a Klickitat County planner to work with the Commission planner on development reviews for Klickitat County in the National Scenic Area. This additional Klickitat County planner assisted with researching and drafting development review decisions. The assistance of the Klickitat County planner helped the Commission planner to reduce the permit review time and cleared up part of the backlog of active permits. The Klickitat County planner accepted a position with another planning agency in the Gorge and resigned in January 2017. The last 6 months of the grant-funded position for FY 15-17 were left unfilled by Klickitat County, and consequently, the Commission was again shorthanded and fell behind on the Klickitat County development reviews. In the FY 17-19 budget, Klickitat County again received funds to hire a planner to help assist with Klickitat County development reviews. This planner was hired as a Commission staff planner in August 2017, rather than as a county employee as in CY 2016. This provided a benefit to the applicants because this planner was an employee of the Commission and could speak for the Commission, had access to all Commission files, coordinated closely with state agencies, and had the authority to move forward on permits to address the backlog and conduct compliance monitoring which the county employee was not authorized to do. This was an important step in the development review and permitting process - to ensure that all conditions of the permit were met.

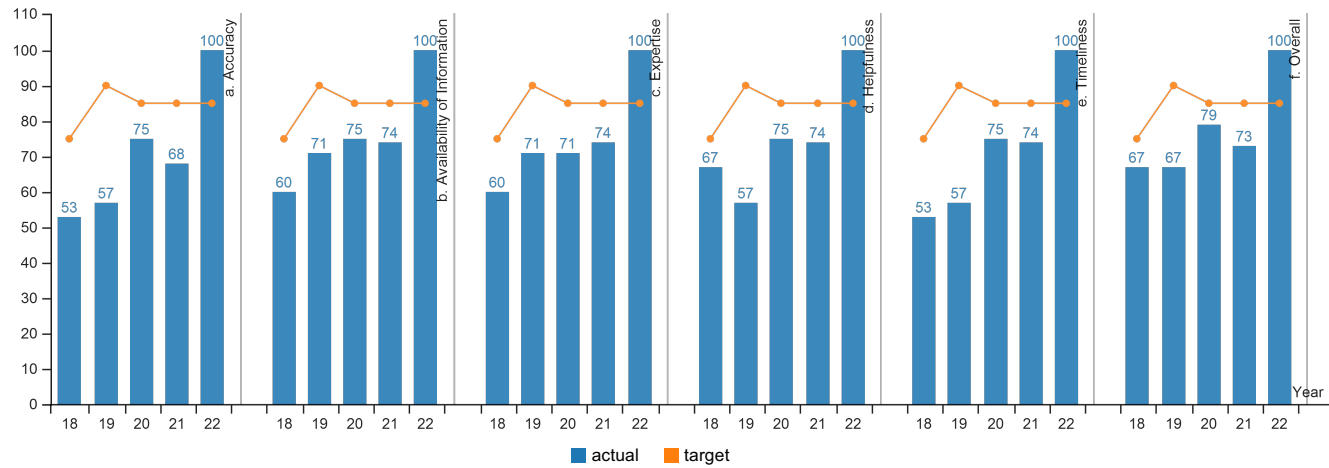
This performance measure applies only to the Commission’s work in Klickitat County since Klickitat County did not adopt the National Scenic Area (NSA) ordinance. Thus, the Commission staff do the

development reviews, whereas, in the other five counties in the NSA, the county planners process the development applications, and the Commission staff review them (refer to Performance Measure 1). In response to budget reductions starting in 2008, the Commission temporarily suspended time frames for development review applications in 2010. With further budget reductions and the resulting loss of 65% of the agency's planning staff in 2012, the Commission permanently amended its rule to remove all time frames for development review applications. With the loss of two experienced senior planners in CY 2014, the Commission had only one planning position filled until October 2015. However, to show some measurement of performance in CY 2015, the Commission decided to use the 72-day rule time frame it had used previously. This allowed a comparison for the calendar year to show the percentage of development reviews that the Commission staff completed within the 72-day review period. Due to planning staff turnover in CY 2015, the Commission was unable to meet the 72-day time frame. For the 2017 reporting year (CY 2016 data), staff was able to meet the 72-day time frame 30% of the time. For the 2018 reporting year (CY 2017 data), staff was able to improve its performance to 67% because of a dedicated Klickitat County planner on the Gorge Commission staff. For the 2019 reporting year (CY 2018 data), staff was able to maintain its performance at 67%. For the 2020 reporting year (CY 2019 data), staff was able to increase its performance to 83%, with only 3 out of 18 development reviews requiring more than 72 days to complete. For the 2021 reporting year (CY 2020 data), staff was able to increase its performance to 88%, with only 2 out of 17 development reviews requiring more than 72 days to complete. It is the Commission's goal to maintain this percentage moving forward.

Factors Affecting Results

Internal factors that affect our results include overall staffing levels, workloads, and the number of professional planners that have the time to complete development reviews in a timely manner given the other workload obligations of Commission staff. With the significant reductions in the number of planning staff during past biennia, the time it takes to conduct thorough reviews increased and this resulted in a decrease in being able to meet or exceed the timeline target for this measure. External factors include the number and scope of proposed developments in Klickitat County that have doubled over time due to the popularity of the National Scenic Area as a place to work and live. In addition, several requests for permits have involved complex natural and cultural resources and land ownership issues that required several additional reviews by state wildlife and historical resources agencies, as well as water rights reviews, development of new mitigation plans, and determination of legal lot parcels requiring complicated deed history searches. The Commission cannot move forward with issuing a permit without input from the experts at other agencies, who are also on their own timelines to provide information to the Commission, which sometimes caused the Commission to exceed the 72-day goal. In CY 2017, the Commission received a grant from Klickitat County to hire a full-time land use planner to work on the development reviews for Klickitat County and to attend meetings. This enabled the Commission to hire a planner dedicated to Klickitat County development reviews which has helped to improve the completion rate and to meet the 72-day timeline goal more often. This position was not involved in any other Gorge Commission work, other than attending Gorge Commission meetings, which provided a focus to their work and ability to complete the work in a more timely way. This planner is now a full-time employee of the Gorge Commission, funded exclusively by the State of Washington. By CY 2019, the backlog of development reviews was significantly reduced, and the 72-day timeline was nearly met at 83%. In CY 2020, the 72-day timeline exceeded the target of 85% by reaching 88%. In CY 2021, the 72-day timeline also exceeded the target of 85% by reaching 100%.

KPM #3 Customer Service - Percentage 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: Jan 01 - Jan 01



Report Year	2018	2019	2020	2021	2022
a. Accuracy					
Actual	53%	57%	75%	68%	100%
Target	75%	90%	85%	85%	85%
b. Availability of Information					
Actual	60%	71%	75%	74%	100%
Target	75%	90%	85%	85%	85%
c. Expertise					
Actual	60%	71%	71%	74%	100%
Target	75%	90%	85%	85%	85%
d. Helpfulness					
Actual	67%	57%	75%	74%	100%
Target	75%	90%	85%	85%	85%
e. Timeliness					
Actual	53%	57%	75%	74%	100%
Target	75%	90%	85%	85%	85%
f. Overall					
Actual	67%	67%	79%	73%	100%
Target	75%	90%	85%	85%	85%

How Are We Doing

2023-25

Governor's Budget

Budget Page 32

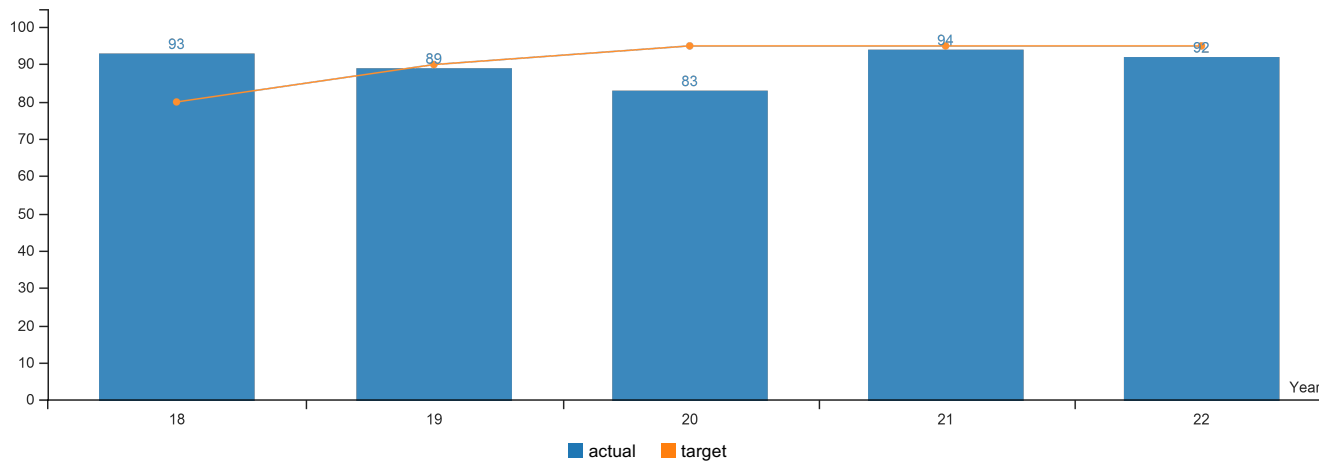
In CY 2011, the staff engaged in a new process for collecting survey results and as a result of the methodology change, response to the survey was much greater and encompassed all customers and not just those that applied for a land use permit in one county. The new survey mirrors best practices for surveys that are recommended by the state of Oregon. The agency believes this change in methodology reflects a broad range of customer opinions and experiences which was the Commission's intent. We hope to keep querying our partners and members of the public on a broader basis in the future and improve our scores as we build back our staff capacity and more fully engage our Commissioners in conducting public outreach and being available to provide information and guidance to landowners and other agencies as needed. We have trained our staff in facilitation, effective public outreach, and collaboration, as well as improving our communication tools to help the public better understand our roles and responsibilities, and the regulations that govern the National Scenic Area.

