Columbia River Gorge Commission

2027-2029
Agency Request Budget

Columbia River Gorge Commission
PO Box 730
White Salmon, Washington 98672
509.493.3323

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CERTIFICATION

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

Columbia River Gorge Commission

AGENCY NAME

PO Box 730, White Salmon, WA 98672

AGENCY ADDRESS

SIGNATURE **CARINA MILLER**

Commission Chair

TITLE

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

__X__Agency Request ____Governor's Budget _____Legislatively Adopted

35000 - Columbia River Gorge Commission

Agency Contact: Connie L. Acker, Finance & Administration Manager
Date Submitted: July 29, 2026
CFO Analyst: Adison Rowe

Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
2025 Regular Session	SB 5508	2025	SB 5508	Agency's main budget bill
2025 Regular Session	HB 5006	2025	HB 5006	Modified certain biennial appropriations made from GF to specific state agencies
2026 Regular Session		2026	HB 5204	Added $75,000 for Access Database Replacement Project ongoing licenses, $8,000 for WA shared OFM and central service charges, and $45,000 for OR commissioner expenses

Agency Summary
Columbia River Gorge Commission (CRGC)

Introduction and Background

The National Scenic Area
The National Scenic Area encompasses 292,500 acres of world-class scenic, natural, cultural, and recreational resources along both sides of the Columbia River for an 85-mile stretch from just east of the Portland/Vancouver metro area to the mouth of the Deschutes River. It includes parts 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
The Commission is made up of 13 appointed members: six appointed by local governments (one from each of the six Gorge counties), six appointed by the governors of Oregon and Washington (three from each), and one ex officio member appointed by the U.S. Department of Agriculture Secretary (traditionally the manager of the USDA Forest Service National Scenic Area Office). The Commission hires an executive director and staff, all currently based in leased space in White Salmon, Washington.

CRGC Funding
Equivalent General Fund appropriations from Oregon and Washington fund CRGC. The National Scenic Area Act and the Columbia River Gorge Compact require the states to contribute equally to CRGC's joint operating budget. Oregon and Washington also fund commissioner expenses through General Fund appropriations, but there is no requirement that appropriations be equal for commissioner expense funds.

BUDGET NARRATIVE

CRGC's Responsibilities

CRGC acts as the primary regional planning agency and one of the chief stewards of one of America's greatest and largest national treasures – the Columbia River National Scenic Area. Among its many roles, CRGC develops and implements policy for land use and resource protection on non-federal lands in the National Scenic Area. CRGC is responsible for coordinated and consistent implementation of the National Scenic Area Management Plan and land use ordinances for each of the six counties within the National Scenic Area. 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 fishing treaty tribes, several federal agencies, dozens of interest groups, and residents and citizens. CRGC is also a neutral appellate body responsible for hearing and resolving appeals of county land use decisions in the National Scenic Area.

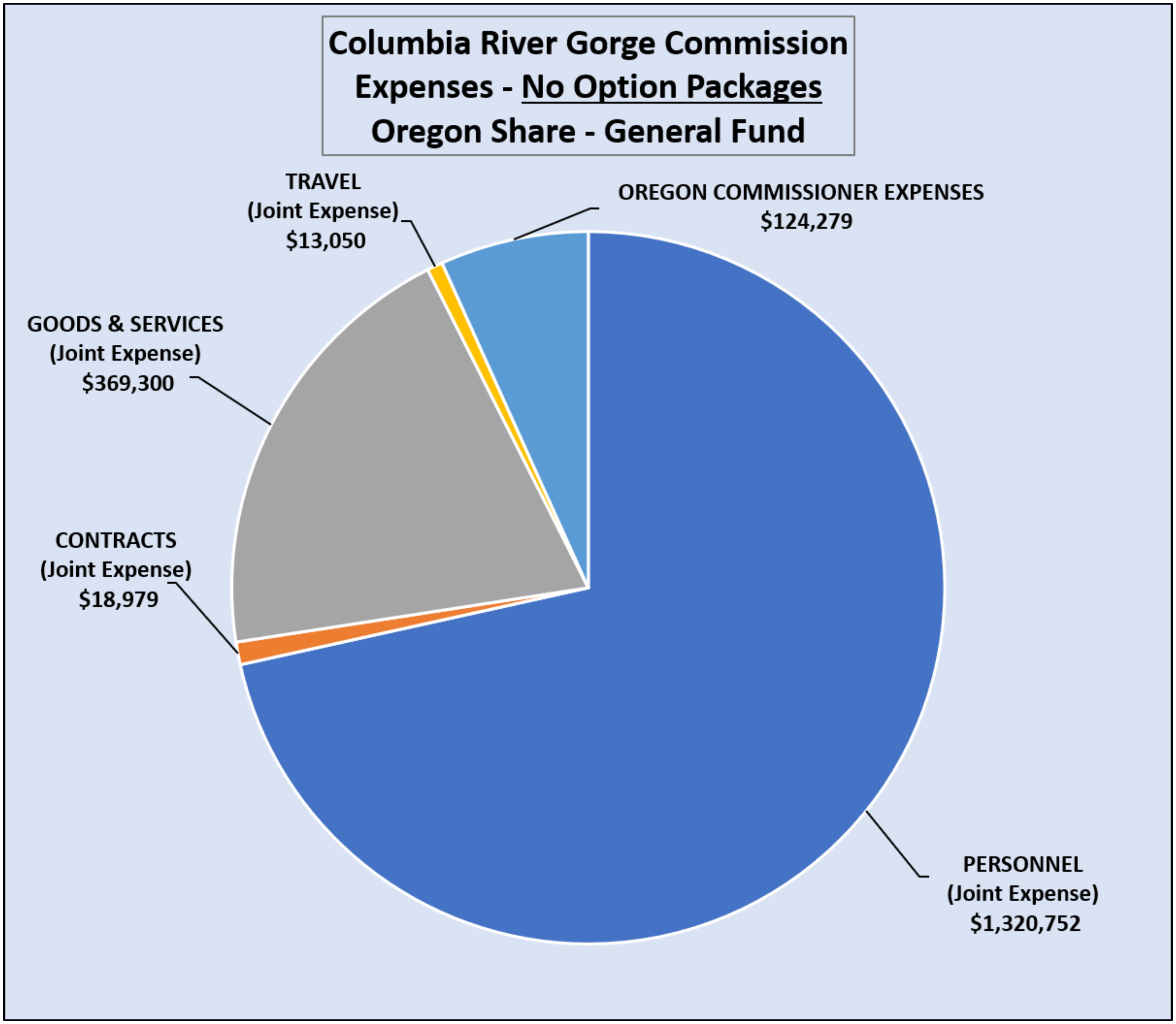
CRGC's program is based on the statutory responsibilities set forth in the National Scenic Act (enacted by Congress) and the Columbia River Gorge Compact (enacted by Oregon and Washington).

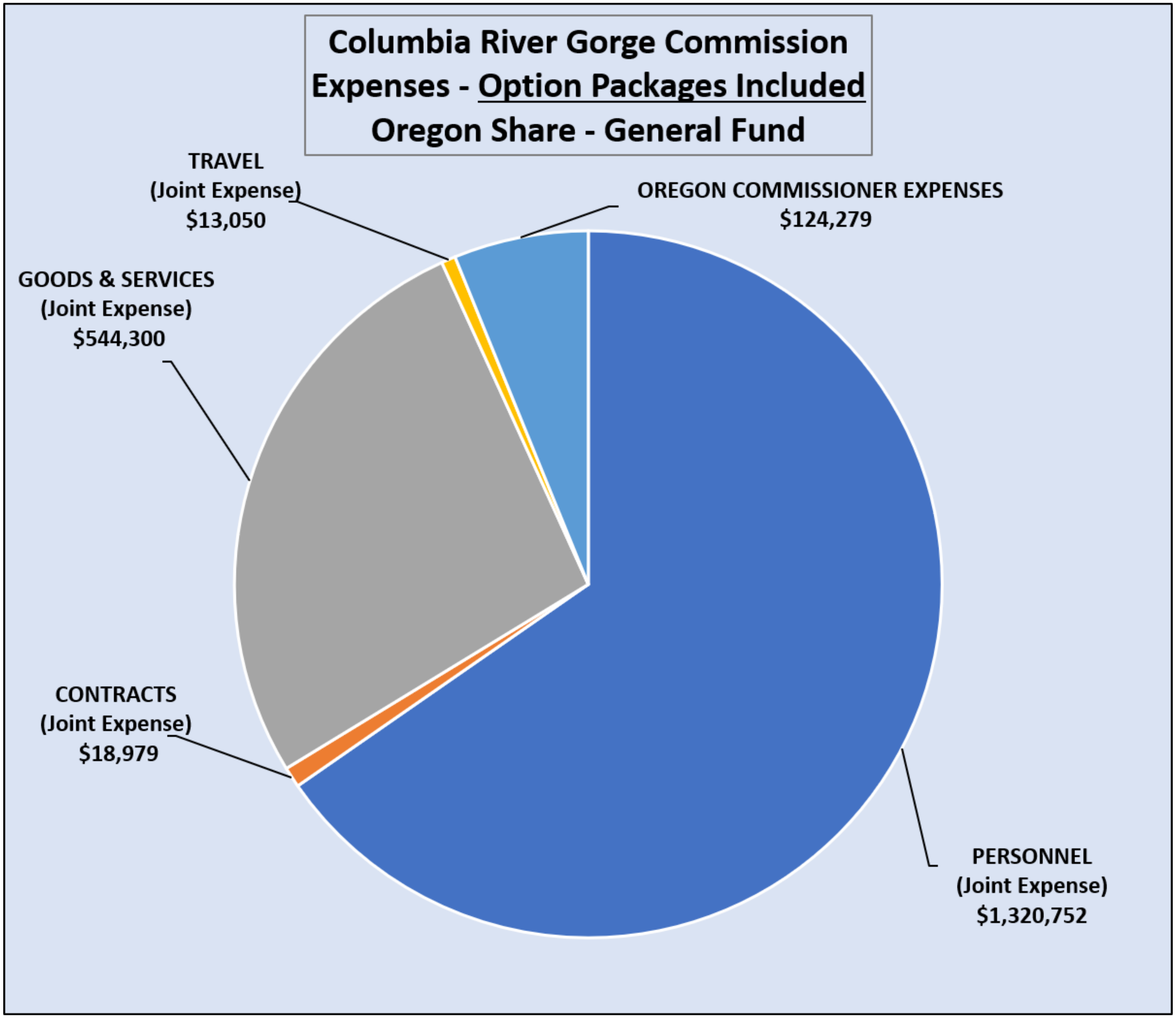
COLUMBIA RIVER GORGE COMMISSION

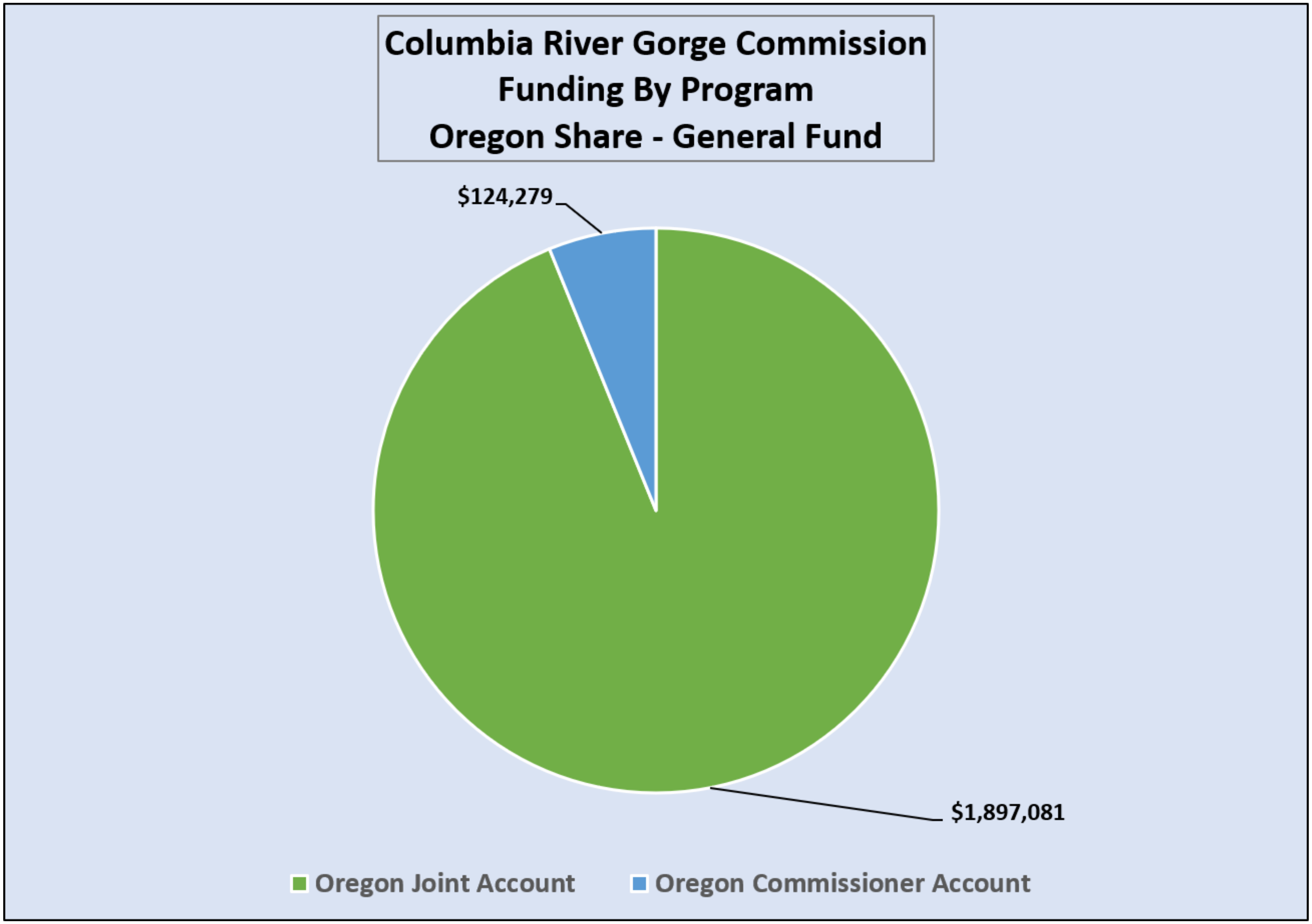
2027-2029 Agency Request Budget - No Option Packages
FTE and Program Costs - General Fund

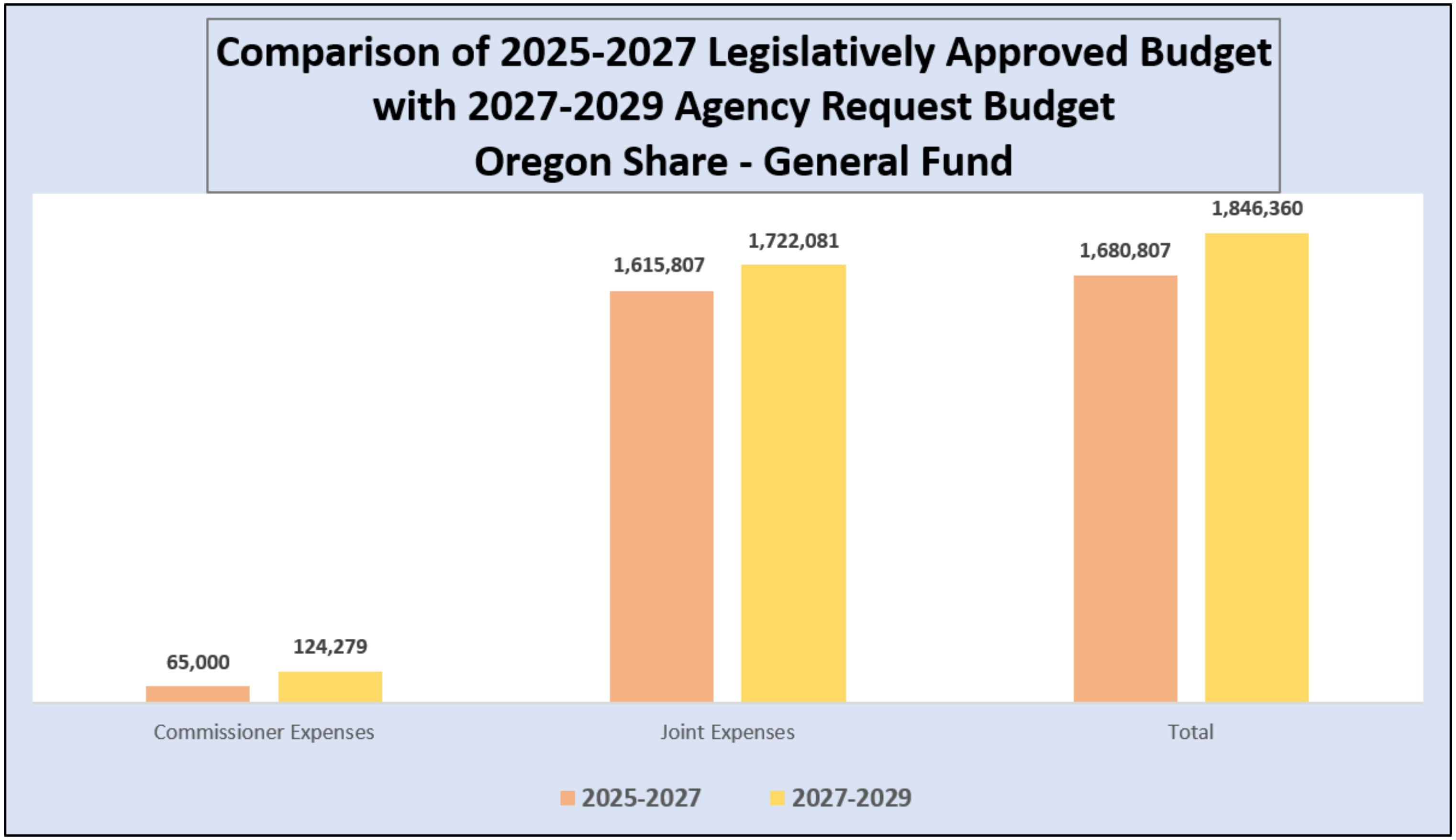
Program	OR FTE	Personal Services	Services & Supplies	Total
Joint Account - 2027-29 Current Service Level			1,722,081	**1,722,081**
Oregon Commissioner Account - 2027-29 Current Service Level		13,662	110,617	**124,279**
Total Oregon Share - No Option Packages		13,662	1,832,698	**1,846,360**

COLUMBIA RIVER GORGE COMMISSION 2027-2029 Agency Request Budget - Option Packages Included FTE and Program Costs - General Fund				
Program	**OR FTE**	**Personal Services**	**Services & Supplies**	**Total**
Joint Account - 2027-29 Current Service Level			1,722,081	1,722,081
Policy Option Package 100 - Oregon Share			175,000	175,000
Joint Account - Option Packages Included			1,897,081	**1,897,081**
Oregon Commissioner Account - 2027-29 Current Service Level		13,662	110,617	124,279
Total Oregon Share - Option Packages Included		**13,662**	**2,007,698**	**2,021,360**


Columbia River Gorge Commission
Expenses - No Option Packages
Oregon Share - General Fund
TRAVEL
(Joint Expense)
$13,050
OREGON COMMISSIONER EXPENSES
$124,279
GOODS & SERVICES
(Joint Expense)
$369,300
CONTRACTS
(Joint Expense)
$18,979
PERSONNEL
(Joint Expense)
$1,320,752


Columbia River Gorge Commission
Expenses - Option Packages Included
Oregon Share - General Fund
TRAVEL
(Joint Expense)
$13,050
OREGON COMMISSIONER EXPENSES
$124,279
GOODS & SERVICES
(Joint Expense)
$544,300
CONTRACTS
(Joint Expense)
$18,979
PERSONNEL
(Joint Expense)
$1,320,752


Columbia River Gorge Commission
Funding By Program
Oregon Share - General Fund
$124,279
$1,897,081
Oregon Joint Account
Oregon Commissioner Account


Comparison of 2025-2027 Legislatively Approved Budget
with 2027-2029 Agency Request Budget
Oregon Share - General Fund
65,000
124,279
1,615,807
1,722,081
1,680,807
1,846,360
Commissioner Expenses
Joint Expenses
Total
2025-2027
2027-2029

BUDGET NARRATIVE

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 support the area's economy by encouraging growth 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 encompasses 292,500 acres of world-class scenic, natural, cultural, and recreational resources along both sides of the Columbia River for an 85-mile stretch from just east of the Portland/Vancouver metropolitan area to the mouth of the Deschutes River. It 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.

BUDGET NARRATIVE

The Columbia River Gorge Commission

The Commission consists of 13 appointed members: six appointed by local governments (one from each of six Gorge counties), six appointed by the states of Oregon and Washington (three by each Governor), and one ex officio member appointed by the U.S. Department of Agriculture Secretary (historically filled by the manager of the USDA Forest Service National Scenic Area Office). The Commission hires an executive director and staff, all of whom are currently housed in leased space in White Salmon, Washington. CRGC has authority for 10.5 FTE with 8.7 FTE filled positions for planners and administrative staff.

