



**LEGISLATIVE COMMISSION ON INDIAN  
SERVICES**

900 Court Street NE, Room 167  
Salem, Oregon 97301-1347  
(503) 986-1067

October 20, 2025

Senator Kate Lieber and  
Representative Tawna Sanchez  
Co-Chairs, Joint Interim Committee on  
Ways and Means  
via email

Re: 2025-27 Agency Reduction Options

Co-Chairs Senator Lieber and Representative Sanchez,

A little over 50 years ago, with the passage of ORS 172.100 et seq, the legislature created the Legislative Commission on Indian Services (LCIS) “to improve services to Indians in Oregon.” LCIS is staffed by the Executive Director (Patrick Flanagan), The State Physical Anthropologist (Dr. Elissa Bullion), and the Commission Assistant (Adrienne Fischer). LCIS serves as the main forum in which issues of mutual concern to the State of Oregon and the nine federally recognized Tribes of Oregon are considered. It serves as a conduit through which concerns are channeled through the network to the appropriate entity; it serves as a point of access for finding out about state government programs and Indian communities; and it serves as a catalyst for bringing about change where change is needed.

More specifically, LCIS interacts primarily with members and offices within the Legislative and Executive branches of the State of Oregon. LCIS works with the Legislative branch by monitoring legislative proposals and bills, assisting with outreach to impacted Tribes, and by providing training to legislative members and their respective staff members relating to tribal interests and government-to-government interactions. LCIS also routinely interacts with many

of the executive branch agencies on the same range of issues and concerns. Finally, LCIS, through the efforts of the Physical Anthropologist, interacts with each of the nine federally recognized Tribes of Oregon as well as many Tribes outside of Oregon, to facilitate the return of ancestral remains. Dr. Bullion also assists with issues that arise around the discovery of cultural artifacts, items, and locations. These issues arise either through inadvertent discovery or through the innumerable permit applications that she reviews.

The entirety of LCIS's budget for the 2025-2027 biennium is \$1,389,125. Personal Services comprises \$1,336,011, or just over 96% of our budget. The remaining 4% amounts to \$53,114, allocated to Services, Supplies, and Capital Outlay (work-related travel, employee training, office expenses, expendable IT supplies, etc.). LCIS operates on a lean budget, making it very difficult to propose a 2.5% or 5% reduction.

To achieve our 2.5% and 5% reduction proposals, LCIS can first utilize "reversions." Statute requires legislative and judicial branch agencies to retain any remaining General Fund balances, typically referred to as reversions, from the previous biennium for the payment of expenses for the next biennium. To mitigate the impact of General Fund reductions on core services and positions, legislative branch agencies have prioritized utilizing these anticipated reversions from the 2023-25 biennium to help achieve the reduction targets. For LCIS, our projected 23-25 reversions amount to \$43,046. Of that total, \$10,000 was already assumed going into the 25-27 budget for new investments, leaving LCIS with a projected reversion total of \$33,046.

For the 2025 – 2027 biennium, a 2.5% reduction amounts to \$35,463. First applying our reversion of \$33,046 leaves a balance of \$2417, which we need to apply against our Services, Supplies, and Capital Outlay (SS&C). While \$2417 does not seem like a significant sum (and, if needed, could be achieved), it should be noted that it amounts to just over 4% of our SS&C budget.

For the 2025 – 2027 biennium, a 5% reduction amounts to \$70,926. After applying our reversion of \$33,046, and our reduction to SS&C of \$2417, LCIS would need to identify an additional \$35,426 in proposed cuts. The only realistic way to do this would be to reduce one of our three staff positions to less-than-full time. In sum, LCIS would need to reduce its Personal Services budget by approximately 3%. (As an aside, the entirety of LCIS's SS&C budget only comprises 3.8 percent of the entire budget for the biennium. Therefore, even if the entirety of LCIS's SS&C were eliminated, Personal Services would still have to be impacted). This would have a disparate impact, depending on which position was directly implicated by the reduction. Additionally, reducing one of our three staff positions to less-than-full time would likely lead to losing the person currently in that position as well as significant hardship in recruiting for the position.

In sum, LCIS recognizes that every office has an obligation to review its operating costs and identify ways to share the burden of budget reductions. While a 4% reduction to our SS&C is not optimal, it can most certainly be absorbed with prudent saving and spending. But this only gets LCIS to the initial threshold of a 2.5% reduction. Unfortunately, due in no small part to our lean operating budget, a 5% reduction to the overall LCIS budget would have a significantly detrimental effect. To achieve a 5% reduction, LCIS would have no option other than to reduce

1 FTE to part-time. With a staff of three, this would result in statutorily driven work not being completed, obligations to Tribes not being met, and direct assistance to state entities would be unavailable. LCIS would also have an exceedingly difficult time recruiting for whichever position had been reduced as this position would not provide the pay or associated benefits/compensation package commensurate to competitive positions/employers.

Sincerely –

Patrick Flanagan, Executive Director  
Legislative Commission on Indian Services

Cc:

Amanda Beitel, Legislative Fiscal Officer – via email

John Terpening, Deputy Legislative Fiscal Officer, Legislative Fiscal – via email

Joshua Sweet, Manager Financial Services, Legislative Administration – via email

## 2025-27 Biennium

2025-27 LAB	1,389,125	-	-	-	-	-	1,389,125
-------------	-----------	---	---	---	---	---	-----------

Detail of Reductions to 2025-27 Legislatively Adopted Budget
--

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>Priority (ranked most to least preferred)</b>		<b>Agency</b>	<b>SCR or Activity Initials</b>	<b>Program Unit/Activity Description</b>	<b>GF</b>	<b>LF</b>	<b>OF</b>	<b>NL-OF</b>	<b>FF</b>	<b>NL-FF</b>	<b>TOTAL FUNDS</b>	<b>Pos.</b>	<b>FTE</b>	<b>Gov. Reduction Target Yes / No</b>	<b>One-Time Yes / No</b>	<b>Describe the reduction and associated impact on services and outcomes. Please identify the source of Other Funds reductions.</b>
<b>Dept</b>	<b>Prgm/ Div</b>															
1	1-GF	LCIS		2023-25 General Fund Reversions	33,046						\$ 33,046		0.00	N/A	Yes	Statute allows legislative branch agencies to retain unspent General Fund monies. LFO has projected 23-25 reversions for LCIS of \$43,046. Of that total, \$10,000 was already assumed going into the 25-27 budget for new investments, leaving LCIS with a projected reversion total of \$33,046. This also leaves a shortfall of \$2,417.00 to achieve a 2.5% reduction and an additional \$35,463.00 to achieve a 5% reduction.
2	2-GF	LCIS		Services & Supplies Reduction	2,417						\$ 2,417		0.00	N/A	Yes	This reduction in Services, Supplies, and Captiol Outlay (SS&C) amounts to 4.5% of LCIS's SS&C budget, but could be achieved. However, it should be noted that the largest percentage of LCIS's SS&C is allocated for travel, primarily for the State Physical Anthropologist. This amount was increased for this biennium as the previous allocation was insufficient.
3	3-GF	LCIS		Personal Services 3% FTE reduction	35,463						\$ 35,463			N/A	Yes	The only way to realistically achieve a 5% reduction in the budget for LCIS is to reduce one of our three positions to less-than-full time.
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
											\$ -					
				<b>TOTAL</b>	<b>70,926</b>	-	-	-	-	-	<b>\$ 70,926</b>	<b>0</b>	<b>0.00</b>			

Target (5%)	70,926	-	-	
Difference	-	-	-	