Factors Affecting Results

The role of the Columbia River Gorge Commission, the National Scenic Area (NSA) Act, and the Management Plan that guides our regulations to protect NSA resources are not well enough understood by the public. The land use laws of both states differ, and regional planning efforts are complex subjects. The NSA Act was passed over 35 years ago, but there continues to be public misinformation about the National Scenic Area, the Commission's role, and its work with County Commissions, city councils, county planners, and state and federal agencies, economic development entities, and landowners. There are negative public perceptions dating from the past three decades that persist today. The 13-member Commission, appointed by the two state Governors, six counties, and the Secretary of Agriculture, and its small staff (8 FTE in 2021), continue to work hard to communicate to the public, partners, local, state, and federal agencies about the policies and management plan decisions. However, the lack of a communications expert, and lack of staff capacity to engage with more of our partners on a regular basis and raise our visibility, means that the information is not as readily available as is desired. The Commission and staff are working to inform and assist the public, residents, and landowners through the Commission's website and in-person meetings, but only as our time allows given all of our many day-to-day obligations to run the agency. Given the staff turnover in CY 2017 and CY 2018, people rating our timeliness and customer service was not as high as we had hoped due to learning curves for new staff. Despite our small staff, however, we are committed to improving all aspects of customer service and providing opportunities for public participation and access to information in all aspects of the Commission's work moving forward. Improving our communication tools with the public and decisionmakers is a very high priority. Our customer satisfaction survey is accessible on our website and also at our office in paper form. We installed a tablet on our front counter in July 2019 so that the public could easily complete the satisfaction survey during their visit to our office. We have found that this additional option of completing the satisfaction survey increased our percentage of surveys completed. For the 2020 reporting year (CY 2019 data), our average percentage of customer satisfaction increased by 12% (CY 2018 data 63%) to 75%. We believe that the average percentage of customer satisfaction decreased in 2020 to 73% due to COVID restrictions. Although COVID restrictions remained in place, for the 2022 reporting year (CY 2021 data), the agency's average percentage of customer satisfaction increased to 100%.

KPM #4	Percent of total best practices met by the Board. -
	Data Collection Period: Jan 01 - Jan 01

* Upward Trend = positive result



Report Year	2018	2019	2020	2021	2022
Percentage of total best practices met by the board					
Actual	93%	89%	83%	94%	92%
Target	80%	90%	95%	95%	95%

How Are We Doing

This performance measure reflects the percent of total best practices met by the Commission, as assessed by the Commission members through an anonymous survey. The best practices queried in the survey include high-level indicators of the Commission's administrative processes. This measure includes 15 yes/no questions about the Commission and agency's performance in areas ranging from Commissioners' meeting attendance to budget and personnel accountability. Commissioner responses offer a general sense of the health of the agency and the administrative function of the Commission staff. The measures do not necessarily reflect the success of the Commission in achieving its federal, state, or programmatic mandates. The Executive Director hired in CY 2015 has worked effectively with the Commission to ensure that all best practices are adhered to, and they met their goals.

In 2012, the Commission held a training session to review the best practices established for the Commission and staff, based on the accepted best practices for Oregon state boards and commissions. There are 15 best practices that the Commission has adopted and tracks each year. Examples of these best practices include annual performance reviews of the Executive Director, Commission review of policies and procedures, financial and IT audit findings, and involvement of the Commission in key communications. The Commission continues its comprehensive training process each year to ensure that all Commissioners are up to date with their understanding of their responsibilities, that they are adhering to Commission rules, conducting a periodic review of their effectiveness, fostering transparency and accountability with their decision making, and providing effective oversight of the Executive Director. Data reflects figures for the calendar year. For the 2018 reporting year (CY 2017 data), the board's assessment was 93%. In the 2019 reporting year (CY 2018 data), the board's assessment was 90% and for the 2020 reporting year (CY 2019 data), the board's assessment was 83%. The board's assessment increased to 94% for the 2021 reporting year (CY 2020 data) and to 95% for the 2022 reporting year (CY 2021 data).

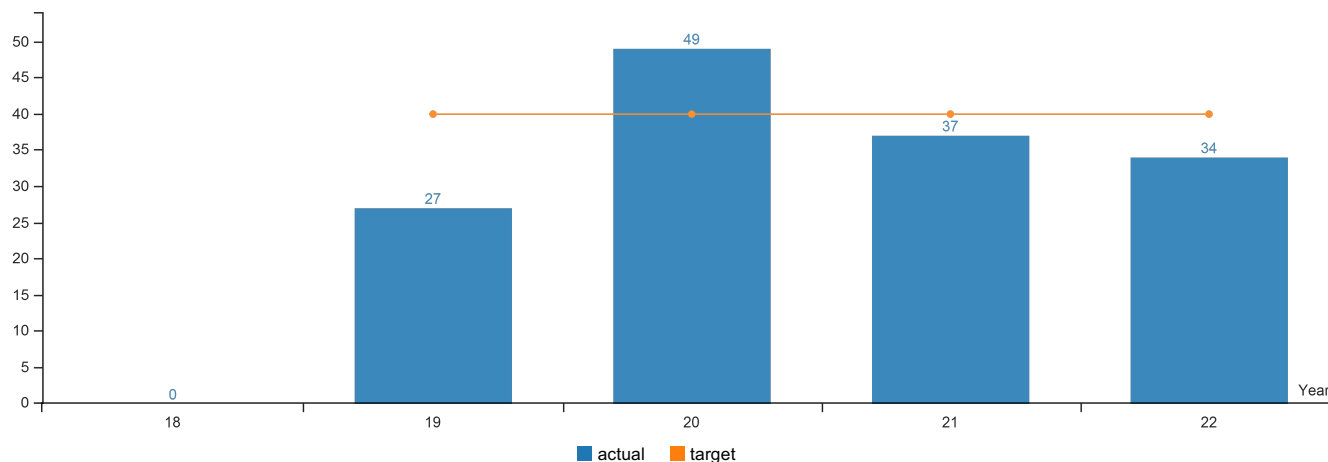
Factors Affecting Results

Factors that can affect our results include turnover that occurs in the 13-member Commission since their appointments are staggered by year, appointments of a new Chair and Vice-chair each year

and how they lead the Commission, and any loss in key staff positions. The Commission has not had any trainings scheduled during the last two calendar years. A comprehensive overview of best practices and more presentations on audits and financial reports to the Commission in CY 2020 and CY 2021 is believed to have improved scores and understanding of the best practices they should follow. The Commission intends to continue this practice of annual reviews.

KPM #5	Number of presentations to civic and community groups each year - Increase public awareness of the National Scenic Area Act and Management Plan.
	Data Collection Period: Jan 01 - Jan 01

* Upward Trend = positive result



Report Year	2018	2019	2020	2021	2022
Number of presentations to civic and community groups each year					
Actual		27	49	37	34
Target		40	40	40	40

How Are We Doing

The Columbia River Gorge National Scenic Area Act was passed by Congress and signed into law by President Ronald Reagan on November 17, 1986. The Columbia River Gorge Commission was established in 1987 by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The purpose of the Columbia River Gorge National Scenic Area (NSA) Act is to protect and enhance the natural, cultural, scenic, and recreation resources of the NSA, and to protect and support the economy of the Columbia River Gorge area. In accordance with the Act, the Columbia River Gorge Commission and USDA Forest Service adopted a National Scenic Area Management Plan in 1991 to guide land use in the Columbia River Gorge National Scenic Area. Covering 292,000 acres and 85 miles of the Columbia River in Oregon and Washington, the National Scenic Area is managed jointly by the Columbia River Gorge Commission and the USDA Forest Service.

Since the National Scenic Area was created, land uses were designated to be compatible with the intent of the Act and a Management Plan was adopted to guide land development decisions. Any new proposed developments outside the urban area boundaries are reviewed for impacts on the protected resources. The National Scenic Area attracts more than 2.5 million visitors who sightsee and recreate, providing economic benefit to local communities. In addition, the National Scenic Area attracts many new enterprises, small travel-related businesses, and industries that have created jobs for people in communities who value the quality of life that the Columbia River Gorge provides.

In 2020, the Gorge Commission completed its largest and most comprehensive public outreach program since its inception in 1986 to develop the 10-year vision through the “Gorge 2020” Management Plan review and update process. Most of the current management plan was over 30 years old and outdated, requiring new policies and regulations to be developed to protect the National Scenic Area for the next decade. Complicated topics such as climate change or the need for urban area boundary expansions were not originally envisioned, yet how the Gorge Commission will address these will forever impact the National Scenic Area. Being able to communicate the need for monitoring and enforcement, protecting tribal treaty rights, and balancing economic vitality with

resource protection is critical for the public to understand. The Gorge Commission is committed to doing more public outreach workshops and engaging residents and visitors in developing a better and more understandable management plan that will guide development and protection policies for the next decade. The Commission staff is working with local, state, and federal agencies, four Treaty Tribes, stakeholders in Oregon and Washington, as well as realtors, to better communicate information about the NSA, rules, regulations, and permit requirements. For the reporting year 2020 (CY 2019 data), the Commission organized and/or participated in 49 meetings/gatherings. In 2020, the Commission organized and/or participated in 37 meetings, and in 2021 the Commission organized and/or participated in 34 meetings.