CRGC Funding

Equal General Fund appropriations from Oregon and Washington fund CRGC. The National Scenic Area Act and the Columbia River Gorge Compact 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, calling for the funding needed for CRGC to carry out its bi-state responsibilities. Oregon and Washington also fund commissioner expenses through General Fund appropriations, but there is no requirement that these appropriations be equal.

CRGC's Responsibilities

CRGC acts as the primary regional planning agency and one of the chief stewards of one of America's greatest and largest national treasures – the Columbia River Gorge National Scenic Area. Among its many roles, CRGC develops and implements policy for land use and resource protection on non-federal lands in the National Scenic Area. CRGC is responsible for the coordinated and consistent implementation of the National Scenic Area Management Plan and land use ordinances in each of the six counties within the National Scenic Area. 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 tribes, several federal agencies, dozens of interest groups, and residents and citizens. CRGC is also responsible for hearing and resolving appeals of local government decisions in the National Scenic Area. Although CRGC does not have the authority to regulate land use in the 13 urban areas, there are key issues that need to be resolved regarding the urban area boundaries within the National Scenic Area.

This requires active communication and collaboration. CRGC is also a neutral appellate body responsible for hearing and resolving 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 and two-year plans remain aligned with eight strategic goals and the 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 National Scenic Area. This also includes supporting a small start-up loan program in collaboration with the Oregon and Washington Investment Boards.

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, efficiently use public resources throughout the Gorge, and support interagency projects and problem-solving.

6. Ensure the work of CRGC is viewed through the lens of equity to find and correct systemic biases and to develop an agency equity work plan 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. Implement a Climate Change Action Plan that advances adaptation and resilience strategies for scenic, recreation, natural, and cultural resources, and supports mitigation strategies that reduce greenhouse gas emissions and promote carbon sequestration.

8. Complete the update for the information technology management system using a cloud-based database and civic access 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 in all six counties.

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
- Implement the 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. The revised Management Plan was completed in June 2022, when counties adopted the new ordinances to reflect its

changes, and CRGC has been working with Gorge counties, local, state, and federal agencies, and other regional stakeholders to implement the revised Plan. The next “10-year review” will begin in the 2027-2029 biennium, since it will take a few years to complete the full review required by the NSA Act, conduct all necessary public outreach and engagement, and for the NSA counties to adopt revised policies and guidelines into their ordinances.

- 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 effects of development and other land use activities on National Scenic Area resources. Resource monitoring is a top priority for improving service and informing equitable land use policy decisions. CRGC is committed to continuing work on the Vital Sign Monitoring Program (VSI Program) with local, state, and federal agencies, as resources permit. The VSI Program monitors the health of key protected resources and the extent to which land use policy is achieving Management Plan goals. The work also includes data collection and analysis.

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

Two-Year Strategies

- CRGC has established priorities for its work as part of the implementation of the revised “Gorge 2020” Management Plan for the new 2027-2029 biennium:

    - Improve post-permit compliance monitoring and enforcement (as needed).

    - Continue to implement the Climate Change Action Plan and determine what, if any, policies need to be updated in the next 10-year Management Plan review that will begin in the 2027-2029 biennium.

  - Implement an equity action plan to guide CRGC's operation and management of the National Scenic Area.

  - Finalize the transformation of the agency's information management system to make data more transparent, efficient, accessible, and searchable for the public and staff.

  - Monitor and track vital sign indicators for economic vitality, as well as for cultural, recreation, scenic, and natural resources, to measure success and track trends in meeting both purposes of the National Scenic Area Act.

- Continue to build and strengthen working relationships with the four Columbia River treaty tribes and convene government-to-government summits as needed to exchange information and support 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 in implementing the revised Gorge 2020 Management Plan through amended local land use ordinances, and identify the issues that will need to be addressed in the next Gorge 2030 Management Plan review process.

- 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 applications from counties requesting minor urban area boundary revisions, as allowed by the NSA Act. When an application is submitted, assess the workload and the information needed to determine whether the staff resources required to evaluate the application are available. Depending on the application's complexity and the ability to meet the criteria set forth in the rules, 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 is an important part of the application review.

- 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 VSI Monitoring Program evaluates the health of protected resources using 17 variables. The VSI program will use existing and shared data whenever 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 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
- Monitor policies and regulations that promote agricultural and forest use in the National Scenic Area.

- Engage with economic development agencies, chambers of commerce, visitors' associations, agriculture and forest products businesses, ports, and conservation groups to update the bistate integrated "Gorge Economic Vitality Plan" every five years that protects resources while promoting a healthy economy.

- Monitor policies and regulations that encourage industrial and heavy commercial activities to locate in urban areas.

- Support the States of Oregon and Washington's economic development agencies in planning that supports the grant and loan program created by the National Scenic Area Act. Assist and track the Oregon and Washington Investment Boards in identifying and certifying economic opportunities for start-up businesses in Gorge communities.

Two-Year Strategies

- Continue convening the Economic Vitality Committee with representatives of the Gorge Commission. Initiate an Economic Vitality Work Group comprising representatives from about 30 entities in Oregon and Washington that are economic drivers in the National Scenic Area. This Work Group advises CRGC on how best to implement the Act's economic purpose, which requires CRGC to support economic development outside urban areas where it is compatible with resource protection. This has never been clearly defined and will continue to be explored as part of the Gorge 2030 Management Plan update process.

- Coordinate with the Oregon Investment Board and Washington Investment Board to support their grant and loan programs. Process and approve requests for certification of grant and loan applications to ensure they are compatible with resource protection and the National Scenic Area Act.

- Work with the Bi-State Advisory Committee, including members from the Oregon Investment Board, Washington Investment Board, Mid-Columbia Economic Development District, and the USDA Forest Service, to revise and update the 5-Year Economic Vitality Plan for submission to Business Oregon, the Washington Department of Commerce, and the two legislatures by spring 2027. The Plan outlines the economic vitality goals and desired outcomes for the National Scenic Area in collaboration with local businesses and other partners.

- Provide CRGC endorsement to increase grant funding that supports economic development activities in the Columbia River Gorge. CRGC writes support letters for grant applications from local and state governments to funding agencies to enhance Gorge services while protecting resources and the economy in the NSA.

- Protect agricultural and forest land within the NSA and promote industrial and commercial activities within urban areas. Seek to understand market forces in agriculture and forestry and land management practices. Evaluate Management Plan policies and guidelines to ensure more support for agriculture and forestry. This strategy aligns with the objectives and strategies described under Goal #1 to assess the Management Plan's success in meeting the goals and standards of the National Scenic Area Act. Part of this effort also involves assessing opportunities for forest lands to support carbon sequestration as a climate change mitigation strategy.

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 area's economy by encouraging growth 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 non-English-speaking populations.

- Provide leadership and a regional vision for the successful, long-term, and effective management of the National Scenic Area.

- Participate in civic and community efforts in the National Scenic Area. Provide regular, consistent information on CRGC's role in implementing the National Scenic Area Act. Train CRGC staff to deliver presentations on

CRGC, the National Scenic Area, and current challenges. Improving agency performance in this area remains a very high priority.

- Work with community members to develop outreach strategies that foster meaningful engagement, informed decision-making, and a better understanding of the National Scenic Area.

Two-Year Strategies

- Communicate regularly with diverse audiences across 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 various written and electronic communication tools and outreach materials that more clearly engage the public and stakeholders and that communicate CRGC's role and regulations to landowners seeking permits.

- Consult with equity experts to help CRGC identify more effective communication tools to reach a broader community of people who live and work in the National Scenic Area. As resources allow, provide bilingual information.

- Continue electronic archiving of CRGC records to improve public access to records and reduce the cost of maintaining them.

- Implement the new Enterprise Permitting and Licensing (EP&L) online permitting system and the cloud-based document and information management system 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 relevant information that provides more accessible and understandable resources about the National Scenic Area.

Goal #4 – Coordinate effective and consistent implementation of the Gorge 2020 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 area's economy by encouraging growth in urban areas and allowing economic development consistent with resource protection.

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 the six Gorge counties. Facilitate communication among counties, communities, agencies, and the four Columbia River Treaty Tribe governments.

Two-Year Strategies
- Provide technical assistance to county planners implementing ordinances that enact the revised Gorge 2020 Management Plan. Request input from county planners on policies that may require review and clarification under Gorge 2030 to improve the permitting process and make it more transparent and easily understandable for the public.

- Convene county policymakers, administrators, and technical staff to foster 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 on CRGC governance, and seek ideas to improve policies and guidelines during the Gorge 2030 revision process in the 2027-2029 biennium.

Goal #5 – Enhance CRGC's unique position as a bi-state regional agency to provide a Gorge-wide approach to issues, efficiently use public resources throughout the Gorge, support interagency projects, and solve problems.

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 area's economy by encouraging growth in urban areas and allowing economic development consistent with resource protection.

Long-Term Objectives
- Convene and actively participate in addressing issues that cross jurisdictional or operational boundaries. Support other government agencies in collaborating with interests in implementing cross-disciplinary projects.

- Collaborate with federal and state agencies, local government, and local communities to implement the Gorge 2020 Management Plan.

Two-Year Strategies

- Collaborate and coordinate with the Forest Service National Scenic Area office, four Columbia River Treaty Tribes, northwest universities, state agencies, and others to support activities implementing the National Scenic Area Act, including budget requests, the VSI Monitoring Program, and other key projects, and to provide information for these activities.

- Coordinate services and response with all other federal, state, and local government agencies that share responsibility for aspects of the National Scenic Area implementation.

- Distribute the newly revised “Building in the National Scenic Area Handbook” to help landowners better understand NSA policies and building standards.

- Collaborate with Soil and Water Conservation Districts that assist landowners in developing voluntary stewardship plans for their property, helping landowners better understand the conservation and mitigation measures needed to protect resources when developing their applications.

- Work with regional partners to implement the CRGC Climate Change Action Plan, which advances resilience, adaptation, and mitigation strategies to help protect the National Scenic Area from the most adverse effects of climate change.

Goal #6 – Ensure CRGC's work is viewed through the lens of equity to find and correct systemic biases and develop an agency equity work plan that outlines actionable steps to dismantle institutional and structural racism and bias.

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 area's economy by encouraging growth 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 correct those identified by reviewing and revising policies as needed.
- Continue fostering relational partnerships with communities in the Columbia River Gorge by engaging our Impact Team. CRGC's Impact Team, modeled after Washington's Pro-Equity, Anti-Racism (PEAR) Team, is composed of diverse representatives from underserved communities in the National Scenic Area. The purpose of this group is to facilitate conversations with community members, provide the Commission with guidance, and build trust and strengthen relationships with community groups.

Two-Year Strategies

- Continue convening the CRGC Impact Team to identify areas for improvement within CRGC operations and practices and in the implementation of the Gorge 2020 Management Plan. Also continue working with the CRGC Impact Team to implement climate equity strategies and actions that the Team developed.
- Create a two-year CRGC work plan to address issues and correct procedures to make them more inclusive, diverse, and equitable. Include an equity impact assessment to identify and track equity indicators.

Goal #7 – Ensure that the Climate Change Action Plan is implemented in coordination with Gorge communities, four treaty tribes, state and federal agencies, and municipalities.

Long-Term Objectives

- Collaborate with partners to implement the adaptation and mitigation strategies outlined in the approved Climate Change Action Plan.

Two-Year Strategies

- Continue convening the CRGC Impact Team, including representatives from underserved communities in the National Scenic Area, to implement the climate equity strategies and actions the Team developed.
- Review the Gorge 2020 Management Plan to identify potential policy updates that may be needed to advance climate resilience, adaptation, and mitigation strategies in the National Scenic Area.
- Review the Gorge 2020 Management Plan to identify potential policy updates that align with the Oregon Executive Order 25-26 landscape resilience focus areas, where relevant: to keep Oregon's working lands and waters protected; conserve natural lands and waters; and improve community and wildfire resilience.
- Continue to work with Gorge partners to implement effective defensible space strategies and work with fire-adapted communities to ensure community safety in the face of wildfire risks.

Goal #8 –Implement the new Enterprise Permitting and Licensing (EP&L) information management system using a cloud-based platform to allow online permitting, improve public transparency, increase efficiency, reduce paper use in the office, and ensure better electronic access for the public and staff 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 area's economy by encouraging growth in urban areas and allowing economic development consistent with resource protection.

Long-Term Objectives
- Implement the new EP&L information management system to improve CRGC's online permitting opportunities that will lead to better transparency and functionality.

Two-Year Strategies

- Digitize, catalog, and index all records using optical character recognition for easy access by the public and staff to retrieve information about the NSA.
- Finalize the "Civic Access" portal to provide the public with access to documents and permits throughout the National Scenic Area counties.

Environmental Factors

Key factors affecting CRGC's implementation of the strategic plan:
Continued population growth and the 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. Many Gorge communities are within easy commuting distance of the Portland/Vancouver area. Telecommuting and flexible scheduling make these communities viable for commuter residents.
- Increased recreation demand in the Gorge. Increased recreational visitors support the tourism economy and promote the area as a local, national, and international destination. Regional recreation in the Gorge attracts an estimated 3 million visitors and generates an estimated $500 million annually. Recreation can also adversely affect resources if not properly managed. Several state and local parks already need additional infrastructure to accommodate visitors.
- Increasing population and tourism may lead to water quality degradation, air pollution, and degradation of natural resources in unmanaged and undermanaged recreation sites (e.g., off-road biking, unauthorized hiking trails).
- The outbreak of invasive species such as the pine bark beetle and the fivespined ips has 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 workforce 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. With advances in technology and information sharing, the public increasingly expects access to information and services 24 hours a day, 7 days a week. 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 have chosen to locate in the Gorge because of the high quality of life, the availability of technology infrastructure, 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 influence travel and transportation within and through the National Scenic Area. The relative cost of energy also affects housing affordability, creates regional tensions between different economic uses, and increases demand for recreation of all types. The size and scale of energy costs, both direct and indirect, underscore the growing need for regional planning to assess the impacts of future growth—positive and negative—and the unique needs of Gorge communities.
- Need for more energy transmission and water resources to power cities and data centers. There is an explosion of proposals for data centers that use large amounts of power and water to operate. There are also proposals for transmission lines through the National Scenic Area that could affect the Columbia River and shoreline habitats.

Partner Agencies

CRGC is a regional planning agency for the Columbia River Gorge National Scenic Area. In its regional role, CRGC works closely with USDA Forest Service to co-manage the National Scenic Area. CRGC works with local communities, state and federal agencies, and the four Columbia River treaty 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, including significant recreational sites in the Columbia River Gorge, such as Multnomah Falls and numerous 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.

- **The U.S. Fish and Wildlife Service.** The U.S. Fish and Wildlife Service maintains two National Wildlife Refuges within the National Scenic Area.

- **Four Columbia River Treaty 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 integral part of the Gorge's history, culture, and economy; they are also vital to their future. In addition, the tribes provide critical technical support, particularly related to protecting cultural and natural resources.

- **States of Oregon and Washington.** The National Scenic Area Act assigns direct responsibilities to 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 agency manages land use in Oregon and served as the model for land-use planning and designations in the NSA. Washington Department of Commerce Growth Management Area Programs serve a similar purpose to DLCD-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.

- Oregon Department of Environmental Quality and Washington Department of Ecology. CRGC coordinates with this agency regarding air and water quality, terrestrial quality, and water rights when reviewing permits on private lands.

- Oregon Governor’s Natural Resources Agency Cabinet. The Executive Director attends twice-monthly meetings with all the natural resources agency directors and the Governor’s Natural Resources Director and Policy Advisor. CRGC coordinates 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 implementing the Management Plan. This allows counties to provide direct services to their residents and enhances local control. As of July 1, 2004, five of the six Gorge counties (Clark and Skamania Counties in Washington, Multnomah, Hood River, and Wasco Counties in Oregon) have elected to administer the Management Plan. Klickitat County, Washington, has not adopted the NSA ordinance. This requires CRGC to perform all land-use planning and permitting work 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 for working with the region to ensure that the National Scenic Area plan policies support the region's economies, specifically urban development inside congressionally established urban areas.

- **Stakeholders.** Ports, landowners, nonprofit organizations, and many other entities that live and work in the National Scenic Area have a stake in CRGC's decisions. In some cases, CRGC writes letters of support for grants or to recognize those partners' roles within the Gorge community. Implementing the Gorge 2020 Management Plan, followed by the Climate Change Action Plan approved in December 2022, has been an opportunity to engage many more entities in the Gorge, including government agencies, businesses, and non-government partners, to help CRGC improve service delivery.

Trends in Customer Characteristics

- Population growth and development create workload demands in counties with significant private land. This, in turn, puts demands on CRGC staff to provide technical support and monitor all county decisions.

- The public increasingly expects rapid, efficient responses to inquiries and access to information and services 24 hours a day. This expectation increases demand on CRGC and county partners to use technology efficiently, both to gather and analyze information and to provide public information and services. The antiquated Access database made it difficult to access critical information and delayed prompt responses to landowners seeking services. However, the new EP&L information management system is helping CRGC to be more responsive, transparent, and publicly accessible.

Criteria for 2027-2029 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 2027-2029 biennium:
  - Integrating the planning for regional recreation needs,
  - Implementing and meeting the goals set out in the Climate Change Action Plan,
  - Implementing the Equity Framework for internal operations and external programs,
  - Implementing the new EP&L 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 Monitoring Program to track and evaluate the health of the resources in the Gorge.

- Continue expanding the regional VSI Monitoring Program. Monitoring the effects of development and other activities on resources is one of the most effective ways to improve land-use policy. The VSI Monitoring Program is a long-term effort that will influence future CRGC decisions. The next Management Plan Review is scheduled for 2027-2030. CRGC will use the VSI Monitoring Program to continue building emerging partnerships with the

Forest Service, the U.S. 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.

- Continue to implement the "Gorge 2020" Management Plan as mandated by the National Scenic Area Act and as needed to meet the needs of the 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 and to begin exploring necessary policy revisions during the Gorge 2030 process to be initiated in the 2027-2029 biennium.

- Provide current planning services in any county that has not implemented 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 by 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.

- 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 collaborative policy discussions at the regional level.

Two-Year Strategies Used to Develop the Budget

- Provide current planning services in any county that has not implemented the Management Plan through a land use ordinance. Provide code compliance and enforcement services. Provide technical assistance to county governments regarding code compliance and enforcement.

- Continue CRGC's work on regional collaborative priorities, including regional recreation planning, urban area policy development, and measurement of the successful implementation of the National Scenic Area Act.

- Continue to build and strengthen relationships with the four Columbia River Treaty Tribes: the Confederated Tribes and Bands of the Yakama Nation, the Confederated Tribes of Warm Springs, the 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 developing strategies for Columbia River Gorge Air Quality. Provide technical assistance on Columbia River Gorge National Scenic Area Act issues to DEQ, SWCAA, and DOE.

- Continue to implement the “Gorge 2020” Management Plan. Work with Gorge counties to begin evaluating if any policies need to be revised as part of initiating the Gorge 2030 Plan revision process in the 2027-2029 biennium.

- Hear and decide appeals of county land-use decisions.

- Monitor counties' current planning decisions under their land use ordinances that implement the Management Plan. Review development applications with the potential to have the most significant impact on Gorge resources to prevent conflicts, appeals, and enforcement cases.

- Apply an equity lens to review all aspects of CRGC's work.

- Continue implementing the Climate Change Action Plan, in collaboration with agencies, four treaty tribes, and Gorge communities, to protect Gorge resources and economic vitality.

- Implement the new EP&L digital information management system to allow for online permitting and improve efficiency and transparency. The EP&L system replaces an outdated Access database and reduces reliance on paper files. A new Civic Access portal will enable the public to search for permits and documents, promoting transparency at CRGC and among the counties implementing the Management Plan.

RACIAL EQUITY IMPACT STATEMENT (REIS) WORKSHEET: AGENCY QUESTIONS

- Who is completing this agency REIS?

  Joanna McBride, Senior Land Use Planner

- Does your agency have a DEIB practitioner? (Yes or No)
  - If yes, describe how you collaborated with them on this REIS.
    - Yes, Joanna McBride is the DEIB practitioner for our agency.
  - If you did not collaborate with them, why not?
- How do the agency's mission, goals and programs impact racial equity?
  - CRGC's mission is to balance scenic, natural, cultural, and recreation resource protection and economic development.
  - CRGC's overall equity goals are:
    - Ensure a diverse staff and Commission;
    - Develop and apply an equity lens to implementation of the Management Plan, Gorge Commission operations, and policy decisions; and
    - Engage under-represented and marginalized communities in the Columbia Gorge region.
- What barriers exist in your agency's mission, goals, and programs that could hinder the advancement of racial equity?
  - Emerging awareness: DEI was incorporated in the Gorge 2020 Management Plan, but Commissioners

  report that real integration remains uneven.
  - Community representation gaps: renters, low-income residents, Latino people, and Indigenous people are often underrepresented or insufficiently served.
  - Communication and accessibility: Zoom meetings and virtual formats have hampered one-on-one relationship-building among Commissioners.
  - Cultural and political divides: The Commission struggles to reconcile differing cultural values and priorities across diverse constituencies.

- What opportunities exist in your agency's mission, goals, and programs that could help advance racial equity?
  - There is an opportunity in the next Management Plan review (currently scheduled for 2027) to add goals in CRGC's Management Plan in support of promoting equity or equitable outcomes. In addition, a clear definition for equity could also be included that supports broad understanding.
  - CRGC could consider completing a community analysis to better understand the existing communities that live in the Scenic Area and their circumstances.
  - CRGC could institutionalize an inclusive community engagement process for affected populations, especially communities of color, tribal nations, and people with disabilities, ensuring their voices are central to assessments and decision-making.
  - Develop an equity impact assessment to identify and track indicators of equity.
  - One goal of CRGC is to increase racial equity in its hiring practices. When CRGC recruits for staff or interns, CRGC uses a broad recruitment strategy that includes outreach to the Environmental Professionals of Color. When people are applying for jobs at CRGC, we do not ask them for their racial identity.

- How is community voice included in your assessments of progress, equity, and racial disparities?
  - CRGC engages historically underrepresented communities in the NSA, including communities of color,

low-income residents, and members of the four Columbia River treaty tribes. As staff and Commissioners learn how to improve communications and engagement, these communities will benefit by providing greater access to information about the NSA, the roles the agency and Commissioners play, and how CRGC's policies affect them. Their voices and perspectives will help to influence and inform CRGC's priorities and decision-making now and in the future. CRGC conducts proactive outreach to communities of color and the four Columbia River Treaty Tribes in every aspect of its work. CRGC has an Impact Team comprised of community members that advises the agency. The purpose of this group is to facilitate conversations with community members to provide the Commission with guidance on developing and implementing the DEI Strategic Plan and Climate Change Action Plan, while building trust and strengthening relationships with community groups.

- What measures are you using to track equity changes over time?
    - We don't currently track equity changes, but as mentioned above, there may be opportunities to gather demographic data and develop an equity impact assessment. We would need to figure out the metrics for that.
- Describe any racial disparities or trends you are noticing across your agency, programs, and data.
    - 4 out of our 13 Commissioners are tribal members. Aside from tribal members on the Commission, we do not know of much racial diversity in the members of the Commission and the people attending our meetings. We do not have the data to know the race of people attending our public meetings. Agency staff is lacking in racial diversity.

RACIAL EQUITY IMPACT STATEMENT (REIS) WORKSHEET: PROGRAM QUESTIONS

Choose one program to review. We ask that Program Managers responsible for the program answer the questions below. To fill out this worksheet, download a copy of this worksheet and type your answers under each question.

Program Overview

1. Please describe the program.

   Land Use Planning. The Columbia River Gorge Commission (CRGC) is responsible for land use in the National Scenic Area by following the policies and guidelines in the Management Plan. The NSA Management Plan, which implements the National Scenic Area Act of 1986, outlines many land-use policies and guidelines that determine where development may occur within the NSA, outside the 13 designated urban area boundaries.

Consultation

2. Who is completing this REIS?

   Joanna McBride, Senior Land Use Planner

3. Who is responsible for tracking equity outcomes? What method(s) are they using to track outcomes?
   - Although we do not currently track equity outcomes, there may be an opportunity in the future to develop an equity impact assessment to identify and track indicators of equity.

4. Does your agency have a DEIB practitioner (Yes or no)?
   a. If yes, describe how you collaborated with them on this REIS.
      - Yes, Joanna McBride is the DEIB practitioner for our agency.

b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

5. Did you collaborate with your agency's data analysts, community engagement managers, outreach managers, and/or others that regularly interact with underserved and marginalized communities on this REIS? (Yes, no, or not applicable)

   a. If yes, describe how you collaborated with them on this REIS.

   b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

      - We do not have a specific data analyst, community engagement manager, or outreach manager, but we regularly meet with our Impact Team. The Impact Team is an advisory group of community members from a diversity of lived experiences. CRGC an Impact Team to facilitate conversations with community members and to provide CRGC with guidance on developing and implementing its DEI Strategic Plan. The Impact Team is comprised of a few CRGC staff, along with people of color who either live and or work in the NSA. One goal of the Impact Team is to build trust and strengthen relationships with community groups that Impact Team participants represent or work with. The Impact Team is convened to discuss goals and strategies in CRGC's DEI Strategic Plan and advise CRGC, drawing from their own lived experiences and perspectives. The Impact Team then makes recommendations to staff, staff presents those recommendations to the Commission, and the Commission decides what to do with the recommendations.

Community Engagement and Data

6. Identify the specific racial groups and communities that may be impacted by this program, both directly and indirectly. In your answer, include responses to the following questions:
    a. How did you identify these impacted groups?
    b. What data are you using to validate your assessment? If possible, use outreach and engagement feedback to gather information and insight.
    c. If possible, disaggregate the data by race, ethnicity, geography, income level, and other relevant characteristics. If disaggregated data is not available, please describe why.
        - This data is not available, we have never collected demographic data for our land use planning and permitting program.
    d. How are communities impacted by this program? What are the disproportionate impacts? Be specific.
        - Anyone who lives, works in, or visits the NSA is directly and indirectly impacted by our land use policies. We do not know the racial identity of these community members who may be impacted. We do not gather this type of data.
7. How did you ensure multiple perspectives were part of decision-making processes for this program? In your answer, include responses to the following questions:
    a. Identify how you have or are planning to engage multiple perspectives and impacted groups to provide feedback on this program (e.g. program design, budget, policy decisions, etc.). Give specific

examples.

b. If community engagement is not part of your approach, please explain why and what you did instead to incorporate community perspectives. In your response, describe: the decision-making process used to determine engagement was not feasible or appropriate, the specific barriers (beyond general time or capacity), and how you mitigated the risk of missing community input (e.g. using existing feedback, partnering with trusted organizations, review from advisory bodies, etc.).

   - During our last Management Plan review and update, we held over 150 documented meetings with communities around the Columbia River Gorge National Scenic Area. These were listening sessions that included proactive outreach to tribal councils, county planning departments, county and city councils, non-profits, and other local organizations to gather their input, ideas, and concerns.
   - We do not currently have the

8. If this program is not funded, please describe the following:

   a. Which racial or ethnic communities would be most impacted.

      - We do not know which racial or ethnic communities may be impacted.

   b. How disparities would likely persist or worsen.

9. Who will be monitoring racial equity outcomes over time for this program?

   - We are a staff of 8.25 FTE over 10 staff. Because of this, all staff serve multiple roles. We are not currently funded to do this work, and with the reduction of funding over the past year we do not have a dedicated staff person for this.

b. How will progress be reported?

c. How will leadership be informed of equity impacts?

d. How will the community be involved in monitoring outcomes?

- CRGC has an Impact Team comprised of racially diverse community members that advises the agency and provides input to the Commission. If we can develop a way to monitor racial equity outcomes for our land use planning and permitting program, we will be consulting with the Impact Team to do this.

RACIAL EQUITY IMPACT STATEMENT (REIS) WORKSHEET: POLICY OPTION PACKAGE (POP) QUESTIONS

Program managers responsible for the POP: Please answer the questions below for every POP being proposed in your agency request budget. To fill out this worksheet, download a copy of this worksheet and type your answers below each question.

Program Overview

1. Please describe the POP being proposed.

POP 100 – Database Replacement Final Phase-Civic Access: This final phase will require a contractor to process decades of digitized but unindexed permit records, use optical character recognition to catalog and file the documents into a single, searchable repository, redact the documents to protect privacy, and upload them to the Enterprise Permit and Licensing (EP&L) public portal, Civic Access. The public, CRGC partners, and interested parties will be able to search for addresses or parcels, track their status, and submit land-use applications online. The contractor will also work with the five county planning offices in the National Scenic Area to verify that CRGC has all past permits included in the EP&L platform, enabling the public to conduct thorough, streamlined searches.

2. Why is the POP being proposed?

To finalize the Database Replacement Project started in 2021-23.

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Consultation

3. Who is completing this REIS?

Connie Acker, Finance & Administration Manager

4. Who is responsible for tracking equity outcomes? What method(s) are they using to track outcomes?

Joanna McBride serves as the agency's DEIB practitioner. The agency collaborates with its IMPACT Team (Pro-Equity, Anti-Racism), comprised of a diverse group of National Scenic Area community members. The team provides guidance on best practices and recommends strategies to strengthen engagement with underserved communities throughout the region.

5. Does your agency have a DEIB practitioner (Yes or no)?

    a. If yes, describe how you collaborated with them on this REIS.

Yes, Joanna McBride is the agency's DEIB practitioner. CRGC is a small agency, and staff work closely one-on-one.

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b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

6. Did you collaborate with your agency's data analysts, community engagement managers, outreach managers, and/or others that regularly interact with underserved and marginalized communities on this REIS? (Yes, no, or not applicable)

Not applicable.

a. If yes, describe how you collaborated with them on this REIS.

b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

As a small agency, we do not have the budget to establish dedicated outreach positions. Outreach to underserved communities is coordinated by the agency's DEIB practitioner. No targeted outreach was required for this POP because its purpose is to finalize improvements that provide the public with online access to agency and county development decisions.

Community Engagement and Data

7. Identify the specific racial groups and communities that may be impacted by this POP, both directly and indirectly. In your answer, include responses to the following questions:

   a. How did you identify these impacted groups?

This POP is not directed toward any specific racial group or community. Instead, it is intended to provide the public and Tribes with direct access to NSA historical development decisions. Making this information available online increases transparency and eliminates the need for interested parties to submit formal public records requests to obtain these records.

   b. What data are you using to validate your assessment? If possible, use outreach and engagement feedback to gather information and insight.

When this POP is funded and upon project completion, the public and Tribes will be notified that they have equal access to NSA development decisions.

   c. If possible, disaggregate the data by race, ethnicity, geography, income level, and other relevant characteristics. If disaggregated data is not available, please describe why.

The agency does not collect demographic data.

   d. How are communities impacted by this POP? What are the disproportionate impacts? Please be specific.

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When this POP is funded and upon project completion, the public and Tribes will be notified that they have equal access to NSA development decisions. Any potential disproportionate impact would be limited to individuals without internet access. In those cases, the agency will continue to provide access to records upon request, either in person or through written requests.

8. How did you ensure multiple perspectives were part of the decision-making process for this POP? In your answer, include responses to the following questions:
   a. Identify how you have or are planning to engage multiple perspectives and impacted groups to provide feedback on this POP (e.g. program design, budget, policy decisions, etc.). Please give specific examples.
   b. If community engagement is not part of your approach, please explain why and what you did instead to incorporate community perspectives. In your response, describe the following: the decision-making process used to determine engagement was not feasible or appropriate, the specific barriers (beyond general time or capacity), and how you mitigated the risk of missing community input (e.g. using existing feedback, partnering with trusted organizations, review from advisory bodies, etc.).

Public engagement began during the Database Replacement Project in the 2021–23 biennium and continued through the 2023–25 biennium. The initial engagement focused on gathering feedback regarding the design and functionality of the new EP&L platform. Because this POP represents the

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final phase of the Civic Access component of that project, no additional public engagement was required.

Impacts and Accountability

9. If this POP is not funded, please describe the following:

   a. Which racial or ethnic communities would be most impacted.

   b. How disparities would likely persist or worsen.

No specific racial or ethnic community would be disproportionately affected by this POP, as it completes a project that provides all members of the public and Tribes with access to NSA development decisions. If the POP is not funded, the public and Tribes will continue to have limited access to this information and would need to obtain it through the formal public records request process.

10. Who will be monitoring racial equity outcomes over time for this POP?

   a. How will progress be reported?

   b. How will leadership be informed of equity impacts?

   c. How will the community be involved in monitoring outcomes?

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This POP is not directed toward any specific racial group or community. Progress updates will be provided to Commission leadership during public meetings and will include information regarding overall platform usage and users.

Diversity, Equity, and Inclusion Strategic Plan Cover Memo

1. Who benefits from agency programs, both directly and indirectly?

CRGC's mission is to protect the scenic, cultural, natural, and recreation resources of the Columbia River Gorge National Scenic Area (NSA) while also supporting economic vitality where it is compatible with resource protections. Given that the NSA is a federally protected landscape in both Oregon and Washington and CRGC is a land use planning agency implementing the NSA Management Plan to protect these resources, anyone who lives in, works in, or visits the NSA directly and indirectly benefits from the magnificent scenery, healthy ecosystems, and many recreation opportunities. CRGC promotes access to all areas of the NSA for those who want to enjoy its resources and conducts proactive outreach to diverse and underrepresented communities to ensure they feel welcome.

2. Who will be burdened by agency programs?

The NSA Management Plan, which implements the National Scenic Area Act of 1986, outlines many land-use policies and guidelines that determine where development may occur within the NSA, outside the 13 designated urban area boundaries. People who are burdened by CRGC's programs may wish for more flexibility in developing their properties. For example, the NSA Management Plan allows only one single-family dwelling on each legal parcel where the land use designation allows a home to be built. The NSA Management Plan does not allow residential Accessory Dwelling Units (ADUs) or second homes to be built on a parcel of land in the NSA. This policy may burden landowners who want to build multi-generational housing or build ADUs to generate additional income as short- or long-term rentals.

3. How does the agency increase or decrease racial equity? Do proposed new programs have potential unintended/racial equity consequences? What benefits may result from the program?

CRGC committed to developing a DEI Strategic Plan for the NSA, which directly supports equity initiatives in Oregon and Washington. CRGC engages historically underrepresented communities in the NSA, including communities of color, low-income residents, and members of the four Columbia River treaty tribes. As staff and Commissioners improve communication and engagement, these communities will benefit from greater access to information about the NSA, the roles the agency and Commissioners play, and how CRGC's policies affect them. Their voices and perspectives will help shape CRGC's priorities and decision-making now and in the future.

CRGC conducts proactive outreach to communities of color and the four Columbia River Treaty Tribes across all aspects of its work. When recruiting staff or interns, CRGC employs a broad strategy that includes outreach to the Environmental Professionals of Color. One goal of CRGC's DEI policies is to increase racial equity in its hiring practices. CRGC is not aware of any cases in which its DEI policies are decreasing racial equity or causing unintended consequences. CRGC used additional funding to conduct facilitated outreach workshops with its Impact Team, engaging participants with diverse lived experiences. CRGC is also using the funds to translate CRGC materials into Spanish and to organize DEI training for its staff and Commissioners with professional DEI trainers. The goal is to increase staff and Commissioner awareness of equity issues and to address systemic inequities as they become known.

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

CRGC recognizes that the NSA encompasses rich and diverse cultures. The NSA is located within the ancestral territories of Indigenous peoples. Other cultures in the Gorge have prospered and have also faced discrimination to varying degrees. These historically excluded populations include immigrants from many parts of the world, migrant workers, and rural and low-income residents. CRGC acknowledges this legacy of discrimination and exclusion created systemic inequities in the policies of National Scenic Area governments and commissions. CRGC has examined the diverse residents of the NSA, past and present, and has primarily focused on the Spanish-speaking population, with significant outreach to the four Columbia River treaty tribes. CRGC already works closely with the four Columbia River treaty tribes for formal government-to-government consultation, as well as staff-to-staff on preparing the DEI Strategic Plan and the Climate Change Action Plan. Every policy and guideline that may impact tribal cultural resources, tribal treaty rights, First Foods, and other resources must engage the four treaty tribes. Through listening sessions with community members, CRGC has learned that there is a large Pacific Islander population within the NSA. However, CRGC has not yet had participation from members of this population. CRGC has not conducted targeted outreach to this community, which is an opportunity to bring these voices to the table. CRGC has also not had any participation from Black community members. As previously mentioned, CRGC has conducted outreach to the Environmental Professionals of Color for recruitment but has not found another organization that can help with outreach to the Black community beyond Environmental Professionals.

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

All CRGC commission meetings are public and open to anyone wishing to participate. CRGC staff make every effort to proactively reach out to all members of the Gorge communities when a policy-level decision needs to be addressed. CRGC encourages people from underserved communities to attend meetings via Zoom or in person and to feel comfortable asking questions or providing comments. CRGC has a long track record of holding many meetings on various policy issues to ensure broad participation. Until CRGC received additional funding, it could not translate materials into Spanish. With the additional funds, CRGC can fund translations to reach more people than it has in the past. In addition, CRGC is exploring how to communicate through other media, such as Spanish-speaking radio and community groups.

CRGC has assembled an Impact Team to facilitate conversations with community members and to provide CRGC with guidance on developing and implementing its DEI Strategic Plan. The Impact Team is comprised of a few CRGC staff members, along with people of color who live and/or work in the NSA. One goal of the Impact Team is to build trust and strengthen relationships with community groups that Impact Team participants represent or work with. The Impact Team is convened to discuss goals and strategies in CRGC's DEI Strategic Plan and advise CRGC, drawing from their own lived experiences and perspectives. The Impact Team then makes recommendations to staff, staff present those recommendations to the Commission, and the Commission decides what to do with them.

COLUMBIA RIVER
GORGE COMMISSION
EST. 1986

Columbia River Gorge Commission

Diversity, Equity, and Inclusion Strategic Plan

Approved by Columbia River Gorge Commission December 2022

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Land Acknowledgement

The Gorge Commission acknowledges and honors that the Columbia River Gorge National Scenic Area is located within the ancestral territories of Indigenous peoples who have protected these lands and waters since time immemorial. We also honor the sovereignty and role of the four Columbia River Treaty Tribes in taking care of these lands and waters today—the Confederated Tribes of Warm Springs, the Confederated Bands and Tribes of the Yakama Nation, the Confederated Tribes of the Umatilla Indian Reservation, and the Nez Perce Tribe. These bands and tribes include the Wasco, Warm Springs, Paiute, Cayuse, Umatilla, Walla Walla, Kah-milt-pah, Klickitat, Klinquit, Kow-was-say-ee, Li-ay-was, Oche-chotes, Palouse, Pisquose, Se-ap-cat, Shyiks, Skinpah, Wah-lal-la, Wenatshapam, Wishxam, Yakama, and Nimiipuu peoples. We are committed to working together with tribal governments through government-to-government partnerships and people-to-people relationships. We offer this land acknowledgment in gratitude for all those who have come before us and those cultivating respectful relationships today and into the future; in recognition of the historical and ongoing legacy of colonialism; and in commitment to work together toward a more just and equitable future in protection of our shared connection to these lands and waters.

Photo by Peter Marbach

Introduction

The Gorge Commission acknowledges the history of exclusion, structural racism, and forced removal of people from the lands that make up the Columbia River Gorge National Scenic Area (NSA) today, and how this legacy created systemic inequities in the policies and decision-making of National Scenic Area governments and commissions. The Gorge Commission commits to listening, learning, understanding, and developing diversity, equity, and inclusion strategies that address this legacy.

The Commission developed this Diversity, Equity, and Inclusion (DEI) Strategic Plan to identify inequities in our work; to develop and apply an equity lens to implementation of the Management Plan, Commission operations, and policy decisions;

and to establish trusted partnerships that will guide our work into the future. The plan is divided into four main parts. The first outlines the Commission's DEI commitment, including the purpose, goal, and vision of the Commission in creating a DEI Strategic Plan, the directives from the states of Oregon and Washington regarding DEI, as well as establishing accountability within the agency and methods for evaluating progress. The second part focuses on the Commission's organizational operations, and where we are at in the process of integrating DEI components. The third section highlights our approach for anchoring current programs in DEI, including reviewing the Management Plan for opportunities to be more equitable in our policies, as well as in the Commission's other programs such as Vital Sign Indicators and development reviews. The fourth section covers how we engage with everyone outside of the Commission, which includes building relationships and establishing partnerships with organizations and individuals.

Part I: DEI Commitment

a. Management Plan

The Management Plan for the Columbia River Gorge National Scenic Area establishes goals and policies for resource protection in the NSA. In 2020, the Commission and USDA Forest Service completed its decennial review and revision of the Management Plan. Throughout the process, staff received comments from individuals encouraging the Commission to review the Plan with a focus on addressing how the Commission's policies impact communities of color who have historically and currently face systemic racism and exclusion.

Staff presented a summary of these comments to Commissioners at the August 2020 Commission meeting. The Commission discussed how to respond to these public comments and agreed to include a DEI statement and policies in the Gorge 2020 Management Plan.

DEI Statement

Following the August 2020 meeting, Commissioners and staff worked together to develop a draft DEI statement that staff then presented at the September 9, 2020 Commission meeting. The Commission reviewed and made amendments to the draft DEI statement and policies and passed a motion to include them in the Draft Management Plan for adoption. In October 2020, the Columbia River Gorge Commission (CRGC) unanimously adopted the following **Diversity, Equity and Inclusion (DEI) Statement** in the revised Management Plan:

Part I: DEI Commitment

The Gorge Commission recognizes that the Columbia River Gorge National Scenic Area represents rich and diverse cultures. The National Scenic Area is located within the ancestral territories of Indigenous peoples who have protected these lands since time immemorial. The Gorge Commission acknowledges that European settlers and their governing authorities took Indigenous land and resources within this region by unjust and inequitable means. Indigenous leaders negotiated treaties that reserved rights to fish at usual and accustomed sites, hunt, and gather traditional foods and medicines on public lands and waters throughout their ceded lands. Despite these treaties, Indigenous people have experienced loss of land and resources essential to their spiritual, cultural, and economic well-being and livelihoods.