Factors Affecting Results

The role of the Columbia River Gorge Commission, the National Scenic Area (NSA) Act, and the Management Plan that guides our regulations to protect NSA resources are not well enough understood by the public. The land use laws of both states differ, and regional planning efforts are complex subjects. The NSA Act was passed over 35 years ago, but there continues to be public misinformation about the National Scenic Area, the Commission's role, and its work with county commissions, city councils, county planners, state and federal agencies, economic development entities, and landowners. There are negative public perceptions dating back three decades that persist today. The 13-member Commission, appointed by the two state Governors, 6 counties, and the Secretary of Agriculture, and its small staff (8 FTE in 2021), continue to work hard to communicate to the public, partners, local, state, and federal agencies about the policies and management plan decisions. However, the lack of a communications expert, and lack of staff capacity to engage with more of our partners on a regular basis and raise our visibility, means that the information is not as readily available as is desired. The Commission and staff are working to inform and assist the public, residents, and landowners through the website and meetings, but only as our time allows given all our many day-to-day obligations to run the agency. Our goal is to organize and/or participate in at least 40 meetings or gatherings that help the public and agencies improve their understanding of the Gorge Commission and our role in managing the resources in the National Scenic Area. The Commission exceeded the target of 40 meetings and reached 49 in CY 2019 (2020 reporting year). We believe that the number of organized meetings decreased in 2020 and 2021 due primarily to COVID restrictions.

BUDGET NARRATIVE

INITIATIVES:

The Columbia River Gorge Commission does not offer new program initiatives for 2023-2025.

MAJOR INFORMATION TECHNOLOGY PROJECTS/INITIATIVES:

The Columbia River Gorge Commission requests funding through Policy Option Package 101 – Access Database Replacement – Phase 2

SUSTAINABILITY:

The Columbia River Gorge Commission does not offer new sustainability policy issues.

REGULATORY STEAMLINING:

The Columbia River Gorge Commission does not offer new regulatory streamlining policy issues.

OTHER CONSIDERATIONS:

The Columbia River Gorge Commission does not offer other new considerations.

Columbia River Gorge Commission (4600) 2023-2025 Biennium		Detail of Reductions to 2023-25 Current Service Level Budget - 15%									
Activity or Program	Describe Reduction	Amount and Fund Type									Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2023-25 AND 2025-27)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Services & Supplies	Reduction in goods and services	\$ 4,615						\$ 4,615	-	-	<p>This reduction will completely eliminate janitorial and reduce expenses, including office supplies, postage, subscriptions, and printing and reproduction</p> <p>Oregon's share of this reduction equals \$4,615 GF AND will cause a matching reduction of \$4,615 from Washington funds.</p> <p>TOTAL REDUCTION TO AGENCY = \$9,230</p>
2. Travel	Elimination of all essential travel	\$ 20,715						\$ 20,715	-	-	<p>This reduction will eliminate all agency staff and commissioner travel. The reduction will eliminate face-to-face discussions with local governments, Treaty Tribes, state and federal agencies, citizens, and in most cases between the Commission itself. The reduction would also prevent the agency director from meeting with Commissioners, local, state, and federal agencies, and the Governor's Natural Resource Cabinet. This reduction greatly reduces the Commission's ability to perform its day-to-day work and the overall function of the National Scenic Area. It would also place a greater burden on Oregon agencies to implement the National Scenic Area Act and bi-state Gorge Compact without technical assistance from the Commission.</p> <p>The reduction would also eliminate the agency vehicle causing the agency to incur and absorb staff and executive director private mileage for National Scenic Area site visits, face-to-face meetings with governments and other agencies, etc., required to perform the Commission's work.</p> <p>Oregon's share of this reduction equals \$20,715 GF AND will cause a matching reduction of \$20,715 from Washington funds.</p> <p>TOTAL REDUCTION TO AGENCY = \$41,430</p>

3. Executive Director Salary	The agency's Executive Director is eligible to retire. The position can be vacant for six months to save salary and all associated benefit costs. This reduction will leave the Agency without a full-time ED for six months.	\$ 54,000						\$ 54,000	-	1.00	<p>The work of the Executive Director will shift to other staff within the Agency or not be performed.</p> <p>Oregon's share of this reduction equals \$54,000 GF AND will cause a matching reduction of \$54,000 from Washington funds.</p> <p>TOTAL REDUCTION TO AGENCY = \$108,000</p>
4. Staff Furloughs	All staff will be required to take 25 furlough days in 2023-25.	\$ 47,000						\$ 47,000	-	8.00	<p>This reduction will greatly reduce the staff and Commission's ability to perform its day-to-day work and the overall function of the National Scenic Area. It would also place a greater burden on Oregon agencies to implement the National Scenic Area Act and bi-state Gorge Compact without technical assistance from the Commission.</p> <p>Oregon's share of this reduction equals \$47,000 GF AND will cause a matching reduction of \$47,000 from Washington funds.</p> <p>TOTAL REDUCTION TO AGENCY = \$94,000</p>
5. Natural Resources Land Use Planner	The agency currently has a .5 FTE Natural Resources Land Use Planner. The agency proposes to lay off the position for 1 year to save salary and all associated benefit costs.	\$ 32,000						\$ 32,000	-	0.50	<p>This reduction will stall the ability to coordinate with counties to protect natural resources and climate in the Columbia River Gorge, conduct development reviews pursuant to the National Scenic Area Act, and write mitigation plans.</p> <p>Oregon's share of this reduction equals \$32,000 GF AND will cause a matching reduction of \$32,000 from Washington funds.</p> <p>TOTAL REDUCTION TO AGENCY = \$64,000</p>
6. GIS Manager	The agency currently has a .5 FTE GIS Manager. The agency proposes to lay off the position for 6 months to save salary and all associated benefit costs.	\$ 19,802						\$ 19,802	-	0.50	<p>This reduction will reduce the agency's GIS capability to conduct land use development reviews and quantifying impacts.</p> <p>Oregon's share of this reduction equals \$19,802 GF AND will cause a matching reduction of \$19,802 from Washington funds.</p> <p>TOTAL REDUCTION TO AGENCY = \$39,604</p>

7. Professional Services	Elimination of IT contractual services	\$ 20,072							\$ 20,072	-	-	<p>This reduction will completely eliminate IT support, including equipment maintenance and communication maintenance which would impact IT security.</p> <p>Oregon's share of this reduction equals \$20,072 GF AND will cause a matching reduction of \$20,072 from Washington funds.</p> <p>TOTAL REDUCTION TO AGENCY = \$40,144</p>
Total		\$ 198,204	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 198,204	-	10.00	TOTAL REDUCTION TO AGENCY = \$396,408

Target \$ 198,204
Difference \$ -

BUDGET NARRATIVE

PACKAGE NARRATIVE

ESSENTIAL PACKAGES

The Joint Expenses account has the following essential packages:

Essential Package 020 – Phase In / Out Program and One-time Cost

Package 020 eliminates one-time funds received during the 2021-23 biennium for the Access Database Replacement Project – Phase 1. This package reduced General Fund \$212,500.

Essential Package 031 – Standard Inflation

Package 031 increases non-state employee and professional services costs by the standard 8.8% inflation rate. The package also adjusts costs for changes in State Government Service Charges. This package increased General fund \$100,850.

Essential Package 093 – Statewide Adjustment DAS Charges

Package 093 represents adjustments to State Government Service Charges and DAS pricelist charges for services made in the Governor's Budget. This package reduced General Fund \$2,576.

The Oregon Commissioner account has the following essential packages:

Essential Package 010 – Vacancy Factor and Non-ORPICS Personal Services

Package 010 includes an adjustment to Mass Transit Tax and costs for board member stipends. This package increased General fund \$22,513.

Essential Package 031 – Standard Inflation

Package 031 increases Services and Supplies by the standard 4.2% and adjusts costs for changes in State Government Service Charges. This package increased General Fund \$2,746.

BUDGET NARRATIVE

POLICY OPTION PACKAGES

This budget request includes six policy option packages outlined below:

Policy Option Package 101 - Access Database Replacement – Phase 2 (recommended in Governor’s Budget)

Funding Request - \$905,000

Policy Option Package 101 requests Phase 2 funding to replace the existing outdated Access database with a new database to track and record land use applications and approve land use permits in the six counties in the National Scenic Area. Data will be electronically searchable and linked to the current GIS system. The new database will allow the Commission to be more responsive, well-organized, transparent, and better able to serve landowners, the public, agencies, and others who need information about specific parcels of land, past permit decisions, and development impacts on protected resources. Phase 1 Needs Assessment and Solution Design was funded in 2021-2023 and will be completed by June 2023.

Phase 2 will focus on vendor selection and implementation of solutions for the Access database replacement and associated digitization of legacy documents identified in Phase 1. A short and long-term document digitization migration plan will be written and initiated. Indexing, analysis, and inspections will be conducted on all of the legacy documents (35 years of written and electronic documents). Qualified and prioritized documents will be integrated into the agency’s GIS system and included in the online permitting portal.