Other cultures in the Gorge have also prospered and been discriminated against. Immigrants from Japan, China, Latin America, and other places came to the Gorge to work in agriculture, build railroads, and prepare Columbia River fish and produce for world markets. Their land and possessions were also seized at times, some were taken to internment camps during World War II, and many were discriminated against by unjust federal and state laws and bigotry from fellow residents. The Gorge Commission acknowledges and regrets Oregon's history of structural racism, including its exclusionary laws and its 1857 Constitution barring Black citizens from residing in Oregon, voting, owning property, or entering in contracts.

The Gorge Commission acknowledges that this legacy created systemic inequities in the policies and decision-making of National Scenic Area governments and commissions. The Gorge Commission commits to listening, learning, and understanding, and developing diversity, equity, and inclusion strategies that take into account and address this legacy.

DEI Policies

In addition to this statement, the Commission outlined the following **DEI policies** in the revised Management Plan:

1. The Gorge Commission shall develop and adopt a Diversity, Equity, and Inclusion Plan to address these systemic inequities identified or discovered in its work and policies. The Plan shall be reviewed and updated as necessary.
2. The Diversity, Equity, and Inclusion Plan shall include specific measures and outcomes to:
    a. Ensure a diverse staff and commission;
    b. Develop and apply an equity lens to implementation of the Management Plan, Gorge Commission operations, and policy decisions; and
    c. Engage under-represented and marginalized communities in the Columbia Gorge region.

3. Based upon the measures and outcomes of the Diversity, Equity, and Inclusion Plan, the Gorge Commission may determine that conditions in the National Scenic Area have significantly changed and may exercise its authority to develop responsive Management Plan amendments pursuant to section 6(h).

b. Tribal Sovereignty

The Columbia River Gorge National Scenic Area is located within the ancestral territories of Indigenous peoples who have protected these lands and waters since time immemorial. The Commission recognizes the sovereignty and leadership of the four Columbia River Treaty Tribes in managing these lands and waters today. Through government-to-government consultation and ongoing work with Treaty Tribes' staff, the Commission is committed to strengthening support for the priorities and initiatives of the Treaty Tribes through our programs and operations.

Land Acknowledgement

The Gorge Commission's approved Land Acknowledgement is on page 2 of this document. At the heart of the Commission's DEI statement in the Management Plan is the recognition of the Indigenous peoples who are the original stewards of the lands and waters within the NSA. Staff wrote the Commission's land acknowledgement with representatives from the Columbia River Treaty Tribes, including three Commissioners. Staff also consulted with the Columbia River Inter-Tribal Fish Commission (CRITFC) and the Confluence Project Library. The Commission approved this acknowledgment at its May 11, 2021 Commission meeting.

The Commission's land acknowledgement is intended to bring the Management Plan's words into practice, grounding all of our work together in recognition of the Indigenous peoples on whose ancestral lands the NSA is located and the Tribes who hold treaty rights to these lands and waters today. Spoken at the beginning of each Commission meeting, these words offer a moment to reflect on the connection between past and present, and to re-commit us, each time we gather, to work together toward a more just and equitable future. Staff recognize that we have much to learn about how the historical and ongoing legacy of colonialism affects National Scenic Area policies, and we are committed to better understanding and addressing these impacts as we center equity in our work going forward.

c. Washington's DEI Commitments

Washington State's Human Resources Directive 20-02 for state agencies includes the requirement to update or create workforce DEI policies and procedures. Although the Gorge Commission is not a state agency, staff chose to follow the directive and in October 2020, developed and submitted agency DEI policies and procedures.

Washington State's Office of Equity has identified the following vision, values, and goals related to equity in Washington:

Vision: Everyone in Washington has full access to the opportunities, power, and resources they need to flourish and achieve their full potential.

Values: Access + Belonging + Dignity + Equity + Justice + Love + Ubuntu[1]

Goals:

1. Drive pro-equity and social justice for all.
2. Center racial justice.
3. Ensure equitable access.
4. Build a culture of belonging.
5. End disparities, including racial and ethnic disparities, to achieve equitable outcomes.[2]

In March 2022, Governor Inslee issued Executive Order 22-04, which gives direction for implementing the inaugural five-year Washington State Pro-Equity Anti-Racism (PEAR) Plan & Playbook ("PEAR Plan & Playbook"), Washington State's approach for achieving pro-equity and social justice across state government. The PEAR Plan & Playbook is designed to help agencies partner with employees and communities facing inequities to reframe state government to work in a way that reduces disparities and improves equitable and just outcomes for everyone in Washington, now and for generations to come.[3]

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[1] Ubuntu definition: "A quality that includes the essential human virtues; compassion and humanity".
[2] Washington State Office of Equity. https://equity.wa.gov/
[3] Executive Order 22-04: "Implementing The Washington State Pro-Equity Anti-Racism (Pear) Plan & Playbook". https://www.governor.wa.gov/node/2654574

The Washington Office of Equity presents the concept of a **proactive equity** ("pro-equity") practice as: *…[T]he proactive way of doing equity work involves starting from the knowledge that we live in a society permeated by racism and bigotry, so we should be looking to combat or control for that in every action — no matter whether there's an "incident" or not.*[4]

The definition of **anti-racism** offered by the State of Washington is: *"A process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviors, and beliefs that perpetuate racist ideas and actions. Anti-racism is rooted in action. It is about taking steps to eliminate racism at the individual, institutional, and structural levels."*[5]

Required Actions for 2022

The Gorge Commission and other Washington State agencies developed their own agency PEAR Strategic Plans and submitted them to the state in September 2022. The Commission is establishing a PEAR team to advise on the DEI Strategic Plan and support the Commission in working towards its DEI goals. For the Commission's PEAR Strategic Plan, staff identified three key business lines, or the major categories of products or services our agency offers. These are: Land Use Permitting; Long-Range Planning (Management Plan standards); and Economic Development Certifications.

d. Oregon's DEI Commitments

The Oregon Governor's Office of Diversity, Equity, and Inclusion along with the Office of Cultural Change created a statewide DEI Action Plan, which was released in August 2021. The intent of the Plan is to explicitly work on dismantling institutional and structural racism in state government. [6] The State of Oregon DEI Action Plan outlines the following racial equity vision, values, and goals for Oregon:

Racial Equity Vision:

- Dismantle institutional and structural racism in Oregon state government, and by doing so, have resounding impacts on the communities of our great state.

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[4] https://medium.com/228accelerator/designing-the-future-the-power-of-a-proactive-equity-practice-feb63d52ada5
[5] https://www.verywellmind.com/what-is-anti-racism-5071426
[6] State of Oregon Diversity, Equity, and Inclusion Action Plan: A Roadmap to Racial Equity and Belonging. https://www.oregon.gov/lcd/Commission/Documents/2021-09_Item-2_Directors-Report_Attachment-A_DEI-Action-Plan.pdf

- Build a more equitable Oregon where everyone has the opportunity to thrive and everyone's voice is heard.
- Ensure an inclusive and welcoming Oregon for all by celebrating our collective diversity of race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status.

Racial Equity Values:

- Putting racial equity at the forefront while understanding intersectionality.
- Prioritize equity, anti-racism, and racial justice actions.
- Foster internal and external partnerships.
- Ensure collective responsibility and accountability.

Racial Equity Goals:

1. Establish strong leadership to eradicate racial and other forms of disparities in all aspects of state government.
2. Center equity in budgeting, planning, procurement, and policymaking.
3. Strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities.
4. Improve equitable access to services, programs, and resources including education, health, housing, human services, environmental justice, criminal justice, and economic opportunities.
5. Foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices.

In June 2022, the Office of the Governor issued Executive Order 22-11 "Relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion." This executive order contains several directives for agencies aimed at promoting affirmative action and diversity, equity, and inclusion in the workplace.

e. Key Definitions

To develop the Commission's DEI Strategic Plan, Commissioners and staff must have a shared understanding of the terms, *diversity, equity*, and *inclusion*. Washington State provided the Gorge Commission with a list of definitions of DEI-related terms. Given that the Commission will be submitting a PEAR Plan to the State of Washington, staff recommends the Commission use the following definitions to guide our work on the Commission's DEI Strategic Plan:

Diversity

Describes the presence of differences within a given setting, collective, or group. An individual is not diverse – a person is unique. Diversity is about a collective or a group and exists in relationship to others. A team, an organization, a family, a neighborhood, and a community can be diverse. A person can bring diversity of thought, experience, and trait, (seen and unseen) to a team — and the person is still an individual.[7]

Equity

The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.[8]

Inclusion

Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent, actions to expand, include, and share.[9]

For the purposes of developing the Commission's DEI Strategic Plan, the following terms are defined:

Goals are descriptions of what we want to accomplish for a particular section of the Strategic Plan. To the extent possible, Strategic Plan goals are designed to be "SMART": specific, measurable, achievable, relevant, and time-bound.

Strategies are effective approaches for advancing progress toward DEI goals. Strategies are intended to guide the Commission's DEI work for years to come.

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[7] "Diversity & Inclusion." U.S. Office of Personnel Management. Accessed October 9, 2019. https://www.opm.gov/policy-dataoversight/diversity-and-inclusion/
[8] "DEI Glossary of Equity-Related Terms". Washington State Office of Financial Management. https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/DEI-Glossary%20of%20Equity%20-%20Related%20Terms%20Version%202.pdf
[9] "DEI Glossary of Equity-Related Terms". Washington State Office of Financial Management. https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/DEI-Glossary%20of%20Equity%20-%20Related%20Terms%20Version%202.pdf

f. DEI Strategic Planning Process

Overall Goal

The Commission has integrated DEI in organizational mission and vision statements which are actively being used to guide the agency's programs and operations.

Purpose

As stated in the above policies from the Management Plan, the purpose of the Commission's DEI Strategic Plan is to address systemic inequities identified in the Commission's work and policies.

Vision

The Gorge Commission reflects the unique demographics of the people who live and work in the NSA and leads as a pro-equity, anti-racist agency through our practices and policies.

g. Evaluating Progress and Outcomes

The Commission's DEI Strategic Plan serves as a guide for moving from the preparation phase to ongoing implementation and evaluation. The Commission's DEI Strategic Plan will be a living document and will be reviewed and updated as necessary. As stated in the DEI Policies in the Management Plan, the Strategic Plan shall include specific measures and outcomes to:

a. Ensure a diverse staff and commission;
b. Develop and apply an equity lens to implementation of the Management Plan, Gorge Commission operations, and policy decisions; and
c. Engage under-represented and marginalized communities in the Columbia Gorge region.

h. Expectations for Advancing DEI

In recognizing the positional privilege that the Executive Director and Commissioners hold and their associated responsibility, the agency further directs the Executive Director and Commissioners, with coordination and support from human resources, to do the following:

- Promote diversity in all hiring activities including recruiting, interviewing and selection.

- Recruit and appoint culturally, racially and ethnically diverse managers, leaders and staff by posting and recruiting through diversity and inclusion job posting boards in addition to traditional job posting boards.
- Ensure required qualifications listed for a job are truly necessary for a position. Where possible, other comparable experience should be considered in lieu of education requirements.
- Actively engage in initiating, promoting and championing inclusive strategies to retain workforce diversity in race, ethnicity, color, sex, national origin, religion, sexual orientation, gender identity, gender expression, age, veteran status and disability status.
- Ensure equal access to growth and leadership development, educational and training opportunities, succession planning, mentoring opportunities and other resources. This includes ensuring competitive internal and external recruitments rather than direct appointments where possible.
- Ensure diversity, equity and inclusion is a continuously present focus and a core value in our agency decisions, especially as they relate to the allocation of resources.
- Use the voices and perspectives of marginalized and oppressed communities to influence and inform our priorities now and in the future.
- Make the agency an anti-oppression institution with inclusive, full participation in decision-making and a purposeful commitment to relationships with marginalized and oppressed communities.
- Support progressive facilities and environment planning to transform the workplace into a welcoming, inclusive and accessible environment for all staff and stakeholders.
- Actively listen to the experiences of staff, especially those from marginalized groups, and take action to change discriminatory or exclusionary practices.
- Continue to assess and correct workforce inequities throughout the agency including leadership appointments, promotional opportunities, training requests, access to flexible and alternate work modalities, and compensation.[10]

[10] From the Columbia River Gorge Commission's Diversity, Equity and Inclusion Policy and Procedures as required by the State of Washington for agencies.

i. Defining and Establishing Leadership Accountability

The Executive Director and identified staff lead(s) are responsible for advancing the DEI Strategic Plan at the staff level. The Commission chair and other appointed commissioners are responsible for advancing the DEI Strategic Plan at the Commission level. Staff and Commissioners will follow identified best practices to regularly evaluate the Commission's progress and assess how well the Commission is applying DEI components to its work and operations.

Part II: DEI in Organizational Operations

a. DEI Spectrum Tool Assessment

In early 2021, Commissioners and staff were asked to complete a survey based on the Meyer Memorial Trust (MMT) DEI Spectrum Tool. The DEI Spectrum Tool is a tool to assess where an organization is on its DEI journey and to identify potential areas for future work. The tool describes organizational characteristics at different points along a continuum for twelve different components of DEI work: DEI Vision, Commitment, Leadership, Policies, Infrastructure, Training, Diversity, Data, Community, Decisions, Accountability, and Inclusion.

DEI Component	Definition
DEI Vision	The organization can envision a DEI future and uses this vision to guide its DEI work.
Commitment	An organization has institutionalized its commitment to DEI.
Leadership	Organizational leaders recognize the importance of DEI and prioritize, resource, and lead the effort.
Policies	The organization has DEI policies and an organizational plan with clear goals, objectives and indicators of progress and success.
Infrastructure	The organization has committed resources and structures (i.e., an equity committee) to support the DEI transformation
Training	An organization fosters ongoing DEI learning and growth for its staff, management, and board.
Diversity	The organization has policies and strategies for strengthening and maintaining diversity; staff and board are representative of

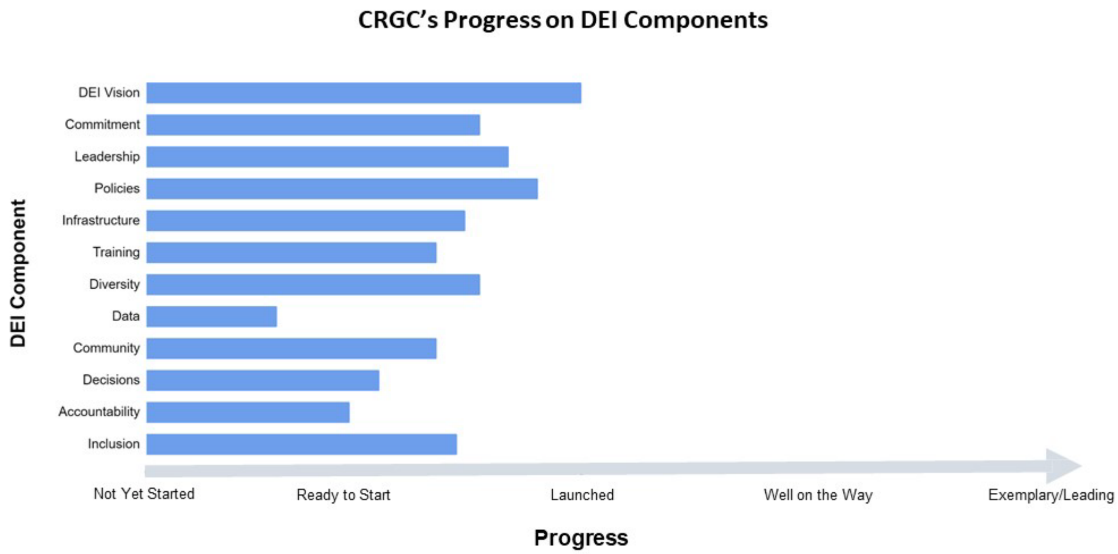
Part II: DEI in Organizational Operations

DEI Component	Definition
	the community they serve; effective retention strategies are implemented.
Data	The organization routinely collects and analyzes disaggregated data for all programmatic and operational work and uses the information in planning and decision-making.
Community	Mutually beneficial, accountable, and equitable partnerships exist with diverse organizations and leaders from communities experiencing disparities.
Decisions	An organization's decisions are systematically guided by equity considerations.
Accountability	An organization has developed mechanisms to create and maintain accountability to its constituents.
Inclusion	The organization values and reflects the voice, contributions and interests of its diverse staff and constituencies and has created systems, policies, and practices to maintain this organizational culture.

Meyer Memorial Trust DEI Spectrum Tool, https://mmt.org.

For each DEI Component, Commissioners and staff were asked to indicate the point where they believed the Gorge Commission to be, from "not yet started" to "exemplary/leading." Below is a summary of the combined staff and Commissioner responses to the survey.

Part II: DEI in Organizational Operations



Each of the DEI Components and how the Commission scored itself on those components is listed below. The goal condition for each of these components is also listed. Based on Commission guidance on the potential goals below, specific strategies may be developed to reach each desired goal state.

DEI Vision: *Launched:* Recognizes the importance of DEI to its work and is in the process of developing a shared DEI vision.
Goal: Has integrated DEI in organizational mission and vision statements which are actively being used to guide the organization's programs and operations.

Commitment: *Ready to Start:* Is interested in advancing its DEI work and is considering how to do so.
Goal: A commitment to DEI is fully institutionalized throughout the organization both internally and externally.

Leadership: *Ready to Start:* A few members of management, staff, or Commission are leading the DEI discussion.

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Part II: DEI in Organizational Operations

Goal: Organization is a DEI leader and is helping to build the field and best practices; leadership demonstrates accountability to clients, constituents, and stakeholders.

Policies: *Launched:* May have some DEI-related language in some of its organizational policies.
Goal: Has DEI policies and an organizational with clear goals, strategies, and indicators of progress.

Infrastructure: *Ready to Start:* Has had some internal DEI discussions, but doesn't have an infrastructure to guide the organization's DEI work.
Goal: Work on DEI issues is integrated into every aspect of organizational culture and infrastructure.

Training: *Ready to Start:* Is contemplating doing organizational DEI training; individual staff may have done some initial training.
Goal: Fosters ongoing DEI training, growth, and leadership among management, staff, and Commission in line with an equity plan/strategy; staff are held accountable to DEI-related practices.

Diversity: *Ready to Start:* Has had initial discussions about and values the idea of diversifying its Commission and staff.
Goal: Has policies and strategies for strengthening and maintaining organizational diversity; staff and Commission represent the diversity of the community it serves; effective retention strategies are implemented.

Data: *Not Yet Started:* Does not collect demographic data in its programmatic or operational work.
Goal: Routinely collects, disaggregates, and analyzes demographic data for all programmatic and operational work; uses the information in planning and decision-making.

Community: *Ready to Start:* Values the idea of building partnerships with communities facing disparities, but may not know how or have relationships to draw upon.
Goal: Has strong, mutually beneficial, accountable, and equitable partnerships with diverse organizations and leaders from communities facing disparities.

Decisions: *Ready to Start:* Interested in factoring DEI considerations into decision-making, but may view it as an option or an add-on to core decision-making considerations.
Goal: Decisions regarding organizational policies, practices, and resource allocation are systematically guided by DEI considerations.

Accountability: *Ready to Start:* May recognize the value of including DEI-related metrics in evaluations of staff or programs or in organizational accountability mechanisms, but has not made any plans to do so.
Goal: All evaluation and accountability mechanisms for the organization, its projects, programs, management, staff and Commission include specific DEI-related metrics.

Inclusion: *Launched:* There is an appreciation of the voice and perspective of staff and Commission members from communities facing disparities, particularly in relation to the organization's DEI work, but they are still expected to conform to the dominant culture.
Goal: All staff and Commission feel valued, and all aspects of the organization reflect the voices, contributions, and interests of a multicultural constituency; the organization has transitioned to an inclusive/multicultural culture and has created systems, policies, and practices to maintain this culture.

b. Educational Opportunities

Staff and the Commission acknowledge that we do not have all of the answers, and that we must be open to learning. Education is crucial to advancing DEI goals, as it can help each of us understand our own culture and where biases show up so that we can better understand others' experiences without judgment. It is important for staff and Commissioners to participate in continuous learning, development, and trainings in the areas of diversity, inclusion, cultural humility, oppression, equity, and recognizing and mitigating implicit bias as funding is available. Staff and Commissioners are encouraged to participate in no-cost trainings whenever possible, but to ensure that the providers of the training are being fairly compensated in other ways. Additional resources will be needed to facilitate and improve engagement with diverse individuals and partners.

Educational Opportunities	
Goal	**Strategies**
The Commission fosters ongoing DEI training, growth and leadership among management, staff, and Commission in line with an equity plan; staff are held accountable to DEI-related practices.	• Keep staff and Commission informed of trainings to increase knowledge and understanding. • All new employees and Commissioners receive orientation that includes the Commission's DEI goals, policies, procedures, and expectations. • Create opportunities for key staff and/or Commissioners to attend DEI training or leadership development program(s) • Utilize relevant DEI tools, resources and best practices to advance the Commission's DEI work • Engage external consultants or partners to aid the Commission with its DEI efforts • Secure additional funding to support the organization's DEI work • Create staff position(s) focused on strengthening the organization's DEI work • Increase the number of bi/multilingual and bi/multicultural staff

c. Hiring and Appointment

Hiring and appointment is one of the most important steps in making progress toward the Commission's DEI goals. An inclusive Commission culture sets the foundation for people from diverse backgrounds to be their most authentic selves and do their best work. The Commission must address unconscious bias throughout every stage of the staff hiring and Commission appointment process.