Policy Option Package 102 – Geographic Information System (GIS) Manager (recommended in Governor’s Budget)

Funding Request - \$63,224

Policy Option Package 102 requests funding to increase 0.5 FTE GIS Manager to 1 FTE. CRGC's current 0.5 FTE GIS Manager can maintain the agency’s GIS at a minimal level but increasing the requirements for additional GIS and related IT work will exceed the capacity of a half-time position. In 2023-2025, the GIS Manager will be responsible for improving public web-mapping applications and data sharing, increased work to integrate the GIS with a new land-use database, and additional GIS tasks to support Commission initiatives such as the Vital Sign Indicators and Climate Change Action Plan programs. Additionally, as the sole information technology position in our small agency, the GIS Manager is frequently called upon to assist staff with technical issues such as PC troubleshooting, website updates, and network connectivity. CRGC had a full-time GIS manager for decades, but this position was cut to half-time due to budget constraints. A full-time GIS manager is required to meet all the responsibilities of maintaining a land-use database and integration with the land use permits.

BUDGET NARRATIVE

Policy Option Package 103 – Legal Counsel (not recommended in Governor’s Budget)

Funding Request - \$173,270

Policy Option Package 103 requests 1 FTE for legal staff to increase capacity and handle current and future workload of litigation, appeals, public records management and disclosure, maintain rule compliance with Oregon and Washington law as required by the National Scenic Area Act and Columbia River Gorge Compact, and legal advice to commission and staff. Additional staff is also needed when current legal staff is unable to advise both the Commission and staff in enforcement and appeal hearings. This additional legal counsel will better serve the states in litigation involving the Gorge Commission, including monetary claims, which would be paid by the states as required in the Gorge Compact. The Commission’s current counsel defends the Commission in litigation in Oregon and Washington trial and appellate courts, three federal trial courts, and the Ninth Circuit with no legal assistant, paralegal, or co-counsel assistance. There are more active and complex cases now than at any time in the Commission’s history. A second staff attorney is the most cost-effective manner of fulfilling all the Commission’s legal needs because the Commission’s legal advisors must be competent with Oregon, Washington, and federal law, court practice, and national interstate compact law and practice. Each state’s attorney general office may only represent and advise commissioners appointed from that state, so the Commission’s cost to use the attorney general offices in litigation is double the cost of in-house staff. This POP includes salary, benefits, a laptop, other technology, and legal research subscriptions for a staff attorney.

Policy Option Package 104 – Building Resiliency to Climate Change (not recommended in Governor’s Budget)

Funding Request - \$137,423

Policy Option Package 104 requests 1.0 FTE Climate Change Program Manager to lead implementation of the Commission’s Climate Change Action Plan (CCAP) and support implementation of the Vital Sign Indicators (VSI) monitoring program. This senior-level position is critical to move these two highly integrated Commission priorities from the planning to implementation phase. Over the past year, the staff, Commissioners, and partners across the region worked together to integrate data and information into decision-making, building the VSI monitoring framework and developing a Climate Change Action Plan. Each of these directly informs the Commission’s 5-10 year Management Plan update process, as well as day-to-day planning work and decisions. The adoption of the VSI monitoring framework and the Climate Change Action Plan in late 2022 will require additional dedicated staff capacity to implement each program, develop policy options for the Commission to consider, and engage diverse communities and partners who can support both efforts. This position will facilitate strategic integration of CCAP and VSI programs with the Commission’s Diversity, Equity, and Inclusion initiative to ensure future Management Plan revisions are more efficient, inclusive, and effective.

Policy Option Package 105 – DEI Outreach and Implementation (not recommended in Governor’s Budget)

Funding Request - \$50,000

Policy Option Package 105 requests funding to expand the Gorge Commission's outreach to all members of Gorge communities in the National Scenic Area to better communicate our mission, policies, and goals. The Gorge Commission adopted a Diversity, Equity and

BUDGET NARRATIVE

Inclusion Framework and additional funding is needed to implement three aspects of our DEI work: 1) translation of Gorge Commission materials into plain language and Spanish, including permit applications, website updates, and informational materials to be used in outreach workshops for the diverse communities of the Gorge; 2) trainings staff and Commissioners to assist the agency and Commissioners to better understand the values and needs of all populations in the National Scenic Area to be more inclusive, and to be able to review policies and guidelines that inadvertently exclude or discriminate against underserved populations; and 3) bi-lingual workshops that engage diverse stakeholders representative of the Gorge communities to inform and strengthen relationships with the Commission, and to communicate information more effectively.

Policy Option Package 106 – Lease Increase (recommended in Governor’s Budget)

Funding Request - \$5,638

Policy Option Package 106 requests funding to provide sufficient funds to cover the lease increase for the Commission's 2,900 square foot facility. The Commission has been in the same location since 2003. Office space has become increasingly scarce in the area as new businesses have relocated to the area. A new six-year lease was negotiated and became effective July 1, 2021. During the 2023-25 biennium, the lease will increase by \$469.80 per month for a biennial total of \$11,275.20. Without this increased funding, the lease costs will have to be paid from existing funds, thereby curtailing the resources available to the Commission to further its mission.

Agency: Columbia River Gorge Commission - 4600
 Contact Person: Krystyna U. Wolniakowski, Executive Director - 509.713.9623

Vacancies as of December 31, 2022

Vacant Position Information

Agency Initial	SCR	DCR	Pos No	Position Class Comp	Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2023-25 GF PS Total	2023-25 LF PS Total	2023-25 OF PS Total	2023-25 FF PS Total	2023-25 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy
NONE																			
-											-					-			
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Total							Pos	GF	LF	OF	FF	FTE	GF	LF	OF	FF	AF		
							0	0.00	0.00	0.00	0.00	-	0	0	0	0	0		

BUDGET NARRATIVE

COLUMBIA RIVER GORGE COMMISSION 2023-2025 Governor's Budget FTE and Program Costs - General Fund						
Program	FTE	Personnel	Travel & Transportation	Contracts	Goods & Services	Total
Joint Account - 2023-25 Current Service Level		1,030,709	8,525		227,569	1,266,803
Package 093 - Statewide Adjustment DAS Charges					(2,576)	(2,576)
Policy Option Package 101 - Oregon Share					905,000	905,000
Policy Option Package 102 - Oregon Share		60,598			2,626	63,224
Policy Option Package 106 - Oregon Share					5,638	5,638
Joint Account - Option Packages Included		1,091,307	8,525	-	1,138,257	2,238,089
Oregon Commissioner Account		36,175			18,380	54,555
Total Oregon Share		1,127,482	8,525	-	1,156,637	2,292,644

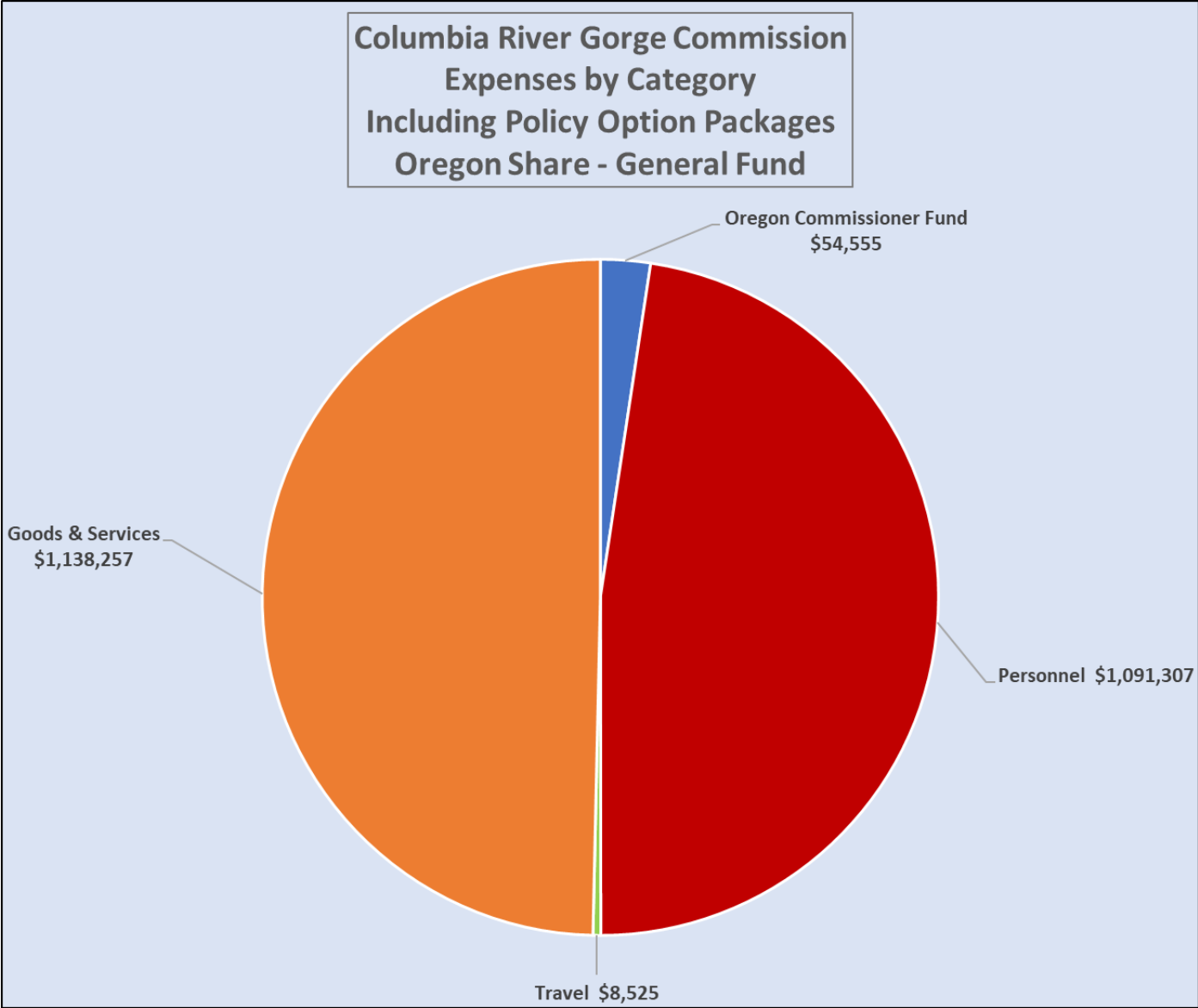
BUDGET NARRATIVE

COLUMBIA RIVER GORGE COMMISSION						
2023-2025 Governor's Budget Including Option Packages						
Expense Detail by Budget Category						
JOINT ACCOUNT						
	Funding by Fiscal Year			Washington Share	Oregon Share	Total Budget
	FY2024	FY2025	Total			
<i>Personnel</i>						
Salary	817,060	836,558	1,653,618	826,809	826,809	1,653,618
Benefits	262,739	266,256	528,995	264,498	264,498	528,995
Personnel Subtotal	1,079,799	1,102,814	2,182,613	1,091,307	1,091,307	2,182,613
<i>Travel</i>						
Motor Pool	6,500	6,500	13,000	6,500	6,500	13,000
Private Mileage	900	500	1,400	700	700	1,400
In/Out-State Subsistence	750	500	1,250	625	625	1,250
Other Travel Costs	900	500	1,400	700	700	1,400
Travel Subtotal	9,050	8,000	17,050	8,525	8,525	17,050
<i>Contracts</i>						
Personal Service	0	0	0	0	0	0
Contracts Subtotal	0	0	0	0	0	0
<i>Goods and Services</i>						
Office Supplies	4,225	3,700	7,925	3,963	3,963	7,925
Communication	8,500	8,500	17,000	8,500	8,500	17,000
Postage	850	250	1,100	550	550	1,100
Internet	1,200	1,200	2,400	1,200	1,200	2,400
Utilities	6,300	6,300	12,600	6,300	6,300	12,600
Office Lease	47,000	47,000	94,000	47,000	47,000	94,000
Printing/Reproduction	1,600	1,600	3,200	1,600	1,600	3,200
Training and Dues	3,500	3,500	7,000	3,500	3,500	7,000
Copier Lease	2,000	2,000	4,000	2,000	2,000	4,000
Facilities/Service/Rental	750	750	1,500	750	750	1,500
Subscriptions	750	750	1,500	750	750	1,500

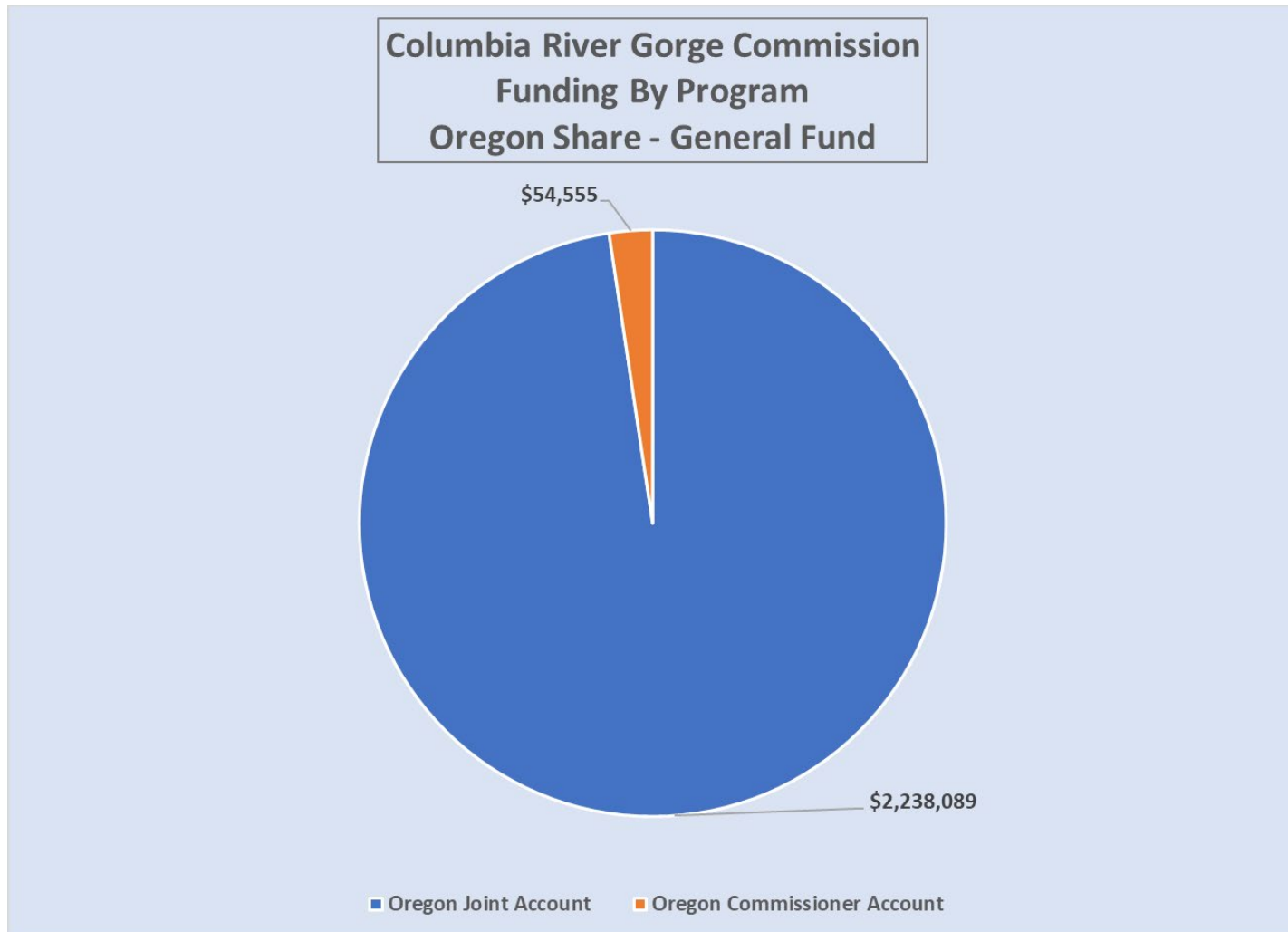
BUDGET NARRATIVE

Insurance	5,600	5,600	11,200	5,600	5,600	11,200
Janitorial Service	2,700	2,700	5,400	2,700	2,700	5,400
WA Data Processing	14,000	14,000	28,000	14,000	14,000	28,000
WA Personnel Services	19,000	19,000	38,000	19,000	19,000	38,000
WA Small Agency Services	47,000	47,000	94,000	47,000	47,000	94,000
OR Admin, DAS & SOS Services	28,269	28,270	56,539	28,270	28,270	56,539
Auditing	7,000	7,000	14,000	7,000	7,000	14,000
Archives	500	500	1,000	500	500	1,000
Other Contractual Services	2,800	2,800	5,600	2,800	2,800	5,600
Software Maintenance and Leases	13,000	13,000	26,000	13,000	13,000	26,000
Database Replacement Phase 2	905,000	905,000	1,810,000	905,000	905,000	1,810,000
Technology Support Services	27,000	7,550	34,550	17,275	17,275	34,550
Capital Equipment	0	0	0	0	0	0
Legal						
WA Attorney General	0	0	0	0	0	0
OR Attorney General	0	0	0	0	0	0
Other Legal	0	0	0	0	0	0
Good & Services Subtotal	1,148,544	1,127,970	2,276,514	1,138,257	1,138,257	2,276,514
TOTAL for Joint Personnel, Travel, Contracts, Goods and Services (all categories)	2,237,393	2,238,784	4,476,177	2,238,089	2,238,089	4,476,177