Hiring and appointment	
Goal	**Strategies**
The Commission has policies and strategies for strengthening and maintaining organizational diversity; staff and Commission represent the diversity of the community it serves; effective retention strategies are implemented.	• Identify and address bias and subjectivity in the sourcing and interview process. • Adopt inclusive candidate sourcing methods. • Recruit for and retain diverse representation on staff and Commission. • Evaluate candidates consistently and fairly by using strategies such as anonymous application review. • Collect applicant demographic data in application form. • Share the Commission's mission and DEI commitment statement clearly on website to allow candidates to see how their values align with ours.

d. Agency Operational Policies

The Commission and staff recognize that although we cannot change the oppressive and discriminatory practices of the past, we have control over the workplace culture we create today and in the future. Much work remains for us as an agency, Commission, and individuals to accept our responsibility and seize our opportunity to dismantle the internal policies, procedures, systems, and practices that perpetuate inequity. The ultimate success of these efforts hinges on leadership embracing this work and holding themselves and the Commission accountable. The table below outlines goals and strategies to guide the Commission's efforts to operationalize equity across staff and Commission operations. Specific actions and activity measures will be identified as part of developing the DEI Strategic Plan.

Part II: DEI in Organizational Operations

<table>
<tr><th colspan="2">Agency Operational Policies</th></tr>
<tr><th>Goals</th><th>Strategies</th></tr>
<tr><td>All staff and Commissioners feel valued, and all aspects of the organization reflect the voice, contributions and interests of a multicultural constituency; the organization has transitioned to an inclusive/multicultural culture and has created systems, policies and practices to maintain this culture.</td><td rowspan="3">• Recognize our role in perpetuating inequity through our own individual biases, whether conscious or unconscious. Be willing to walk the journey toward self-awareness and reflection.
• Co-create with our colleagues a welcoming, supportive, safe, affirming, and respectful work environment.
• Accept that mistakes will be made, acknowledged, learned from and improved upon as much of this journey requires learning through iterations of growth and failure.
• Engage and support respectful dialogue and courageous conversations even when uncomfortable about racism, privilege, white fragility, dominant culture, oppression and historical trauma.
• Participate in continuous learning, development and training offered in the areas of diversity, inclusion, cultural humility, oppression, equity, and recognizing and mitigating implicit bias through the Washington State Learning Center.
• Encourage staff and Commissioners to take the Harvard University Implicit Association Test (IAT).
• Recognize why a diverse and representative state workforce is beneficial to all.
• Identify and address microaggressions as they occur in our workplace, whether intentional or unintentional, and use these as opportunities to educate, learn, grow, listen and respond with respect.
• Offer support and encouragement by honoring each individual’s truth through the affirmation and validation of their values, beliefs, principles and lived experiences.</td></tr>
<tr><td>The Commission has DEI policies and an organizational DEI Strategic Plan with clear goals, strategies and indicators of progress.</td></tr>
<tr><td>Work on DEI issues is integrated into every aspect of organizational culture and infrastructure.</td></tr>
</table>

Part III: DEI with Equitable and Inclusive Programs

Staff acknowledges that inequities are not happenstance; they have been created and sustained over time and will not go away on their own. It is essential for the Commission to identify and address where existing policies, programs, and practices perpetuate inequities.

<table>
<tr><th colspan="2">Equitable and Inclusive Programs</th></tr>
<tr><th>Goals</th><th>Strategies</th></tr>
<tr><td>DEI is integrated into all of the Commission's programs in a strategic and explicit way.</td><td rowspan="3">• Target programs to serve communities or populations facing disparities
• Target programs in geographic areas where the greatest inequities exist
• Develop and implement culturally and linguistically appropriate services and practices
• Provide translated materials and interpretation to ensure diverse communities can participate
• Provide programs and services in non-traditional settings that increase access to those services
• Conduct outreach and communications to engage diverse communities in the organization's work</td></tr>
<tr><td>The Commission routinely collects, disaggregates and analyzes demographic data for all programmatic and operational work; uses the information in planning and decision-making.</td></tr>
<tr><td>Decisions regarding organizational policies, practices and resource allocation are systematically guided by DEI considerations.</td></tr>
</table>

a. Management Plan Review

The Commission committed to reviewing the current Management Plan with a focus on equity. As noted in the DEI Policies in the Management Plan, the Commission may amend the Management Plan based upon the measures and outcomes of the DEI Strategic Plan if the Commission determines that conditions in the NSA have significantly changed. As the Commission looks to the next Management Plan review, this will be a key focus.

Part III: DEI with Equitable and Inclusive Programs

Management Plan Review	
Goal	**Strategies**
The Management Plan reflects the Commission's DEI vision, values, and goals.	• Review the Management Plan with a focus on equity. • Review the Plan for inadequacies, opportunities for improvements

Questions to consider when reviewing Management Plan policies[11]:

1. Given what we have learned from the data and stakeholder involvement, how will the policy increase or decrease racial equity? Who would benefit from or be burdened by this policy?
2. What are potential unintended consequences? What are the ways in which the policy could be modified to enhance positive impacts or reduce negative impacts?
3. Are there ways in which existing partnerships could be strengthened to maximize impact? How will we partner with stakeholders for long-term positive change?
4. Are the impacts aligned with the Commission's DEI vision, values, and goals?
5. How and why does the Management Plan impact people of various racial and ethnic backgrounds, income levels, and physical and mental abilities?
6. Look at the intent of the policies when they were created, and ask:
    a. Who is this serving?
    b. Who's needs are not being met?
    c. Is there any healing we need to do from past policies and engagements?

[11] Adapted from the Government Alliance on Race and Equity (GARE) Racial Equity Toolkit https://racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf.

b. Anchoring Ongoing Programs in DEI

Development Reviews

The majority of the of the Commission's day-to-day work is the review of development proposals and the monitoring of NSA counties' development reviews and decisions. This provides an important opportunity to advance the Commission's DEI goals through the evaluation of the development review process and monitoring with a focus on equity.

Development Reviews	
Goal	**Strategies**
NSA development applications are available and accessible to all, and the review and monitoring process is equitable and consistent across the NSA.	• Identify the barriers that exist in the application process and create strategies for removing those barriers. • Identify inconsistencies in development reviews and monitoring and work to rectify inconsistencies in process, review, and monitoring. • Identify barriers to compliance and develop strategies for removing the barriers. • Provide each applicant with an evaluation form at the end of each development review to provide the Commission/county with feedback on the process • Make evaluation forms accessible and understandable to all

Climate Change Action Plan

The Commission's Climate Change Action Plan (CCAP) emphasizes learning from diverse communities in the Gorge about how they experience climate change impacts and ways the Commission can improve outcomes for those disproportionately affected by climate change. One of the overarching priorities highlighted in the CCAP is equity in community engagement and climate action outcomes. Social and economic resilience are important outcomes the Commission hopes to achieve through climate change action planning, informed by the DEI Strategic Plan. Topics identified in the CCAP with high potential for improving equity outcomes include Tribal Treaty Rights; nature-based tourism; agricultural uses and products; and regional transportation, including transit.

The table below includes the Goal, Strategy, and Priority Actions identified for inclusive climate change work in the CCAP. Below are definitions of key terms used in the CCAP and this table:

Priority Actions: Specific activities we intend to accomplish from 2022-2025. Actions can include policy development, best management practices, education, monitoring, and other partnership work to achieve Climate Change Action Plan goals.

Action Plan Progress Measures: Quantitative or qualitative measures that track progress toward the goals for each climate adaptation and mitigation priority.

Climate Change Action Plan			
Goal	**Strategy**	**Priority Actions**	**Action Plan progress measures**
By 2025, the Commission has completed a Diversity, Equity, and Inclusion Plan with specific, measurable, and timebound goals to advance climate equity.	Engage diverse communities and partners to plan for climate change and implement adaptation and mitigation actions.	• Establish a forum for regular input from diverse perspectives to the Commission's climate work. Include youth participants. Ensure that the agency's PEAR Team, described below and part of the state of Washington's directive to advance diversity, equity, and inclusion, is empowered to shape implementation of this Action Plan and future updates to it.	[To be determined with guidance from PEAR team]
		• Present CCAP to Tribal Councils and invite continued coordination so that the plan, our actions, and future versions of the plan serve Tribal priorities for climate change adaptation and mitigation. Explore opportunities to share stories, oral histories, and qualitative information in ways that respect confidentiality and Tribal data sovereignty. • Continue working with The Next Door to understand and be responsive to the interests and needs of Latino/Hispanic and Spanish-speaking communities in the	

		Gorge. Provide meaningful, convenient opportunities to contribute ideas. • Host or co-host a community celebration that introduces the National Scenic Area and the Gorge Commission to those less familiar. Provide Spanish or potentially multi-lingual engagement opportunities. • Through VSI, develop interactive web-based tools, such as story maps and indicator dashboards, to share information about climate change work in the NSA. • Incorporate recommendations from the Oregon Climate Equity Blueprint. Through DEI work, better define who is most "climate vulnerable" in the Gorge and in what ways, to inform future actions. • Launch the Gorge Climate Stewards Program, in partnership with OSU Extension and local experts. The program is an intensive, interdisciplinary, action-oriented training for leaders and potential leaders in the Columbia River Gorge to develop their skills in climate stewardship and carry out capstone projects that further this Action Plan. Graduates of the program become a cohort of active, empowered climate stewards.	

Vital Sign Indicators Program

Given that climate change and equity intersect with the Gorge Commission's work in many ways, both directly and indirectly, the process for updating and selecting Vital Sign Indicators consider both climate change impacts and opportunities to advance equity in our work. For example, monitoring the water temperature in streams critical for native fish species has benefits for a variety of people. Identifying and describing how indicators connect with equity considerations is a key part of indicator development, selection, and data analysis whenever possible.

Part IV: DEI in Community

Engagement and Outreach

In late 2021, the Gorge Commission partnered with The Next Door, a local non-profit, for community outreach support in developing a DEI Strategic Plan. Two Listening Sessions were facilitated on the Commission's behalf with diverse members of the community to better understand their values, interests, and needs. The Next Door staff provided recommendations to the Commission based on the outcomes of the Listening Sessions, including: ideas for how to engage in public outreach more effectively, especially to historically underrepresented communities in the Gorge; some suggestions for short, medium, and long-term goals for the Commission's DEI work; and recommendations for trainings for staff and Commissioners when funding is available.

a. Establishing Relational Partnerships

As part of creating an agency PEAR Plan for the State of Washington, the Gorge Commission is focused on cultivating "relational partnerships." The Washington Office of Equity describes "relational partnerships" this way:

Relational Partnerships: Empathy-centered collaboration between government and people groups who have been excluded and marginalized by government decisions and actions to undo harm and advance Pro-Equity Anti-Racism (PEAR) outcomes. Relationships are assessed and continuously improved.

A relational partnership is about people interacting with the agency, not governments interacting with the agency. Together, community members and the agency identify the problem, define the scope, and design the solution, and community members participate in decision-making. A relational partnership means that the investment, benefits, and risk are shared. For example, the Gorge Commission may fund a project, compensate community members, and assume legal risk, and the community member may invest time, energy, and risk their reputation if decisions or services do not serve their community well or cause harm. The Commission is exploring this relational partnership model as a guide for establishing the Commission's PEAR Team.

b. PEAR Team

Washington State Executive Order 22-04 directs agencies to establish a PEAR Team to develop an agency PEAR Plan and to advise the Commission and lend expertise and guidance to help in decision-making. The PEAR Team includes the executive director, key employees, community members, and partners from public and private academic sectors. In addition to (or possibly including) the PEAR Team, the Commission is considering convening a community advisory committee. The purpose of this committee is to facilitate conversations with community members to provide the Commission with guidance on developing and implementing the PEAR Plan, the Commission's DEI Strategic Plan, and Climate Change Action Plan, while building trust and strengthening relationships with community groups.

Part IV: DEI in Community Engagement and Outreach

The Gorge Commission is currently expanding its PEAR Team. An initial PEAR team of the Executive Director and a few Commission staff developed the agency PEAR Plan that was submitted to the State of Washington in 2022. The PEAR Team will assist Commission staff in implementation of the Strategic Plan by helping to define specific measures and outcomes for the goals outlined in this plan.

Next Steps

Staff will be providing updates on plan implementation at Commission meetings. With current resources, staff plan to identify members and convene a meeting of the PEAR team in the next 4-6 months. We requested additional funding to do additional outreach and community engagement as well as translation of key Commission materials. If we receive additional funding, an updated workplan to implement the Strategic Plan will be presented.

Columbia River Gorge Comm | **Agency Request Budget**
Columbia River Gorge Comm | **Cross Reference Number: 35000-000-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	-	-	1,552,807	1,552,807	-	-	-	-	-
2025-27 Emergency Boards	-	-	128,455	128,455	-	-	-	-	-
2025-27 Leg Approved Budget	**-**	**-**	**1,681,262**	**1,681,262**	**-**	**-**	-	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	(455)	(455)	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**-**	**-**	**1,680,807**	**1,680,807**	**-**	**-**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	(140)	(140)	-	-	-	-	-
Subtotal	**-**	**-**	**(140)**	**(140)**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(45,000)	(45,000)	-	-	-	-	-
Subtotal	**-**	**-**	**(45,000)**	**(45,000)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	146,158	146,158	-	-	-	-	-
State Gov''t & Services Charges Increase/(Decrease)			64,535	64,535	-	-	-	-	-
Subtotal	**-**	**-**	**210,693**	**210,693**	**-**	**-**	-	**-**	**-**

Columbia River Gorge Comm
Columbia River Gorge Comm
2027-29 Biennium

Agency Request Budget
Cross Reference Number: 35000-000-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**-**	**-**	**1,846,360**	**1,846,360**	**-**	**-**	**-**	**-**	**-**

Columbia River Gorge Comm | **Agency Request Budget**
Columbia River Gorge Comm | **Cross Reference Number: 35000-000-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2027-29 Current Service Level	**-**	**-**	**1,846,360**	**1,846,360**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**-**	**-**	**1,846,360**	**1,846,360**	**-**	**-**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
100 - Database Replacement Final Phase-Civic Access	-	-	175,000	175,000	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**175,000**	**175,000**	**-**	**-**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**-**	**-**	**2,021,360**	**2,021,360**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	-	-	20.23%	20.23%	-	-	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	9.48%	9.48%	-	-	-	-	-

Columbia River Gorge Comm — **Agency Request Budget**
Joint Expenses — **Cross Reference Number: 35000-010-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	-	-	1,532,807	1,532,807	-	-	-	-	-
2025-27 Emergency Boards	-	-	83,000	83,000	-	-	-	-	-
2025-27 Leg Approved Budget	**-**	**-**	**1,615,807**	**1,615,807**	**-**	**-**	**-**	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**-**	**-**	**1,615,807**	**1,615,807**	**-**	**-**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	146,065	146,065	-	-	-	-	-
State Gov''t & Services Charges Increase/(Decrease)			(39,791)	(39,791)	-	-	-	-	-
Subtotal	**-**	**-**	**106,274**	**106,274**	**-**	**-**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Columbia River Gorge Comm
Joint Expenses
2027-29 Biennium

Agency Request Budget
Cross Reference Number: 35000-010-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**-**	**-**	**1,722,081**	**1,722,081**	**-**	**-**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Columbia River Gorge Comm
Joint Expenses
2027-29 Biennium

Agency Request Budget
Cross Reference Number: 35000-010-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2027-29 Current Service Level	**-**	**-**	**1,722,081**	**1,722,081**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**-**	**-**	**1,722,081**	**1,722,081**	**-**	**-**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
100 - Database Replacement Final Phase-Civic Access	-	-	175,000	175,000	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**175,000**	**175,000**	**-**	**-**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**-**	**-**	**1,897,081**	**1,897,081**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	-	-	17.41%	17.41%	-	-	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	10.16%	10.16%	-	-	-	-	-

Summary of 2027-29 Biennium Budget

Columns River Gorge Comm

Oregon Commissioner Expenses

2027-29 Biennium

Agency Request Budget

Cross Reference Number: 35000-020-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	-	-	20,000	20,000	-	-	-	-	-
2025-27 Emergency Boards	-	-	45,455	45,455	-	-	-	-	-
2025-27 Leg Approved Budget	**-**	**-**	**65,455**	**65,455**	**-**	**-**	**-**	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	(455)	(455)	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**-**	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	(140)	(140)	-	-	-	-	-
Subtotal	**-**	**-**	**(140)**	**(140)**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(45,000)	(45,000)	-	-	-	-	-
Subtotal	**-**	**-**	**(45,000)**	**(45,000)**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	93	93	-	-	-	-	-
State Gov''t & Services Charges Increase/(Decrease)			104,326	104,326	-	-	-	-	-
Subtotal	**-**	**-**	**104,419**	**104,419**	**-**	**-**	**-**	**-**	**-**

Columbia River Gorge Comm | **Agency Request Budget**
Oregon Commissioner Expenses | **Cross Reference Number: 35000-020-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**-**	**-**	**124,279**	**124,279**	**-**	**-**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Columbia River Gorge Comm | **Agency Request Budget**
Oregon Commissioner Expenses | **Cross Reference Number: 35000-020-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2027-29 Current Service Level	**-**	**-**	**124,279**	**124,279**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**-**	**-**	**124,279**	**124,279**	**-**	**-**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
100 - Database Replacement Final Phase-Civic Access	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**-**	**-**	**124,279**	**124,279**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	-	-	89.87%	89.87%	-	-	-	-	-
Percentage Change From 2027-29 Current Service Level	-	-	-	-	-	-	-	-	-

Agency Name	Columbia River Gorge Commission
2027-2029 Biennium	Agency Number: 35000
Agency Wide	

Department-Wide Priorities for 2027-2029 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,,3,4,5	9	13,662	0	0	0	0	0	$ 13,662	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 196.115-165	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	1,3,4,5	9	110,617	0	0	0	0	0	$ 110,617	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.	1,3,4,5	9	1,517,665	0	0	0	0	0	$ 1,517,665	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.	1,3,4,5	9	284,562	0	0	0	0	0	$ 284,562	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.	1,3,4,5	6	94,854	0	0	0	0	0	$ 94,854	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.	
							2,021,360	-	-	-	-	-	$ 2,021,360	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.

###

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

LFO:09-11
Department-Wide Priorities

Agency Name	Columbia River Gorge Commission																				
2027-2029 Biennium																**Agency Number:**		**35000**			
Joint Account																					
							Program/Division Priorities for 2027-2029 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	1,3,4,5	9	1,517,665	0	0	0	0	0	$ 1,517,665	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.	1,3,4,5	9	284,562	0	0	0	0	0	$ 284,562	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.	1,3,4,5	6	94,854	0	0	0	0	0	$ 94,854	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.	
							1,897,081	-	-	-	-	-	$ 1,897,081	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.

- 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.

###

7 Primary Purpose Program/Activity Exists
1 Civil Justice
2 Community Development
3 Consumer Protection

LFO:09-11
Program/Division Priorities

Agency Name	Columbia River Gorge Commission																				
2027 - 2029 Biennium																Agency Number:		35000			
Commissioner Account																					
				Program/Division Priorities for 2027-2029 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	13,662	0	0	0	0	0	$ 13,662	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	110,617	0	0	0	0	0	$ 110,617	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.	
							124,279	-	-	-	-	-	$ 124,279	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.