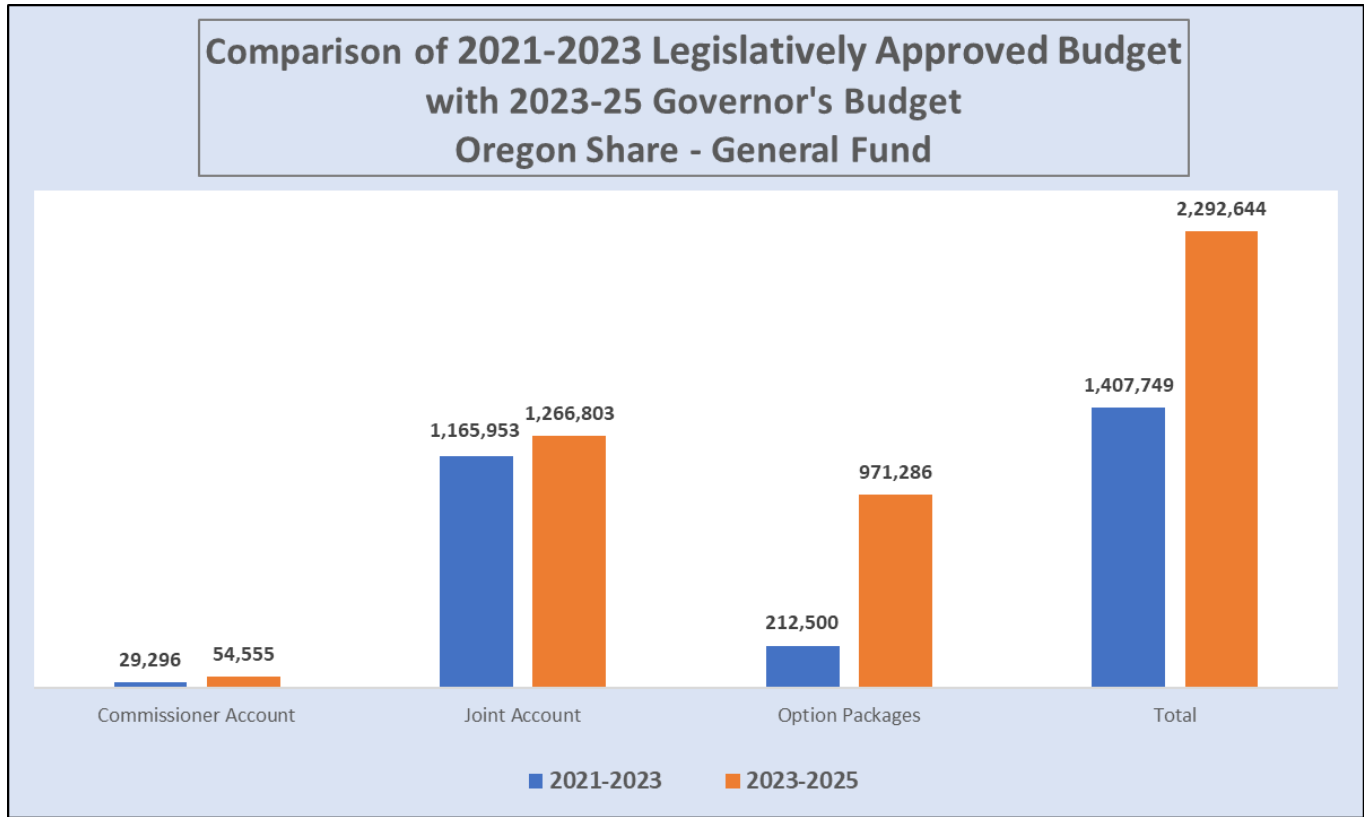
BUDGET NARRATIVE



BUDGET NARRATIVE



BUDGET NARRATIVE



BUDGET NARRATIVE

REVENUE FORECAST NARRATIVE

Funds received by the Columbia River Gorge Commission (CRGC) are state General Funds. CRGC does not currently anticipate receiving funds from state lottery dollars or from federal funds. CRGC may seek grants as appropriate.

DETAIL OF FEE, LICENSE, OR ASSESSMENT REVENUE PROPOSED FOR INCREASE

CRGC does not collect any permit fees from citizens or local governments in carrying out CRGC's responsibilities. CRGC also does not issue licenses. CRGC is authorized to assess civil penalties on a discretionary basis in cases of egregious violations but does so very rarely. The funds paid for civil penalties are deposited directly to the General Funds of the states of Oregon and Washington and are not kept for use by the agency.

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUE

CRGC does not anticipate receiving any lottery funds, federal funds or any other type of funding other than state general funds. CRGC will continue its efforts to seek grant funding as it is able to pursue appropriate opportunities; no viable grant source has been identified at this time and CRGC lacks staff capacity to devote to grant development.

BUDGET NARRATIVE

AUDIT RESPONSE REPORT

The Columbia River Gorge Commission is a bi-state compact agency that is audited by both the State of Oregon and the State of Washington. In an effort to reduce or eliminate redundant auditing, both states entered into an agreement by which the agency would be officially audited by the State of Washington, and Oregon would provide fiscal information and acknowledge and accept the report findings. Since its inception in 1987, the Columbia River Gorge Commission has had no findings on its audit reports.

Even with this good record, the Commission has made numerous improvements over the past years by introducing or refining agency policies and procedures. The Commission completed a Disaster Plan, a Security and IT plan and has instituted inventory checks and periodic reviews. Staff awareness is emphasized during its regular staff meetings and on an *ad hoc* basis. In 2004 the Washington State Auditor's office noted the lack of findings or significant recommendations over the course of the agency's history. They recommended the accountability audit be conducted on a two-year cycle and maintain the existing practice of the required annual financial statement audit. The recommendation was presented by the agency to the Oregon Department of Administrative Services (DAS) and was approved by DAS and the Oregon Audits Division.

In 2016, the Washington State Auditor's office did a comprehensive 5-year review of the Commission's policies, programs, meetings, and financial management (2010-2015) for Oregon and Washington and again noted the lack of findings, giving the Commission an excellent review. The Washington State Auditor's office is currently performing a financial review for Fiscal Year 2022 and has noted no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

BUDGET NARRATIVE

CAPITAL BUDGETING

There are no plans for capital improvement projects or major construction or acquisition projects for the 2023-2025 biennium.

BUDGET NARRATIVE

PROGRAM UNIT NARRATIVE

The Columbia River Gorge Commission (CRGC) is structured in two units:

- The Commission is a thirteen-member interstate body created by the National Scenic Area Act and an interstate Gorge Compact between Oregon and Washington. The Commission includes members appointed by nine appointing authorities: two state Governors, six counties and the Secretary of Agriculture as represented by the US Forest Service.
- The Commission also hires an executive director and staff to operate the public agency that implements the National Scenic Area Act and assists the Commission in its responsibilities under the Act and Compact.

The primary purposes of CRGC are outlined in the federal National Scenic Area Act:

- to protect and enhance the scenic, cultural, recreational, and natural resources of the Columbia River Gorge; and
- to protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas and by allowing future economic development in a manner that is consistent with the resource protections above.

CRGC fulfills those primary purposes by working closely with Oregon and Washington Governors, state, and federal agencies, four Columbia River Treaty tribes, six counties, thirteen city governments and more than 50,000 residents who make up the Gorge regional community. CRGC is a land use regulatory agency, reviewing permit applications for development, convening regional meetings to improve resource management, and works to envision, plan for, and implement regional policies that protect the Gorge and support the regional economy. CRGC and the USDA Forest Service work closely together and co-manage the 292,500 acres of the National Scenic Area which is a mosaic of federal, state, tribal trust, and private lands. The long-term goal of CRGC is to protect the unique and treasured resources of the Gorge in perpetuity while also supporting economic vitality in the region
CRGC currently employs a staff of 8 FTE¹.

CRGC is working collaboratively with the Gorge region to successfully protect world-class resources, support and enhance the Gorge economy, and provide regional planning and coordination for two states, four treaty tribes, six counties, thirteen urban communities and countless residents, citizens, and visitors. The Commission selected eight priorities for 2023-2025:

- Create a Climate Change Action Plan;
- Create a Diversity, Equity and Inclusion workplan to guide the CRGC's operations and management of the NSA;
- Transform the information management system to be more transparent, efficient, and accessible to the staff and the public;
- Improve post-permit compliance monitoring in coordination with the six county planning departments in the NSA to ensure that standards in the management plan and conditions of approval for development permits are being met;
- Continue engagement with the four Columbia River Treaty Tribes;

¹ At its peak staffing level in 2007, the Commission employed a staff of 11 FTE.

BUDGET NARRATIVE

- Implement the Vital Sign Indicators Initiative through collaborative efforts with local, state and federal agencies and the public;
- Support economic vitality initiatives and continue to certify loans and grants through the Oregon and Washington Investment Boards, as described in the National Scenic Area Act; and
- Develop MOUs with NSA counties to clarify roles and responsibilities for implementing the National Scenic Area Act and Gorge 2020 Management Plan.

CRGC also renewed its commitment to building successful working relationships with the four Columbia River treaty fishing tribes: Confederated Tribes of Warm Springs, Confederated Tribes of the Umatilla Indian Reservation, the Nez Perce Tribe, and the Tribes and Bands of the Yakama Nation. CRGC participates in an annual Government to Government Summit consultation with the four Columbia River treaty fishing tribes and the Columbia River Inter-Tribal Fish Commission (CRITFC). Consultation with CRGC's tribal partners includes the protection of significant treaty rights and resources in the Columbia Gorge. Every year, CRGC invites the tribes to participate in a Government-to-Government summit where topics include, but are not limited to:

- Management Plan Review Process and Timeline
- Vital Signs Indicators Project
- Cumulative Effects for Natural and Cultural Resources
- Improving Communication between the Commission and four Treaty Tribes
- Columbia River Treaty
- In-lieu Fishing Sites
- Recreation Impacts on Treaty Fishing Access Sites
- Tribal Housing
- Fossil Fuel Transportation
- Climate Change and Vulnerability
- Protection of First Foods

Coordination with the tribes on these complex issues requires dedicated staff resources and significant internal agency expertise. CRGC's investment in building strong partnerships with the treaty tribes and the CRITFC builds a relationship of trust and respect that is vital to protect and enhance Gorge resources and support the regional economy that meets the intent of the National Scenic Area Act.

Partnership and Innovation

The Columbia River Gorge National Scenic Area is an internationally recognized and celebrated treasure. CRGC was established to be both a steward of the resources and a regulator to ensure that the National Scenic Area Act is implemented through the guidance of the

BUDGET NARRATIVE

management plan which should be updated every ten years. Oregon and Washington invest in CRGC's efforts to develop successful resource protection and community development policy to meet the purposes of the Act. In an effort to determine how well CRGC is performing its responsibilities, a set of indicators/metrics were developed to monitor and track progress.