- Hear appeals of county development decisions and decisions of the Executive Director.
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- 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.
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##

LFO:09-11
Program/Division Priorities

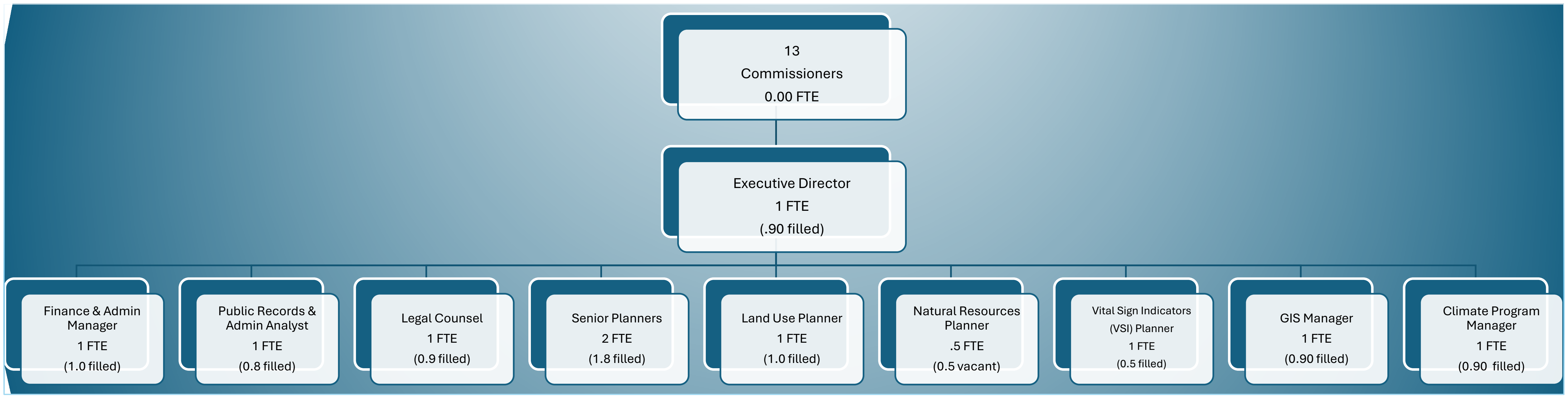
Summary Cross Reference Number	*Cross Reference Description*	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Leg Approved Budget*	*2027-29 Agency Request Budget*	*2027-29 Governor's Budget*	*2027-29 Leg. Adopted Budget*
010-00-00-00000	**Joint Expenses**						
	General Fund	2,245,835	1,532,807	1,615,807	1,897,081	-	-
020-00-00-00000	**Oregon Commissioner Expenses**						
	General Fund	24,410	20,000	65,455	124,279	-	-
TOTAL AGENCY							
	General Fund	2,270,245	1,552,807	1,681,262	2,021,360	-	-

10% Reduction Options (ORS 291.206(3))

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 2027-29)	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	$ 12,000						$ 12,000	-	-	This reduction will completely eliminate janitorial and reduce expenses, including office supplies, postage, subscriptions, and printing and reproduction. Oregon's share of this reduction equals $12,000 GF **AND** will result in a matching $12,000 reduction from Washington funds. **TOTAL REDUCTION TO AGENCY = $24,000**
2. Travel	Elimination of all essential travel	$ 19,000						$ 19,000	-	-	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's Executive Director from meeting with Commissioners, local, state, and federal agencies, and with 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. All public meetings related to the next Management Plan review would also need to be virtual, which elminates face-to-face meetings with communities and partner agencies in the Gorge. Oregon's share of this reduction equals $19,000 GF **AND** will result in a matching $19,000 reduction from Washington funds. **TOTAL REDUCTION TO AGENCY = $38,000**
3. Executive Director Salary	The Executive Director is eligible for retirement. Should the Executive Director retire, senior staff could assume the role on an interim basis for up to six months, resulting in savings on salary and associated benefits. During this period, senior staff would assume the Executive Director's responsibilities, ensuring continuity of operations. In addition to providing organizational stability, serving in an interim leadership capacity would offer senior staff valuable executive-level management experience and strengthen the agency's leadership capacity for the future. This approach has been successfully implemented by the agency in the past and would provide adequate time to conduct a thorough recruitment process for a new Executive Director.	$ 55,400						$ 55,400	-	1.00	Senior staff would assume the Executive Director's responsibilities on an interim basis for up to six months. While this would require senior staff to devote a significant portion of their time to executive leadership duties, temporarily reducing the time available for their regular responsibilities, it would ensure continuity of operations during the transition. Existing workloads could be reprioritized, and responsibilities redistributed as needed to maintain essential services. Oregon's share of this reduction equals $55,400 GF **AND** will result in a matching $55,400 reduction from Washington funds. **TOTAL REDUCTION TO AGENCY = $110,800**
4. Staff Furloughs	Each staff member would be required to take 15 furlough days during the 2027-29 biennium.	$ 22,850						$ 22,850	-	9.00	This reduction will greatly diminish the staff's and the Commission's ability to perform their day-to-day work and the overall functioning 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. The NSA Act requires the Management Plan to be reviewed every two years and with reduced staff capacity, the agency may be out of compliance with the next scheduled review in 2027. Oregon's share of this reduction equals $22,850 GF **AND** will result in a matching $22,850 reduction from Washington funds. **TOTAL REDUCTION TO AGENCY = $45,700**
5. Vital Sign Indicators Monitoring Program Manager	This would eliminate the currently filled 0.50 FTE entirely.	$ 64,500						$ 64,500		1.00	The Vital Sign Monitoring Program was established in 2007 to provide measurable data for evaluating the effectiveness of NSA policies and standards and to ensure the protection of natural, cultural, scenic, recreational, and economic resources under the NSA Act. The program was eliminated in 2009 due to budget cuts and revived in 2019. Since then, it has produced critical long-term data on climate change impacts and resource trends through collaboration with agency partners. Without the Vital Signs Monitoring Program Manager, CRGC cannot measure its effectiveness in carrying out its responsibilities under the National Scenic Area Act. Eliminating this position would end a seven-year data record, waste prior public investment, and undermine the value of long-term monitoring, requiring the program to start over if reinstated in the future. Oregon's share of this reduction equals $64,500 GF **AND** will result in a matching $64,500 reduction from Washington funds. **TOTAL REDUCTION TO AGENCY = $129,000**
6. Professional Services	IT support and Gorge 2030 Management Plan Review	$ 10,886						$ 10,886	-	-	The agency has no IT staff. This would reduce IT support, including equipment maintenance and communication maintenance. This would also eliminate some professional service contracts related to the required Gorge 2030 Management Plan Review. Oregon's share of this reduction equals $10,886 GF **AND** will result in a matching $10,886 reduction from Washington funds. **TOTAL REDUCTION TO AGENCY = $21,772**
Total		**$ 184,636**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 184,636**	**-**	**11.00**	**TOTAL REDUCTION TO AGENCY = $369,272**

Columbia River Gorge Commission

Organizational Chart
2025-2027 Biennium



Total FTE (WA authority): 10.5
Total FTE (filled): 8.7

FTE percentages are being actively managed in line with available resources, have varied over the course of the 2025-27 biennium, and are expected to continue to fluctuate as necessary.

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.

Details of Fee, License, or Assessment Revenue Proposed For Increase
CRGC does not collect any permit fees from citizens or local governments in carrying out its responsibilities. CRGC also does not issue licenses. CRGC is authorized to assess civil penalties on a discretionary basis for egregious violations, but does so very rarely. The funds paid for civil penalties are deposited directly into the General Funds of the states of Oregon and Washington and are not retained by the agency for use.

Details 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 the staff capacity to devote to grant development.

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

Columbia River Gorge Comm **Agency Number: 35000**
2027-29 Biennium

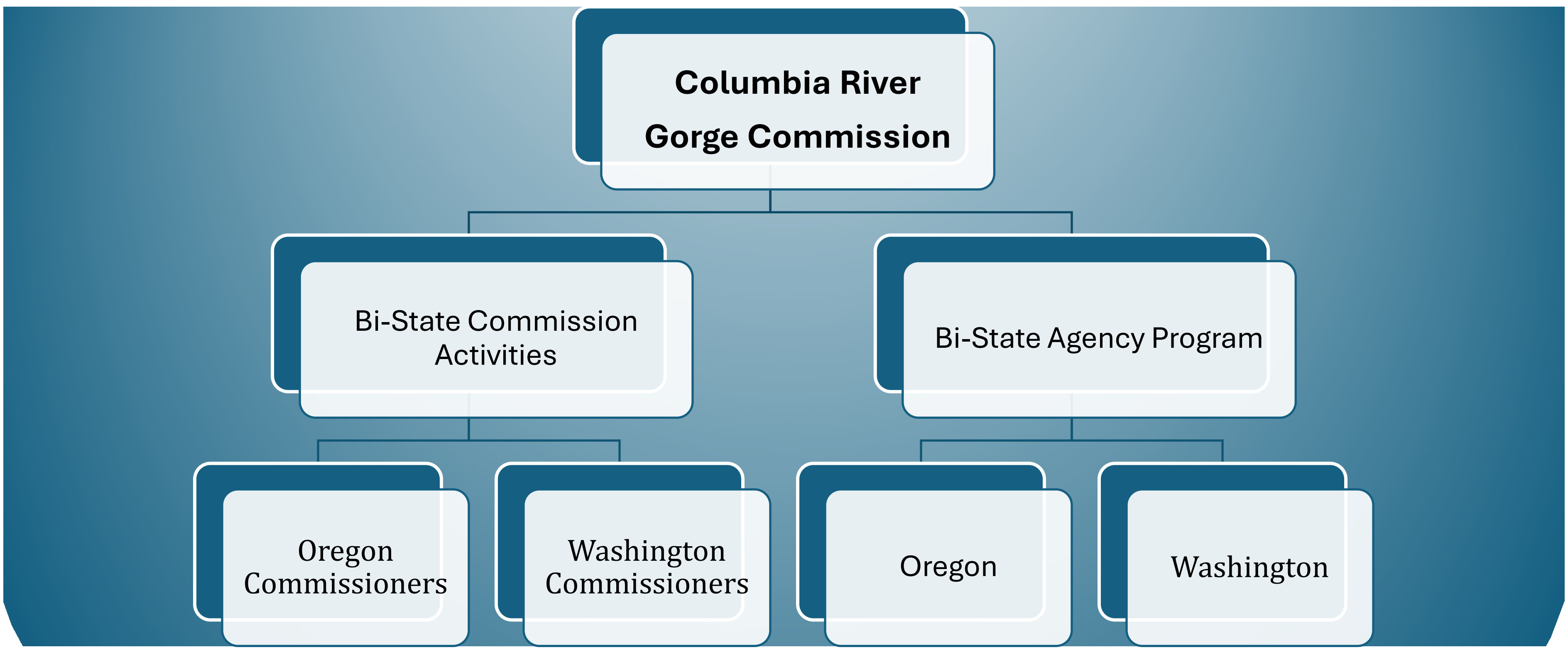
Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
No Records Available						
	-	-	-	-	-	-

_____ Agency Request _____ Governor's Budget _____ Legislatively Adopted

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

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-275 Legislatively Adopted	2025-2027 Estimates	2027-2029 Agency Requested	2027-2029 Governor's Budget	2027-2029 Legislatively Adopted
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

Columbia River Gorge Commission
Columbia River Gorge National Scenic Area
Program Unit Chart
2027-2029 Biennium



Program Unit Executive Summary

This Executive Summary provides a brief overview of the 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 in 1987 to oversee the Columbia River Gorge National Scenic Area through a Bi-State Compact signed by Oregon and Washington, which agreed to fund CRGC with equal 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 these primary purposes by working closely with the Oregon and Washington Governors, state, and federal agencies, four Columbia River Treaty tribes, six counties, thirteen city governments, and more than 55,000 residents who make up the Gorge bi-state regional community. CRGC is a land-use regulatory agency that reviews permit applications for development, convenes 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 to co-manage the 292,500 acres of the National Scenic Area, a mosaic of federal, state, tribal trust, and private lands. The long-term goal of CRGC is to protect the Gorge's unique and treasured resources in perpetuity while supporting economic vitality in the region.

BUDGET NARRATIVE

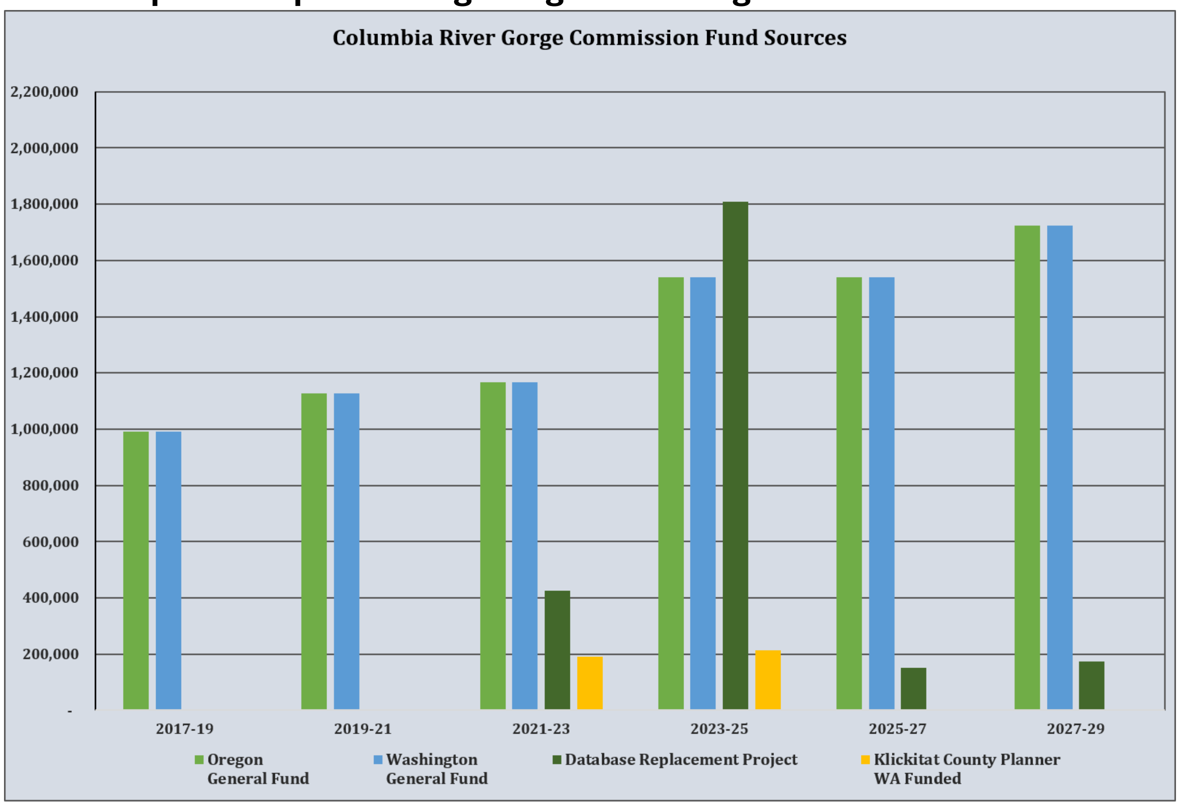
CRGC is structured in two units:

- The Gorge Commission is a 13-member interstate body created by the National Scenic Area Act and a Bi-State Compact between Oregon and Washington. It includes members appointed by nine appointing authorities: two state Governors, six counties, and the Secretary of Agriculture, 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

Graphics Representing Budget and Program Performance



Estimated Future Costs

Joint Expenses Only			
	Oregon State Standard Inflation	Oregon State Employee Personnel Costs	Current Service Level
2029-31	4.3	10.5	$1,878,017
2031-33	4.1	9.5	$2,033,825

*CRGC staff are Washington FTEs. Inflation rates for personnel costs may increase at a different rate in Washington.

CRGC has received funding from both Oregon and Washington since 1987. During 2009-2011 and 2011-2013, CRGC's budget was significantly reduced due to the recession, and staffing was reduced to 6 FTE. Many programs launched in 2008-2009, such as the Vital Signs Monitoring Program and the urban area boundary revisions policy, were halted due to a 40% staff cut and greatly reduced capacity. For a decade, the budget remained level, supporting 6 FTE. In 2019-2021, CRGC was awarded additional funding by both states to secure one FTE to restart the Vital Signs Monitoring Program and develop protection criteria for the National Scenic Area. The Washington legislature also approved and funded one additional FTE to manage all permitting for Klickitat County, Washington. This is not shared with Oregon because it exclusively assists 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, Four Treaty Tribes, state and federal agencies, and the local governments in the National Scenic Area. However, in 2025-2027, the Washington legislature reduced CRGC funding by 27%, and Oregon had to match the reduction, resulting in over $1 million less operating revenue. This funding reduction eliminated the Klickitat County Planner position and reduced staff funding. As a result, staff worked less than full time to avoid layoffs and the loss of expertise and capacity.

CRGC launched the first phase of the Access Database Replacement Project during the 2021-2023 biennium to assess the need for a new database and information management system and to identify gaps in the outdated Access system. In 2023-2025, CRGC completed Phase 2 of the Access Database Replacement Project to identify, design, and configure the best cloud-based solution to address information technology needs. CRGC is now requesting funds for the Final Phase–Civic Access to migrate 37 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 met.

- **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. CRGC has 8.7 FTE (filled positions) with 10 staff members, including the Executive Director, Finance and Administration Manager, VSI Program Manager, Climate Program Manager, a Public Records and Administrative Analyst, land use planners, legal counsel, and a GIS manager. The Gorge Commission is governed by a 13-member Commission appointed by the Secretary of Agriculture, two Governors, and six counties to establish policies, guidelines, and rules to protect the natural, scenic, cultural, recreation, and economic resources of the Gorge.

- **Program Funding Request:** CRGC is requesting $1,722,081 from Oregon, to be matched by Washington, to continue its day-to-day operations. CRGC is also requesting one Policy Option Package (POP 100 – Access Database Replacement Final Phase-Civic Access) totaling $175,000 (Oregon share). CRGC's Agency Request Budget for joint expenditures totals $1,897,081.

- **Program Description:** As part of the 2027-2029 biennium work program, CRGC will continue implementing the policies and guidelines of the "Gorge 2020" Management Plan and will complete several specific tasks over the next two years:

- Continue implementing and working toward the 2027-2029 goals identified in the CRGC Climate Change Action Plan;

- Continue implementing the CRGC Diversity, Equity, and Inclusion work plan to guide CRGC's operations and management of the NSA in collaboration with diverse communities;

- Finalize the online permitting platform to allow public access to all CRGC and county development decisions throughout the NSA;

- Improve post-permit compliance monitoring in coordination with the six-county planning departments in the NSA to ensure that the standards in the Management Plan and the conditions of approval for development permits are met;

- Continue engagement with the four Columbia River Treaty Tribes ensuring protection of Tribal Treaty rights;

- Continue to implement the Vital Signs Monitoring Program through collaboration with local, state, and federal agencies, stakeholders, and the public to ensure the agency is gathering data that will identify trends and important information to protect and steward the resources as directed by the National Scenic Area Act;

- Improve the Geographic Information System (GIS) to enhance the land use database and use this additional capacity to make more informed land use permitting decisions;

- Begin the public scoping process for "Gorge 2030" Management Plan review, as required by the National Scenic Area Act every ten years. This will require two years of public meetings, work groups focused on specific policy topics, and recommendations for revised policies and guidelines for the Gorge Commission to consider by 2030; and

- Continue to support and enhance economic vitality initiatives in the NSA and to certify loans and grants through the Oregon and Washington Investment Boards, as described in the National Scenic Area Act. To date, more than $12 million in NSA funds has been invested in grants and loans in Oregon, and almost $33 million in private and public funds has been leveraged, creating approximately 850 jobs.

- **Program Justification and Link to Long-Term Outcomes:** By implementing the work plan with the goals described above for the 2027-2029 biennium, CRGC will fulfill its responsibilities under the National Scenic Area Act, with the long-term outcome of protecting the scenic, natural, cultural, recreation, and economic resources of the Columbia River Gorge National Scenic Area.

- **Program Performance:** As a land-use regulatory agency, CRGC implements the federal Columbia River Gorge National Scenic Area Act through the policies and guidelines established in the Management Plan. The Plan must be reviewed and updated every 10 years pursuant to the Act. A review and revision occurred in 2004. Although no additional resources were available to begin the next review, it was initiated in 2017 to ensure compliance. The "Gorge 2020" Management Plan was completed in June 2022 after extensive consultation during 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 recreational opportunities for over 3 million visitors annually, and works with numerous local governments, state and federal agencies, and four Treaty Tribes. On a day-to-day basis, CRGC works with local landowners to review their development applications, with county planners to interpret and implement the Management Plan, and with numerous agencies to review policies and procedures. One of CRGC's performance measures is customer service and response timeliness. Given CRGC's small staff and the complexity of the work, the target for good-quality, timely customer service is 90%. CRGC exceeded the 90% goal, reaching 100% success in CY 2024 and CY 2025, thanks to two additional FTEs who increased capacity for outreach and customer service. Another performance measure is the number of public presentations. The target was 40 presentations for CYs 2024 and 2025, and CRGC met the goal by delivering 46 in CY 2024 and 47 in CY 2025 throughout the Gorge.

- **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.

- **2025-2027 Compared to 2027-2029**: The 2025-2027 legislatively adopted budget totaled $1,597,807. The agency also received $83,000 in the FY 2026 Supplemental Budget, bringing the total for the 2025-2027 Legislatively Approved Budget to $1,680,807. The 2027-2029 Current Service Level is $1,846,360 to maintain the agency's role and functions in the National Scenic Area. The additional request for $175,000 is for Policy Option Package 100, which will help carry out its responsibilities and priorities and build on the work completed in the 2025-27 biennium. Policy Option Package 100 will implement the following CRGC priorities:

  POP 100 – Access Database Replacement Project Final Phase-Civic Access: This final phase will require contractors to process decades of digitized but unindexed permit records, use optical character recognition to catalog and file the documents into a single, searchable repository, redact the documents to protect privacy, and upload them to the Enterprise Permit and Licensing (EP&L) public portal, Civic Access. The public, CRGC partners, and interested parties will be able to search for addresses or parcels, track their status, and submit land-use applications online. The contractors will also work with the five county planning offices in the National Scenic Area to verify that CRGC has all past permits included in the EP&L platform, enabling the public to conduct thorough, streamlined searches.

BUDGET NARRATIVE

PROGRAM UNIT NARRATIVE

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

- The Commission is a 13-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, 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 its primary purposes by working closely with the Governors of Oregon and Washington, state and federal agencies, four Columbia River Treaty tribes, six counties, 13 city governments, and more than 55,000 residents who make up the Gorge regional community. CRGC is a land-use regulatory agency that reviews permit applications for development, convenes 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, 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 supporting economic vitality in the region. CRGC currently employs a staff of 8.7 FTE (positions currently filled) across 10 staff members[1].

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

BUDGET NARRATIVE

CRGC collaborates with the Gorge region to protect world-class resources, support and enhance the Gorge economy, and provide regional planning and coordination for two states, four treaty tribes, six counties, 13 urban communities, and countless residents, citizens, and visitors. The Commission selected eight priorities for 2027-2029:

- Implement the CRGC Climate Change Action Plan;
- Implement the Diversity, Equity, and Inclusion work plan to guide the CRGC's operations and management of the NSA;
- Complete the transformation of the database/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;
- Implement the Vital Signs Monitoring Program (VSI) through collaborative monitoring efforts with local, state, and federal agencies and the public; and
- Support and enhance economic vitality initiatives and continue to certify loans through the Oregon Investment Board (OIB) and the Washington Investment Board (WIB), as described in the National Scenic Area Act. The OIB and WIB assist startup businesses with loans that help them establish credit and strengthen the local economy. CRGC reviews and certifies that the loans are consistent with the National Scenic Area Act, leverage funding, and create jobs in the region.

CRGC also renewed its commitment to building successful working relationships with the four Columbia River Treaty Tribes: the Confederated Tribes of Warm Springs, the Confederated Tribes of the Umatilla Indian Reservation, the Nez Perce Tribe, and the Tribes and Bands of the Yakama Nation. CRGC participates in Government-to-Government Summit consultation with the four Columbia River treaty tribes and the Columbia River Inter-Tribal Fish Commission (CRITFC). Consultation with CRGC's tribal partners focuses on protecting significant treaty rights and resources in the Columbia Gorge. CRGC invites the Tribes to participate in

Government-to-Government meetings as needed or receive invitations from the tribal councils. Examples of topics covered include:

- Management Plan review process and timeline
- Vital Signs Monitoring Program
- Cumulative effects of developments for natural and cultural resources
- Improving communication between the Commission and four Columbia River Treaty Tribes
- In-lieu fishing sites
- Recreation impacts on treaty fishing access sites
- Tribal housing
- Climate change and landscape resilience
- Protection of First Foods

Coordinating with the Tribes on these complex issues requires dedicated staff and substantial internal agency expertise. CRGC's investment in building strong partnerships with the treaty tribes and the CRITFC fosters a relationship of trust and respect that is vital to protecting and enhancing Gorge resources and supporting the regional economy, consistent with 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 serve as both a steward of the resources and a regulator, ensuring that the National Scenic Area Act is implemented through the guidelines, policies, and standards of the 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 policies to meet the purposes of the Act. To assess how well CRGC is fulfilling its responsibilities, a set of indicators and metrics, called the Vital Signs Monitoring Program (VSI), was developed to monitor and track progress.

BUDGET NARRATIVE

From 2007 to 2009, CRGC invested in the initial phase of the Vital Signs Monitoring Program. CRGC worked with communities, agencies, and citizens to develop indicators measuring the health of Gorge resources and the economy. Through a collaborative process, CRGC and Gorge communities identified 51 key indicators. The measures of resource and economic vitality were science-based and 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. CRGC partnered with the USDA Forest Service, the U.S. 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 to engage multiple Northwest agencies and institutions in a multidisciplinary effort to monitor the Gorge and improve adaptive public policy. Due to budget cuts and 50% staff reductions in 2009, CRGC lacked the resources to advance the program and implement the Vital Signs Monitoring Program (VSI), so it was discontinued until funding was secured for a new VSI position in the 2019-2021 biennium.

CRGC restarted the Vital Signs Monitoring Program in January 2020, with new funding for a dedicated VSI Program Manager, and made significant progress during the 2021-2023 and 2023-2025 biennia. The VSI Program Manager contacted natural resources agencies in Oregon and Washington to identify which of the original indicators are relevant to work in the Gorge and to learn how other agencies monitor them, informing new policies and rules. From 2021 to 2025, CRGC and partners reviewed the 51 indicators and recommended that 17 be used to track the health of the National Scenic Area. The 17 indicators are measurable, relevant to CRGC's mission and Management Plan, and currently monitored by other agencies. CRGC is collaborating with those agencies to collect data, assess trends, and determine whether any changes are needed to the protection goals within the Management Plan over the next 5-10 years.

However, due to significant budget cuts in 2025-2027, the VSI Program Manager position was reduced by 50%. Although they can still collect and analyze data to determine trends, the timing was unfortunate, since that data are critical to inform the Gorge 2030 Management Plan review, which begins in the 2027-2029 biennium.

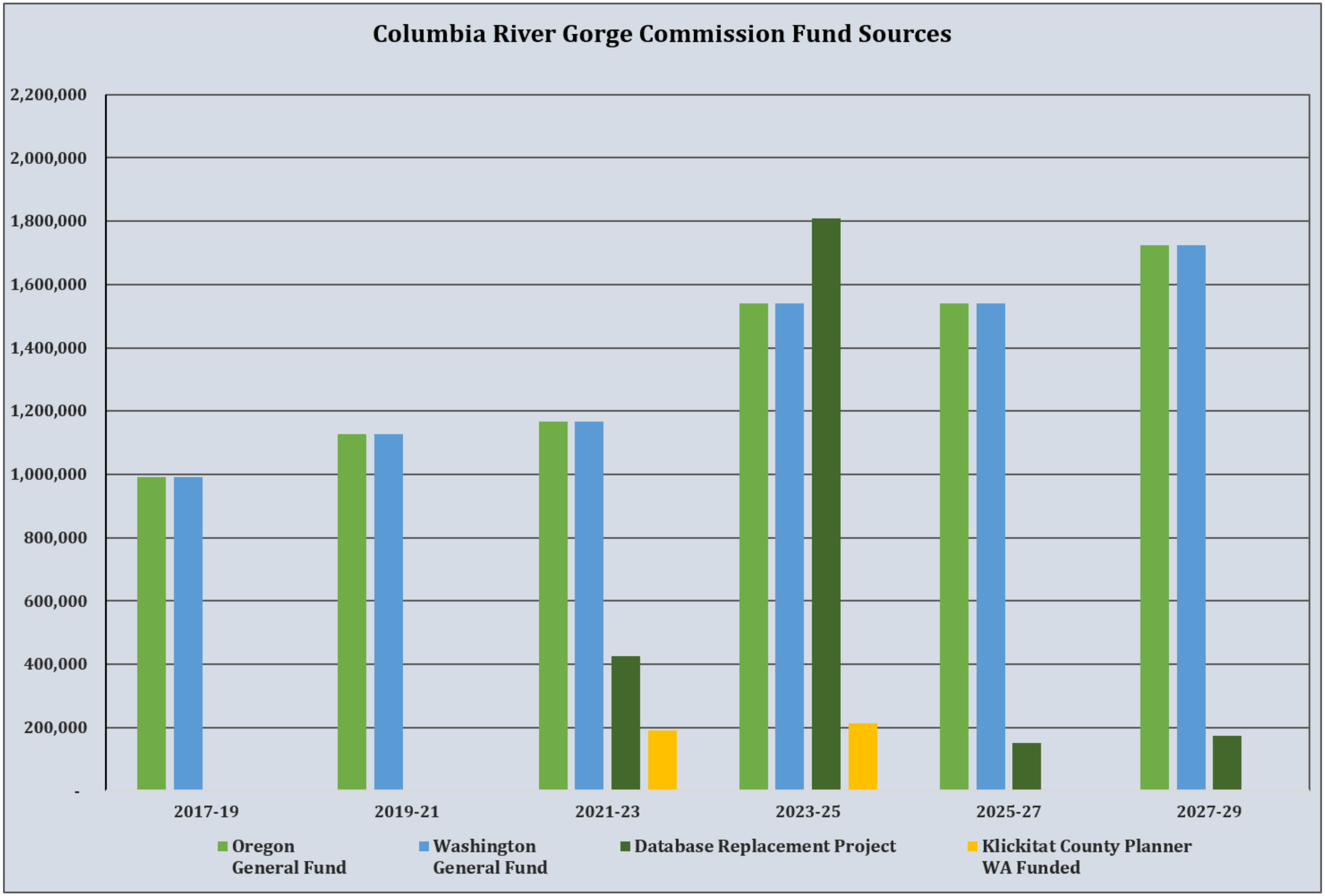
BUDGET NARRATIVE

Overall Budget and Investments

Approximately 95% of the CRGC's budget consists of fixed costs, including Commission stipends, agency personnel, and ongoing expenses such as the office lease, insurance, utilities, office equipment leases, auditing, and administrative charges assessed by Oregon and Washington. There is very little discretionary funding and no special program funds in the current service level budget. The only discretionary costs are staff and Commissioner travel to meetings and contract work for computer technology services, since the agency has no IT staff.

CRGC's role as a regional planning agency requires extensive 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 CRGC's fiscal and political vulnerability. A reduction in one state's budget requires a corresponding reduction in the other state's budget, effectively doubling the impact of any fiscal cut. In the 2025 legislative session, Washington reduced CRGC's budget by 27%, which Oregon was then required to match. As a result, CRGC, while being tasked with providing national-caliber regional planning for the future of one of America's national treasures, has only 8.7 FTE (positions currently filled) across 10 staff members.

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 received small infusions of federal funds (such as a $15,000 grant from the Forest Service for the 2017-2019 biennium), so it relies on state general funds for operations. CRGC has no independent funding sources and no federal funds for the 2027-2029 biennium. CRGC is not allowed to assess any fees for services.



Columbia River Gorge Commission Fund Sources
2,200,000
2,000,000
1,800,000
1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
-
2017-19
2019-21
2021-23
2023-25
2025-27
2027-29
Oregon General Fund
Washington General Fund
Database Replacement Project
Klickitat County Planner WA Funded

Estimated Future Costs

Joint Expenses Only			
	Oregon State Standard Inflation	Oregon State Employee Personnel Costs	Current Service Level
2029-31	4.3	10.5	$1,878,017
2031-33	4.1	9.5	$2,033,825

*CRGC staff are Washington FTEs. Inflation rates for personnel costs may increase at a different rate in Washington.

Differences between Oregon and Washington's requirements for budgeting, accounting, and audit reporting create a significant administrative workload for CRGC as a bi-state Commission. First, dual reporting requirements add complexity to 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 biennium. Second, states frequently issue different directives, and each state expects CRGC to comply with its fiscal and administrative directives. Additionally, Oregon and Washington "allot" funds differently, which affects how CRGC can spend funds. Each state also requires separate IT security standards, separate IT auditing requirements, and separate performance measures. Both states require CRGC to participate in legislative hearings and other state-specific meetings for agency directors, which require twice as much travel, time, and coordination to obtain budget reviews and approval.

Recognizing the gaps is essential to fully performing agency functions and meeting all state and National Scenic Area Act standards. **CRGC requests a single policy option package for 2027-2029 to enable efficient work. POP 101 focuses on completing the final phase of the Access Database Replacement Project-Civic Access.** This phase will require contractors to process decades of digitized but unindexed permit records, use optical character recognition to catalog and file the documents into a single, searchable repository, redact them to protect privacy, and upload them to the public portal. Residents will be able to search for addresses or parcels, track their status, and submit land-use applications online. The contractors will also work with the five county planning offices in the National Scenic Area to verify that CRGC has all past permits included in the Enterprise Permitting and Licensing (EP&L) platform, enabling the public to conduct thorough, streamlined searches.

During the 2025 legislative session, as CRGC's 2025-2027 Governor's Recommended Budget (GRB) was under consideration, both Oregon and Washington legislative appropriations committees initially proposed fully supporting the GRB. Near the end of the session, the Washington legislature approved only 73% of the GRB, requiring Oregon to reduce the GRB by 27% to match. This $1 million reduction severely affected CRGC, eliminating all POPs and reducing staff capacity because salaries were cut to match available funds. CRGC has been operating with less-than-full-time staff during the 2025-2027 biennium, which has also reduced the amount of work that could be accomplished.

After the 27% budget reduction, CRGC staff agreed to reduce their hours to avoid layoffs, since every staff position plays a critical role and has the expertise needed to fulfill the agency's mission and workplan. If an opportunity for additional investment arises in the future, the priority would be to **restore CRGC positions to full-time status** to ensure the capacity to conduct the 10-year Management Plan review and revision required under the National Scenic Area Act, in addition to CRGC's day-to-day workload. CRGC's current staffing levels are as follows:

- The Executive Director's FTE was reduced by .10 to redirect those funds to the salaries of other essential staff that CRGC needs to fulfill its mission. However, the Executive Director is retiring in the 2027-2029 biennium. This position needs to be restored to full-time to effectively recruit a new Executive Director.
- The Legal Counsel's FTE was reduced by .10 to redirect those funds to the salaries of other essential staff that CRGC needs to fulfill its mission. This position needs to be full-time to adequately respond to litigation and appeals of county decisions, update rules to reflect legislation passed in Oregon and Washington after each session and advise the Commission on all legal matters.

BUDGET NARRATIVE

- The GIS Manager's FTE was reduced by .10 to redirect those funds to the salaries of other essential staff CRGC needs to fulfill its mission. In addition to GIS responsibilities, the GIS Manager is responsible for reviewing all Forest Practices applications in both states and will serve as the Project Manager for the Gorge 2030 Management Plan review and revision, which is required under the National Scenic Area Act every 10 years. This position needs to be full-time to move forward with all tasks and the public engagement process required under the Gorge 2030 Management Plan review.
- The Climate Program Manager's position was reduced by .10 to redirect those funds to the salaries of other essential staff that CRGC needs to fulfill its mission. The Climate Program Manager is responsible for implementing the Climate Change Action Plan, which requires close coordination and collaboration with agencies, stakeholders, scientists, universities, and treaty tribes, and for serving as CRGC's tribal liaison for two states. They are also responsible for proposing new policies and guidelines for the Gorge 2030 Management Plan review and revision, to ensure that CRGC follows executive orders from the Governors in both states regarding the implementation of landscape-resilient policies that meet those orders' goals.
- The Public Records and Administrative Analyst position was reduced by .20 to redirect those funds to the salaries of other essential staff CRGC needs to fulfill its mission. No other staff members can take on additional work in records management and administration. During 2025 and 2026, CRGC was flooded with public records requests, increasing from an average of 3-5 per year to 25 extensive requests. Because this position was not full-time and CRGC received many requests, response times were much longer, delaying requesters' access to the information they sought.
- The Senior Land Use Planner was reduced by .20 to redirect those funds to the salaries of other essential staff CRGC needs to fulfill its mission. CRGC is a land-use regulatory agency that conducts land-use planning throughout the six counties within the National Scenic Area. Land use planners review and issue land use decisions in Klickitat County and review all land use decisions in the other five counties as they are issued. They work directly with county land-use planning staff to ensure consistency with all land-use policies and guidelines in the Management Plan. They review all development applications in six counties to determine the impacts of proposed development on natural resources, stay current with rare and endangered species and wildlife wintering habitat ranges, and assess the impacts of climate change on natural, cultural, recreation, and scenic resources. The Senior Land Use Planner will lead the required 10-

year review of the Management Plan and evaluate which policies and guidelines need to be revised based on information from the public, stakeholders, counties, agencies, tribes, and data CRGC has tracked through the Vital Signs Monitoring Program. It has been challenging to conduct day-to-day land-use planning across 6 counties, and it will be especially challenging as CRGC begins the required 10-year Management Plan revision process.

- The VSI Program Manager position was reduced by .50 to redirect those funds to the salaries of other essential staff CRGC needs to fulfill its mission. CRGC obtained this position during the 2019-2021 biennium to revive the monitoring program, which was started in 2007 but discontinued due to budget cuts in 2009. The VSI Program measures the health of resources in the National Scenic Area. With a full-time position, outreach to science professionals and agency staff enabled CRGC to identify 17 Vital Signs and corresponding indicators for each, to measure the health of natural, cultural, scenic, and recreation resources. A VSI hub (LINK) was created using data collected to date. The reduction to .5 FTE has slowed work with data sources to track trends in the National Scenic Area. This data is important for determining whether the Management Plan policies are effectively protecting the resources CRGC is responsible for managing. In addition, this position served as the liaison with the Oregon Investment Board and the Washington Investment Board to track economic vitality indicators as part of measuring CRGC's effectiveness in supporting the economic purpose of the NSA Act.

Package Narrative

Essential Packages

The Joint Expenses account has the following essential packages:

<u>Essential Package 031 – Standard Inflation</u>
Package 031 includes a decrease of $39,791 for State Government Services Charges and an increase of $146,065 for Professional Services. This package increased General Fund by $106,274.

The Oregon Commissioner account has the following essential packages:

<u>Essential Package 010 – Vacancy Factor and Non-PICS Personal Services</u>
Package 010 includes a decrease of $140 related to Personal Services. This package decreased General Fund by $140.

<u>Essential Package 022 – Phase-out Program and One-time Costs</u>
Package 022 includes a decrease of $23,455 related to Personal Services and a decrease of $21,545 related to Services and Supplies. This package decreased General Fund by $45,000.

<u>Essential Package 031 – Standard Inflation</u>
Package 031 includes an increase related to Services and Supplies in the amount of $104,419. This package increased General Fund by $104,419.

BUDGET NARRATIVE

Policy Option Package

This budget request includes one policy option package outlined below:

<u>Policy Option Package 100 – Access Database Replacement Project Final Phase-Civic Access</u>
Funding Request - $175,000

CRGC seeks funding for the Access Database Replacement (ADR) Project Final Phase-Civic Access to complete the replacement of the outdated Microsoft Access database with the new cloud-based Enterprise Permitting & Licensing Software (EP&L) database and the Tyler Content Manager document management system (TCM). Phase 1 Feasibility and Diagnostics Analyses was funded in 2021-23, and Phase 2 Implementation was funded in 2023-25. The final components of the Final Phase-Civic Access include:

1. **CRGC IT Database Management:** CRGC's GIS Manager serves as the agency's IT project coordinator and IT specialist, overseeing all aspects of the ADR project with contractors and facilitating contractor meetings. CRGC proposes continuing to use the GIS Manager in this role during the final phase.

2. **Records digitization and migration into EP&L and TCM:** CRGC has many records that remain available only as hard-copy files. Therefore, CRGC will need to continue digitizing public records and permits for integration into EP&L and TCM. Given the volume of paperwork at CRGC after 40 years, funding this task will ensure it can be completed within the next two years and that all records are indexed, cataloged, and optically recognized for efficient retrieval. This will help the agency be more effective with current resources and more responsive to the public, ensuring that public records requests are completed accurately and in a timely manner. This will require external contractors to assist with this task.

3. **Digitizing historic NSA county permit data for import into EP&L:** CRGC proposes to work with five counties (three in Oregon and two in Washington) to obtain all development decisions issued over the

past three decades and import them into the new EP&L system. Much of this data remains in hard copy and has not been converted to a digital format suitable for integration into EP&L. Once these documents are imported into the new database, queries can be run and resource impacts, development trends, and protections in place to meet the requirements of the National Scenic Area Act and Management Plan can be assessed. This will require contractors to assist CRGC and the counties with digitizing and importing the data.

BUDGET NARRATIVE

Policy Option Package 100
Title: Access Database Replacement Project Final Phase-Civic Access
Additional Oregon investment: $175,000
$175,000 (Washington state 50% share)

Purpose: Describe the issue or problem that needs to be addressed and the agency's proposed solution.

The Columbia River Gorge Commission (CRGC) is requesting General Fund appropriations to complete the final phase of transitioning from an outdated, poorly functioning Microsoft Access database to a modern, cloud-based database with an integrated public-access portal.

CRGC is a land-use regulatory agency that oversees 292,500 acres within the Columbia River Gorge National Scenic Area (NSA) and manages scenic, cultural, natural, recreation, and economic resources in Oregon and Washington through land-use development reviews and permitting.

CRGC had been operating with an old Microsoft Access database for over 17 years. This database was inefficient, not linked to our GIS, and not indexed for effective searches of existing records. Working with this antiquated database has resulted in significant delays in the permitting process.

With funding from Oregon and Washington, CRGC completed a feasibility study and launched Tyler Technologies' Enterprise Permitting and Licensing (EP&L), a cloud-based database platform. The new system was designed to:

- Be configurable by CRGC staff to meet its current needs and expandable for new ones.
- Enable CRGC's legacy and new data to coincide with each other harmoniously.
- Contain searchable, indexed, and linked records, both digitized and electronic.
- Integrate with the agency's existing Geographic Information Systems (GIS).
- Reduce the response time for reviewing and receiving permits.
- Provide an opportunity for a public access portal to provide historic development decisions throughout the NSA.

BUDGET NARRATIVE

Having completed the first two phases during the 2021–2023 and 2023–2025 biennia, CRGC is seeking funding for a final phase to complete the project. This phase will create a public portal that will allow users to access the agency's historic land-use decisions and submit applications online in Klickitat County, aligning with the online application process used by the other NSA counties. Easier access to historic records will:

- Help users review past land-use decisions, including examples of similar successful applications, to reduce the time needed to prepare their own applications
- Increase agency transparency

CRGC had planned to complete this third phase in the 2025-2027 biennium, but a 27% reduction in CRGC's biennial budget led to the elimination of the final phase of the Policy Option Package.