In 2007-2009 CRGC invested in the initial phase of a regionally supported Vital Signs Indicators Project. CRGC used that investment to work with communities, agencies, and citizens to develop indicators that measure the health of Gorge resources, communities, and the economy. CRGC, working with the Gorge communities, identified 51 key indicators through a collaborative input process. The measures of resource and economic vitality health are grounded in good science and were designed to inform effective policies for the long-term health of the Gorge. CRGC worked with several key agencies to collect and analyze available data. More recently, CRGC expanded its existing partnership with the USDA Forest Services to include the US Geological Survey, Portland State University School of the Environment, Washington State University School of Environment, Oregon State University College of Forestry, and Lewis & Clark Law School, in an effort to engage multiple northwest agencies and institutions in a multi-disciplinary collaborative to monitor the Gorge and improve adaptive public policy. Due to budget cuts and 50% staff reductions in 2009, CRGC did not have the resources to take the project to the next level and implement the Vital Sign Indicators Project, so it was discontinued until funding was secured for a new VSI position in the 2019-2021 biennium.

CRGC then was able to re-start the Vital Sign Indicators monitoring project in January 2020 with an additional dedicated VSI planner and made significant progress in the 2021-2023 biennium after the Gorge 2020 Management Plan was revised and adopted. The VSI planner has already reached out to agency partners in the Gorge to review the 51 indicators and start discussions about next steps. The VSI planner also reached out to agencies in Olympia such as the Puget Sound Partnership, who have been working on VSI for several years already to determine how many of those indicators can be relevant for work in the Gorge and how other agencies are monitoring those indicators to inform new policies and rules. In addition, the VSI planner is responsible for post-permit compliance monitoring which has begun by designing a methodology to inspect a subset of permits in Klickitat County to determine how conditions of approval are or are not being met a few years after completion of the permitted development.

Overall Budget

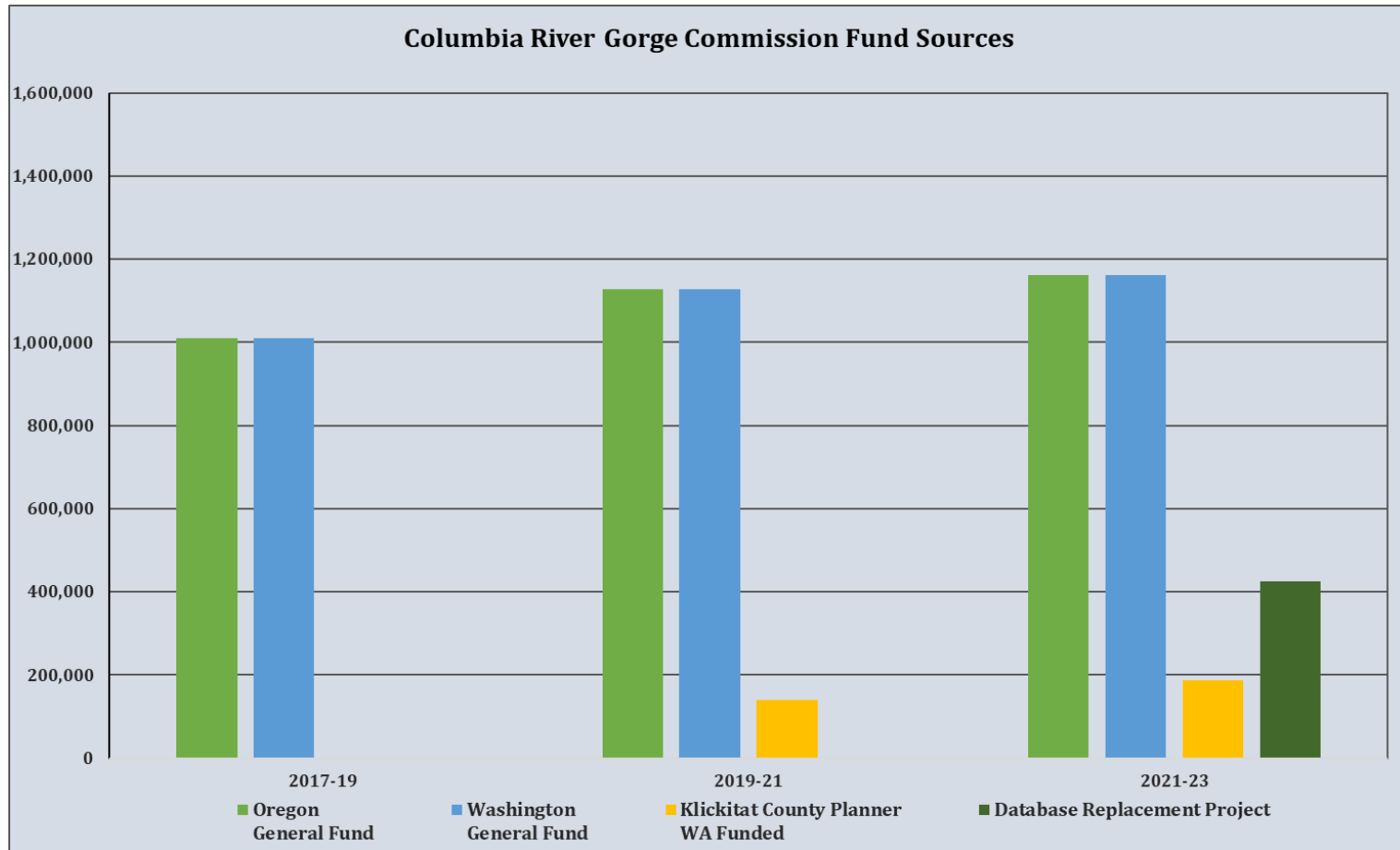
Approximately 95% of the CRGC's budget are fixed costs and is committed to Commission stipends, agency personnel, and ongoing fixed costs such as the office lease, insurance, utilities, office equipment leases, auditing, and administrative charges assessed by both States. There is very little discretionary funding and no special program funds in the current service level budget. The only discretionary costs are for staff and Commissioner travel to meetings, and contract work for computer technology services since the agency does not have any IT staff.

CRGC's role as a regional planning agency requires significant coordination among six Gorge counties, four Treaty Tribes, state agencies, local communities, ports, economic development districts, and interested stakeholders. The bi-state compact requires that CRGC's budget and expenditures be apportioned equally between Oregon and Washington. This statutory requirement significantly increases fiscal and political vulnerability for CRGC. A reduction in budget in one state budget requires a reduction in the other state's budget, essentially

BUDGET NARRATIVE

doubling the impact of any fiscal reduction. As a result, CRGC is tasked with providing national-caliber regional planning for the future of one of America’s national treasures with a staff of just 4.5 planners and a total staff of 8 FTE.

CRGC typically depends on the financial health of the general funds of Oregon and Washington. CRGC is funded 50% by the State of Oregon (General Fund) and 50% by the State of Washington (General Fund). CRGC has no independent fund sources and no federal funds for 2023-2025 biennium (fees or charges).



BUDGET NARRATIVE

Differences between Oregon and Washington’s requirements for budgeting, accounting, and audit reporting create a significant administrative workload for the bi-state Commission. First, dual reporting requirements create inefficient administrative tracking. For example, Oregon’s budget is historically managed on a biennial basis while Washington’s is managed on an annual basis. This severely restricts the use of funds during the course of the biennium. Second, the states frequently provide different directions, and each state expects CRGC to comply with that state’s fiscal and administrative direction. Additionally, Oregon and Washington “allot” funds differently, which affects how the CRGC can spend funds. Each state also requires separate IT security standards, auditing requirements, and performance measures. Both states require CRGC to participate in legislative hearings and other state-specific meetings for agency directors, which requires twice as much travel, time, and coordination to obtain budget reviews and approval.

CRGC is missing core agency staff/functions. It is important to recognize that there are gaps in being able to fully perform agency functions as needed to meet all the National Scenic Area Act standards. CRGC requested six policy option packages to be able to perform the work of the agency efficiently. Three of the requested policy options packages were recommended in the Governor’s budget.

However, if the agency were able to ask for additional funding for positions and contracts, the following 2 FTE and contract support would cover the following gaps the agency has with current staffing levels:

- 1.0 FTE: Climate Change Planner to develop and implement a climate action plan for the National Scenic Area
- 1.0 FTE: Legal Counsel to provide additional capacity for conducting appeals of land use decisions and managing litigation against the Commission, as well as assisting with compliance and enforcement assuring that all conditions of approval for development permits are being implemented as required by the National Scenic Area Act
- Funding for landowner outreach notifications, translation CRGC materials into Spanish, and contractors to organize staff and Commissioner training workshops to implement Diversity, Equity and Inclusion policies and guidelines.

Agency Name		Columbia River Gorge Commission																		Agency Number:		35000	
2023-2025 Biennium		Department-Wide Priorities for 2023-25 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO or S)	Legal Citation	Explain What is Mandatory (for C, FM and FO only)	Comments on Proposed Changes to CSL Included in Agency Request			
Agcy	Prgm/ Div																						
1	Commissioner	CRGC	CMR	Commissioner Expenses, Commissioner per diem and participation(travel) expenses	1,2,3,4,5	9	52,355	0	0	0	0	\$ 52,355	6 commissioners	0.00	N	Y	FM	National Scenic Area Act 16 USC 544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-166	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
2	Commissioner	CRGC	CMR	Oregon Risk Management charges- Oregon State charges for self-insurance and other state services	1,2,3,4,5	9	2,200	0	0	0	0	\$ 2,200	6 commissioners	0.00	N	N	FM	National Scenic Area Act 16 USC 544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-166	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
3	Joint	CRGC	JT	Implementation of Management Plan including: Assistance to Counties and State Agencies, Vital Signs Indicators Project, Scenic Area Ordinance Administration, Review of County Ordinance Amendments, Monitoring and Enforcement of County Decisions, Amendments to the Management Plan, and Rule Revisions.	1,2,3,4,5	9	1,790,471	0	0	0	0	\$ 1,790,471	0	0.00	N	Y	FM	National Scenic Area Act 16 USC 544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
4	Joint	CRGC	JT	Appeals to the Commission-The Scenic Act requires the Gorge Commission to act as the neutral appellate hearing body for all appeals of land use decisions within the National Scenic Area. This requirement is one element in ensuring consistent National Scenic Area-wide interpretation of land use policy and guidelines.	1,2,3,4,5	9	335,713	0	0	0	0	\$ 335,713	0	0.00	N	Y	FM	National Scenic Area Act 16 USC 544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
5	Joint	CRGC	JT	Economic Development- The Gorge Commission has one general and one specific duty in coordinating with the state on this program. First, the states consult with the Commission on various aspects of the Economic Vitality plan. Second, the Commission is required by the Act to certify all activities undertaken through a proposed grant or loan as consistent with the Act and the Management Plan.	1,2,3,4,5	6	111,905	0	0	0	0	\$ 111,905	0	0.00	N	Y	FM	National Scenic Area Act 16 USC 544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
							2,292,644	-	-	-	-	\$ 2,292,644	0	0.00									

Prioritize each program activity for the Department as a whole

Document criteria used to prioritize activities:

Agency has no positions or FTE in Oregon. All employees are Washington State employees. Agency has 6 Commissioners (3 Governor appointees and 3 County appointees).

The benefits of the program are both short and long term. The immediate benefits include professional land use planning services for individuals, counties and state agencies, economic development certification and provision of an accessible appeal process. The long-term benefits including cultural, natural and scenic resource protection of the Columbia River Gorge Scenic Area and protection from potential lawsuits and claims over land use issues. These benefits outweigh the costs of the program, especially as all JOINT program costs are funded equally by the State of Washington.

- Hear appeals of county development decisions and decisions of the Executive Director.
- Collaborate and coordinate with the USDA Forest Service Area Office. Coordinate services and response with all other federal, state, and local government agencies that share responsibility for aspects of the NSA implementation
- Support the work of lead air quality agencies in Washington and Oregon in implementing the Work Plan for Columbia River Gorge Air Quality Project.
- Improve the Commission's administrative procedures for a variety of actions.
- Use alternative dispute resolution processes to avoid public hearings and litigation.
- Implement the updated Management Plan for the Columbia River Gorge and assist Gorge Counties with their land use ordinances.
- Provide current planning services in any Gorge County that does not implement the Management Plan through a land use ordinance.
- Provide code compliance and enforcement services.
- Support the State of Oregon and State of Washington economic development agencies in planning that supports the grant and loan program created by the National Scenic Area Act.
- Assist the Oregon and Washington Investment Boards in identifying major economic opportunities for Gorge Communities.
- Ensure that Gorge Commission decision-making processes are fair, open and accessible.
- Assist in securing funding, including Congressional appropriations, for projects that implement the Columbia River Gorge National Scenic Area Act and the enhancements section of the Management Plan.
- Provide customer service that is timely, accurate and courteous.
- Monitor the effect of development and other activities on the resources of the National Scenic Area.

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- 7 Primary Purpose Program/Activity Exists
- 1 Civil Justice
- 2 Community Development

Department-Wide Priorities

Agency Name		Columbia River Gorge Commission																		Agency Number:		35000					
2023-2025 Biennium		Joint																									
		Program/Division Priorities for 2023-25 Biennium																									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22						
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, or S)	Legal Citation	Explain What is Mandatory (for C, FM and FO only)	Comments on Proposed Changes to EBL included in GRB							
Dept	Prgm/Div																										
1	CRGC	JT	Implementation of Management Plan including: Assistance to Counties and State Agencies, Vital Signs Indicators Project, Scenic Area Ordinance Administration, Review of County Ordinance Amendments, Monitoring and Enforcement of County Decisions, Amendments to the Management Plan, and Rule Revisions	1,2,3,4,5	9	1,790,471	0	0	0	0	0	\$ 1,790,471	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.								
1	CRGC	JT	Appeals to the Commission-The Scenic Act requires the Gorge Commission to act as the neutral appellate hearing body for all appeals of land use decisions within the National Scenic Area. This requirement is one element in ensuring consistent National Scenic Area-wide interpretation of land use policy and guidelines.	1,2,3,4,5	9	335,713	0	0	0	0	0	\$ 335,713	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.								
1	CRGC	JT	Economic Development-The Gorge Commission has one general and one specific duty in coordinating with the state on this program. First, the states consult with the Commission on various aspects of the Economic Vitality plan. Second, the Commission is required by the Act to certify all activities undertaken through a proposed grant or loan as consistent with the Act and the Management Plan.	1,2,3,4,5	6	111,905	0	0	0	0	0	\$ 111,905	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.								
						2,238,089	-	-	-	-	-	\$ 2,238,089	0	0.00													

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

Document criteria used to prioritize activities:

Agency has no positions or FTE in Oregon. All employees are Washington State employees. Agency has 6 Commissioners (3 Governor appointees and 3 County appointees).

The benefits of the program are both short and long term. The immediate benefits include professional land use planning services for individuals, counties and state agencies, economic development certification and provision of an accessible appeal process. The long-term benefits including cultural, natural and scenic resource protection of the Columbia River Gorge Scenic Area and protection from potential lawsuits and claims over land use issues. These benefits outweigh the costs of the program, especially as all JOINT program costs are funded equally by the State of Washington.

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- Ensure that Gorge Commission decision-making processes are fair, open and accessible.
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- Monitor the effect of development and other activities on the resources of the National Scenic Area.

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7 Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection

Agency Name		Columbia River Gorge Commission																					
2023 - 2025 Biennium																				Agency Number:		35000	
Commissioner Account		Program/Division Priorities for 2023-25 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, or S)	Legal Citation	Explain What is Mandatory (for C, FM and FO only)	Comments on Proposed Changes to CSL included in Agency Request			
Dept	Prgm/ Div																						
1	1	CRGC	CMR	Commissioner Expenses, Commissioner per diem and participation (travel) expenses	3,4	9	52,355	0	0	0	0	0	\$ 52,355	6 commissioners	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi- state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.			
2	2	CRGC	CMR	Oregon Risk Management charges- Oregon State charges for self- insurance and other state services	4	9	2,200	0	0	0	0	\$ 2,200	6 commissioners	0.00	N	N	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi- state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
							54,555	-	-	-	-	\$ 54,555	0	0.00									

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

Document criteria used to prioritize activities:

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UPDATED OTHER FUNDS ENDING BALANCES FOR THE 2021-23 & 2023-25 BIENNIA

Agency: Columbia River Gorge Commission - 4600
 Contact Person: Krystyna U. Wolniakowski, Executive Director - 509.713.9623

(a) Other Fund Type	(b) Program Area (SCR)	(c) Treasury Fund #/Name	(d) Category/Description	(e) Constitutional and/or Statutory reference	(f) 2021-23 Ending Balance		(g) 2023-25 Ending Balance		(j) Comments
					In LAB	Revised	In CSL	Revised	
NONE									

Objective: Provide updated Other Funds ending balance information for potential use in the development of the 2023-25 legislatively adopted budget.

Instructions:

- Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2021-23 Legislatively Approved Budget. If this changed from previous structures, please note the change in Comments (Column (j)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).
- Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (h): Use the appropriate, audited amount from the 2021-23 Legislatively Approved Budget and the 2023-25 Current Service Level at the Agency Request Budget level.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. The revised column (i) should assume 2023-25 Current Service Level expenditures, considering the updated 2021-23 ending balance and any updated 2023-25 revenue projections. Do not include adjustments for reduction options that have been submitted. Provide a description of revisions in Comments (Column (j)).
- Column (j): **Please note any reasons for significant changes in balances previously reported during the 2021 session.**

Additional Materials: If the revised ending balances (Columns (g) or (i)) reflect a variance greater than 5% or \$50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.

2021-23 ARPA ENDING BALANCES

Agency: Columbia River Gorge Commission - 4600
Contact Person: Krystyna U. Wolniakowski, Executive Director - 509.713.9623

(a) SCR	(b) Program Description	(c) 2021-23 LAB	(d) 2021-23		(g) 2023-25 POP		(h) Comments
			(e) Ending Balance	(e) Amount Obligated	(f) Y/N	(g) POP #	
NONE							

Instructions:

- Column (a): Select the appropriate Summary Cross Reference number and name from those included in the 2021-23 Legislatively Approved Budget.
- Column (b): List American Rescue Plan Act (ARPA) balances by legislatively approved uses and/or specified transfers to agency programs.
- Column (c): Provide the expenditure limitation approved for the ARPA funds transferred to the agency in the 2021-23 Legislatively Approved Budget.
- Column (d): Enter the total estimated balance of ARPA funds that will be unspent at the close of the 2021-23 biennium.
- Column (e): Enter the amount of the unspent ARPA balance obligated to a project/program through an award, grant agreement, or other contract as of June 30, 2023.
- Column (f) and (g): Indicate whether the 2023-25 Agency Request Budget includes a policy option package (POP) to utilize the ARPA funds carrying forward into the 2023-25 biennium, and if so, provide the POP number.
- (h) Please provided any additional information related to ARPA ending balances.