Background: CRGC reviews land-use applications and approves permits in Klickitat County, Washington, to implement the National Scenic Area Act. It also reviews permit applications issued by the other five counties in the National Scenic Area: Wasco, Hood River, and Multnomah Counties in Oregon, and Clark and Skamania Counties in Washington. CRGC must track implementation of the NSA Management Plan to:

- Ensure all NSA counties comply with the Management Plan and land use rules
- Monitor development trends, implementation effectiveness, and agency activities
- Track development within the NSA portions of all NSA counties
- Enforce permit conditions, issue notices of violation as needed, and work with landowners to resolve violations
- Track and compare scenic, natural, cultural, recreation, and economic data to support the NSA Climate Change Action Plan
- Respond to public records requests quickly and efficiently within legally required timelines
- Meet performance measure requirements for both states

Due to the limitations of the old Microsoft Access database and the need for a modern information management system, CRGC received General Fund appropriations for Access Database Replacement – Phase 1 in the 2021–2023 biennium and Phase 2 in the 2023–2025 biennium to configure and launch a new online permitting system in Klickitat County, aligning with the online application process used by the other NSA counties. CRGC also received limited

General Fund support in 2026 for the fees and licenses required to launch and operate the Enterprise Permitting and Licensing platform.

CRGC is now requesting General Fund appropriations for 2027–2029 to complete the Access Database Replacement Project Final Phase-Civic Access, which will implement a document management system, compile permitting data for all six NSA counties, and launch a public portal for access to NSA permits and related documents.

Accomplishments During ADR Phase 1: CRGC hired Environmental Science Associates (ESA) to provide project management and to conduct a feasibility analysis, a needs assessment, and a gap analysis of the current Access system. This work produced a list of alternatives and a recommended solution. CRGC subsequently issued a Request for Proposals (RFP) inviting vendors to provide a cloud-based online data management system to support CRGC's daily work.

At the completion of Phase 1, CRGC issued a competitive RFP to solicit a vendor to provide the desired solution to replace the current Microsoft Access database. This process resulted in CRGC selecting Tyler Technologies, Inc. (Tyler) as the Phase 2 Implementation Vendor. Tyler's end-to-end solutions are widely used by public sector entities, including local, state, provincial, and federal governments. Tyler's Enterprise Permitting & Licensing Software (EP&L) will enable CRGC to operate more efficiently and connect more transparently with its partners and internally.

Phase 1: 2021-2023 Biennium – Completed June 2023

1. Issued an RFP to procure a vendor to conduct a comprehensive assessment of how CRGC uses the Microsoft Access database in our daily work and to identify the limitations and gaps between the current and desired workflows.
2. Based on the results of the full assessment, CRGC issued a Request for Proposals to procure a vendor to provide a new cloud-based data management system that would meet our needs as a land-use regulatory agency.
3. Engaged a Quality Assurance specialist at each step of the process.

4. Established a bi-state Executive Steering Committee to ensure effective communication among Commissioners, staff, and vendors.
5. Completed Phase 1 on time, within scope and budget.

Accomplishments During ADR Phase 2: ADR Phase 2 was funded during the 2023-2025 biennium through General Fund appropriations from both Oregon and Washington. As a result of the RFP issued at the end of Phase 1, CRGC contracted with Tyler Technologies to begin configuring the new database and permit management system. In early 2024, Tyler Technologies began working with CRGC and ESA to gain insight into CRGC's business processes and workflows, taking into account that the new database and document management system needs to address and incorporate the specific functionality critical to CRGC's day-to-day work into its design.

Throughout Phase 2, CRGC held weekly meetings with ESA (which included Tyler Tech staff) and monthly bi-state Executive Steering Committee meetings. Bluecrane Inc. remained under contract to provide quality assurance and oversight. CRGC coordinated with ESA and Bluecrane to develop an Organizational Change Management plan to ensure that all users of the new database have the knowledge, skills, and resources needed to begin using the platform on the go-live date.

In summary, CRGC accomplished the following in Phase 2:

Phase 2: 2023-2025 Biennium - Completed in June 2025

1. Identified project managers from ESA and Tyler to oversee the development, configuration, and training of CRGC staff for the EP&L platform.
2. Reconvened the Executive Steering Committee with oversight representation from both states, project vendors, and CRGC's Commission.
3. Began migrating CRGC's data from the Microsoft Access database into EP&L.
4. CRGC's Public Records and Administrative Analyst began inventorying CRGC's large library of scanned documents to identify which should be linked to a corresponding land use review record in the database.

5. Retained the services of the Phase 1 Quality Assurance vendor, Bluecrane Inc., to ensure external review of each step and to provide monthly QA reports.
6. Worked with ESA to develop an organizational change management plan to ensure that staff, residents, county planners, and other stakeholders have the knowledge and tools needed to begin using the new database.
7. CRGC used the remaining ADR Phase 2 funds to create an updated, modernized agency website that increased capacity and public access to information about CRGC. CRGC's current website was over a decade old.
8. Completed Phase 2 on time, within scope and budget.

Phase 2A: 2025-2027 Biennium

CRGC received $75,000 from Oregon and $75,000 from Washington in the 2026 legislative session to fund the following:

> **Annual software maintenance, license, and support fees for FY 2026 and FY 2027 for Enterprise Permitting and Licensing (EP&L), Tyler Content Manager (TCM), and Esri ArcGIS:** To continue full utilization of the new database, CRGC needed to pay annual fees for the software platforms required to keep them functional. This is a standard expense covered under the 2027-2029 current service level.

How Achieved to Address the Problem in the Access Database Replacement Project Final Phase–Civic Access

CRGC is seeking 2027–2029 funding for the Access Database Replacement Project Final Phase-Civic Access to fully replace the outdated Microsoft Access database with the cloud-based EP&L system and Tyler Content Manager. CRGC is fully committed to achieving the Enterprise Information Services Strategic Framework (2023-2026) by completing a modernized information management system, improving customer service, and expanding access to public information. This phase will engage contractors to organize decades of digitized but unindexed permit records. Contractors will use optical character recognition to catalog the records, consolidate them into a single searchable repository, redact confidential information, and upload them to the public portal. The public and Tribes will be able to search by address or parcel and track development decisions. Contractors will also coordinate with the five NSA county planning offices to verify that past development decision documents are included in EP&L, enabling more complete and efficient searches.

The final components include:

1. **CRGC IT Database Management:** CRGC's GIS Manager serves as the agency's IT project coordinator and IT specialist, overseeing all aspects of the ADR project with contractors and facilitating contractor meetings. CRGC proposes continuing to use the GIS Manager in this role during the final phase.
2. **Records digitization and migration into EP&L and TCM:** CRGC has many records that remain available only as hard-copy files. Therefore, CRGC will need to continue digitizing public records and permits for integration into EP&L and TCM. Given the volume of paperwork at CRGC after 40 years, funding this task will ensure it can be completed within the next two years and that all records are indexed, cataloged, and optically recognized for efficient retrieval. This will help the agency be more effective with current resources and more responsive to the public, ensuring that public records requests are completed accurately and in a timely manner. This will require external contractors to assist with this task.
3. **Digitizing historic NSA county permit data for import into EP&L:** CRGC proposes to work with five counties (three in Oregon and two in Washington) to obtain all development decisions issued over the past three decades and import them into the new EP&L system. Much of this data remains in hard copy and has not been converted to a digital format suitable for integration into EP&L. Once these documents are imported into the new database, queries can be run and resource impacts, development trends, and protections in place to meet the requirements of the National Scenic Area Act and Management Plan can be assessed. This will require a contractor to assist CRGC and the counties with digitizing and importing the data.

Describe the alternatives considered and why the agency's proposed action is preferred: Given the investment of funds and time over the 2021-2027 biennia in ADR Phase 1, Phase 2, and Phase 2A (licenses), the only alternative considered was to propose the Final Phase to get the project over the finish line, including final configuration, data and records migration, and a public access portal called "Civic Access". While CRGC successfully implemented the internal database transition during Phases 1 and 2, it was discovered that Civic Access could be further configured to not only allow online application submissions in Klickitat County, aligning with the online application process used by the other NSA counties, but also enable online users to research the vast trove of historical county land use and CRGC decisions. Access to historical records will allow users to compare their applications to historic ones, making it easier for them to submit a more complete and successful development request. CRGC made every effort to complete the project in two phases. However, as progress was made with the IT contractors and the independent Quality Assurance contractor under EIS and WaTech oversight, it became clear that CRGC needed to proceed with configuring the Civic Access public portal to complete the transition to a modern platform with online search capabilities. The Final Phase will complete CRGC's digital transformation.

If this policy option package is not funded, the public, Tribes, and National Scenic Area (NSA) counties will continue to lack easy access to 40 years of land use decisions needed to support long-term planning and informed decision-making. CRGC and county staff will remain reliant on paper records and time-consuming manual research to compile historical permit information and development trends, and public records requests will remain inefficient and resource intensive. In addition, failing to complete the final phase of this project would diminish the value of the public investments made since 2021.

Impact on other agencies or governments and how the proposal is being coordinated with them: CRGC coordinated closely with the five counties in the NSA during ADR Phases 1 and 2, consulting with them on their databases and how CRGC's new information management system/database could be helpful. There will be a positive impact on the counties that administer permits in the NSA because CRGC will also migrate their development decisions into CRGC's database, enabling NSA-wide queries about protection and development decisions. Multnomah County is two years ahead of CRGC, having completed its transition to a fully functioning Tyler Tech-based permitting system. CRGC has coordinated closely with Multnomah County and exchanged information about its process and configurations, which has been very helpful as CRGC prepares for Final Phase–Civic Access to complete implementation of the new database and document management system.

Staffing Impact

Two current CRGC staff will continue working on Final Phase-Civic Access and will be supported through general appropriations. No new FTE is requested. The Public Records and Administrative Analyst will assist contractors in digitizing CRGC's paper files and in indexing and cataloging these records into EP&L and TCM ("Tyler Content Manager," the new Civic Access document management system). This position will coordinate with contractors and the counties to obtain county permitting information, integrate those documents into the new CRGC database, and generate trend information for the entire NSA across six counties. The GIS Manager will continue to serve as the project manager for Final Phase–Civic Access, ensure contractor performance and deliverables are met, integrate and link data from the new permitting system with GIS, and ensure performance measures are met.

Quantifying Results for Access Database Replacement Project Final Phase–Civic Access

- **County Government Planners:** Each of the five other counties that adopted the National Scenic Area ordinance maintains its own development review database, and the current CRGC database does not contain a complete record of those reviews. This makes it difficult for county planners to research historic land use decisions and apply National Scenic Area regulations consistently. A GIS-integrated database with a Civic Access public portal covering all six counties will provide a complete record of land use reviews, improve research, support more consistent decision-making, and enable CRGC staff to efficiently analyze and report on resource impacts across the National Scenic Area.
- **General Citizens/Landowners:** CRGC assists Klickitat County landowners with permits for development, rebuilding, vineyards, and other activities that may affect National Scenic Area resources. Klickitat County permit requests doubled from 2019–2025 compared with 2015–2018, leading to long review times with only one FTE dedicated to land use reviews. A GIS-integrated database and Civic Access portal will streamline all NSA permit reviews, improve access to parcel and permit history, and allow all NSA landowners to find information online without contacting staff. An upgraded system will help CRGC search more quickly and efficiently to answer questions about past developments on parcels and deed history. The system will also include an online user satisfaction survey and provide public access to permit records across all six National Scenic Area counties, increasing transparency and helping users evaluate development trends.

BUDGET NARRATIVE

- **Public Records Requestors:** CRGC receives a large number of public records requests. From January to June 2026, CRGC received 25 public records requests, requiring a significant investment of staff time to sift through electronic files and paper archives. Once the new database and document management system is fully implemented, with all records digitized, indexed, and keyword-searchable, CRGC will be able to respond more quickly and provide a more accurate and complete set of records. This will result in greater transparency and accountability while reducing legal liabilities and errors of omission.
- **Performance Measure Affected:** This project supports CRGC's key performance measure: the percentage of customers rating customer service as "good" or "excellent" for timeliness, accuracy, helpfulness, expertise, and information availability. Faster access to historical land use records and permit information is expected to improve customer satisfaction and raise CRGC's customer service ratings.
- **Timelines:** All aspects of the Final Phase–Civic Access project will be completed and fully operational by June 30, 2029. CRGC completed Phases 1 and 2 on time and under budget. During the 2029-2031 biennium, CRGC will be responsible only for paying maintenance and licensing fees to keep the new information management system and the online Civic Access platform operational. No additional expenses are anticipated at this time.

Revenue Source

The Commission seeks General Fund appropriations from the State of Oregon and commensurate General Fund support from the State of Washington.

Projected Budget

The total budget for implementing the Access Database Replacement Project Final Phase–Civic Access is $350,000. CRGC requests $175,000 from the State of Oregon and $175,000 from the State of Washington for the 2027-2029 biennium. The projected budget below represents the total cost to finalize and implement the Final Phase.

Access Database Replacement Project Final Phase–Civic Access Information Technology Budget (OR + WA)	2027-2029 Biennium
CRGC records indexing and migration into the Civic Access public portal	$220,000
Digitizing historic 5 NSA counties permit data for import into EP&L	130,000
Total Cost	**$350,000**

Oregon's Share = $175,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Columbia River Gorge Comm **Cross Reference Name: Joint Expenses**
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 35000-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Mass Transit Tax	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Columbia River Gorge Comm | **Cross Reference Name: Joint Expenses**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 35000-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	106,274	-	-	-	-	-	106,274
Total Revenues	**$106,274**	**-**	**-**	**-**	**-**	**-**	**$106,274**
Services & Supplies							
State Gov. Service Charges	(39,791)	-	-	-	-	-	(39,791)
Professional Services	146,065	-	-	-	-	-	146,065
Total Services & Supplies	**$106,274**	**-**	**-**	**-**	**-**	**-**	**$106,274**
Total Expenditures							
Total Expenditures	106,274	-	-	-	-	-	106,274
Total Expenditures	**$106,274**	**-**	**-**	**-**	**-**	**-**	**$106,274**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Columbia River Gorge Comm | **Cross Reference Name: Joint Expenses**

Pkg: 100 - Database Replacement Final Phase-Civic Access | **Cross Reference Number: 35000-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	175,000	-	-	-	-	-	175,000
Total Revenues	**$175,000**	**-**	**-**	**-**	**-**	**-**	**$175,000**
Services & Supplies							
Professional Services	175,000	-	-	-	-	-	175,000
Total Services & Supplies	**$175,000**	**-**	**-**	**-**	**-**	**-**	**$175,000**
Total Expenditures							
Total Expenditures	175,000	-	-	-	-	-	175,000
Total Expenditures	**$175,000**	**-**	**-**	**-**	**-**	**-**	**$175,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Columbia River Gorge Comm | **Cross Reference Name: Oregon Commissioner Expenses**
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 35000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(140)	-	-	-	-	-	(140)
Total Revenues	**($140)**	**-**	**-**	**-**	**-**	**-**	**($140)**
Personal Services							
Mass Transit Tax	(140)	-	-	-	-	-	(140)
Total Personal Services	**($140)**	**-**	**-**	**-**	**-**	**-**	**($140)**
Total Expenditures							
Total Expenditures	(140)	-	-	-	-	-	(140)
Total Expenditures	**($140)**	**-**	**-**	**-**	**-**	**-**	**($140)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Columbia River Gorge Comm — **Cross Reference Name: Oregon Commissioner Expenses**
Pkg: 022 - Phase-out Pgm & One-time Costs — **Cross Reference Number: 35000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(45,000)	-	-	-	-	-	(45,000)
Total Revenues	**($45,000)**	**-**	**-**	**-**	**-**	**-**	**($45,000)**
Personal Services							
Board Member Stipend	(23,455)	-	-	-	-	-	(23,455)
Total Personal Services	**($23,455)**	**-**	**-**	**-**	**-**	**-**	**($23,455)**
Services & Supplies							
Instate Travel	(6,328)	-	-	-	-	-	(6,328)
Out of State Travel	(6,327)	-	-	-	-	-	(6,327)
Agency Program Related S and S	(750)	-	-	-	-	-	(750)
Other Services and Supplies	(8,140)	-	-	-	-	-	(8,140)
Total Services & Supplies	**($21,545)**	**-**	**-**	**-**	**-**	**-**	**($21,545)**
Total Expenditures							
Total Expenditures	(45,000)	-	-	-	-	-	(45,000)
Total Expenditures	**($45,000)**	**-**	**-**	**-**	**-**	**-**	**($45,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Columbia River Gorge Comm | **Cross Reference Name: Oregon Commissioner Expenses**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 35000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	104,419	-	-	-	-	-	104,419
Total Revenues	**$104,419**	**-**	**-**	**-**	**-**	**-**	**$104,419**
Services & Supplies							
Employee Training	20	-	-	-	-	-	20
Office Expenses	19	-	-	-	-	-	19
Telecommunications	19	-	-	-	-	-	19
State Gov. Service Charges	104,326	-	-	-	-	-	104,326
Agency Program Related S and S	6	-	-	-	-	-	6
IT Expendable Property	29	-	-	-	-	-	29
Total Services & Supplies	**$104,419**	**-**	**-**	**-**	**-**	**-**	**$104,419**
Total Expenditures							
Total Expenditures	104,419	-	-	-	-	-	104,419
Total Expenditures	**$104,419**	**-**	**-**	**-**	**-**	**-**	**$104,419**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2027-29 Biennium
Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
				No records for the phase: CSL										
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

POS116 - Net Package Fiscal Impact Report

2027-29 Biennium
Agency Request Budget

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
				No records for the phase: ARB										
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

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

Columbia River Gorge Comm **Agency Number: 35000**
2027-29 Biennium

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
No Records Available						
	-	-	-	-	-	-

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

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-275 Legislatively Adopted	2025-2027 Estimates	2027-2029 Agency Requested	2027-2029 Governor's Budget	2027-2029 Legislatively Adopted
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

Capital Improvement Narrative

There are no plans for capital improvement projects, major construction, or acquisition projects for the 2027-2029 biennium.

Budget Summary

Facilities Summary Report

2027-2029 Biennium

Facility Plan - Facilities Planning Narrative 107bf02a
2027-2029 Biennium

Agency Name — **Columbia River Gorge Commission**

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand? The Columbia River Gorge Commission (CRGC) has 8.7 FTE (currently filled) over 10 staff who work in the office and meet with landowners and agency partners. The current office space is barely large enough for 10 staff, so we have doubled up staff in one office and are using the conference room with an additional workstation for staff who work hybrid schedules. CRGC is located in a very small town with limited office space for lease. CRGC has been in this same office since 2002. Although we would appreciate having more space, there are no other buildings that can accommodate the size of our staff in White Salmon.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority). If CRGC increases its programs and grows, requiring more staff to carry out its mission, the additional staff will need to work from home and not in the office; and b) if more staff work from home or work a hybrid schedule, there is less opportunity for collaborative team work and problem solving which happens more successfully in person rather than virtually.

3. What do you need to meet these challenges? There is a possibility of re-configuring the office somewhat to accommodate a few more staff members, but that requires approval from the building owner/landlord and funding to pay for the improvements. CRGC has no funding for extra expenses, such as remodeling, in its current budget.

Facilities Summary Report

2027-2029 Biennium

Agency Name: **Columbia River Gorge Commission**

Owned Facilities Over $1 million — **FY 2025 DATA**

Number of Facilities				
Current Replacement Value $ (CRV)		Source		Risk or FCA
Gross Square Feet (GSF)				
Usable Square Feet (USF)		Estimate/Actual		% USF/GSF
Occupants Position Count (PC)		**USF/PC**		

Owned Facilities Under $1 million

Number of Facilities	
CRV	
GSF	

Leased Facilities — **2027-2029 Biennium**

Total Rentable SF	2,900			
Biennial Lease Cost	96,744			
Additional Costs for Lease Properties (O&M)	36,000			
Usable Square Feet (USF)	-	Estimate/Actual		% RSF/GSF
Occupants Position Count (PC)	No Oregon FTE 8.7 FTE (filled positions) (WA FTE) 10 staff	**USF/PC**		

Definitions

CRV Current Replacement Value Reported to Risk or Calculated Replacment Value Reported from Facility Conditions Assessment (FCA)

RSF Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.

USF Usable Square Feet per BOMA definition. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building.
If not known, estimate precentage.

PC Legislatively Approved Budget (LAB) Position Count

O&M Total Operations and Maintenance Costs for facilities including all maintenence, utilities and janitorial.

2027-2029 **107BF16a**

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

Columbia River Gorge Comm **Agency Number: 35000**
2027-29 Biennium

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
No Records Available						
	-	-	-	-	-	-

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

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-275 Legislatively Adopted	2025-2027 Estimates	2027-2029 Agency Requested	2027-2029 Governor's Budget	2027-2029 Legislatively Adopted
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-

BUDGET NARRATIVE

Initiatives
The Columbia River Gorge Commission does not offer new program initiatives for 2027-2029.

Major Information Technology Projects/Initiatives
The Columbia River Gorge Commission requests funding through Policy Option Package 100 – Access Database Replacement Project Final Phase–Civic Access. CRGC has no major technology initiatives that exceed $1 million.

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

Regulatory Streamlining
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.

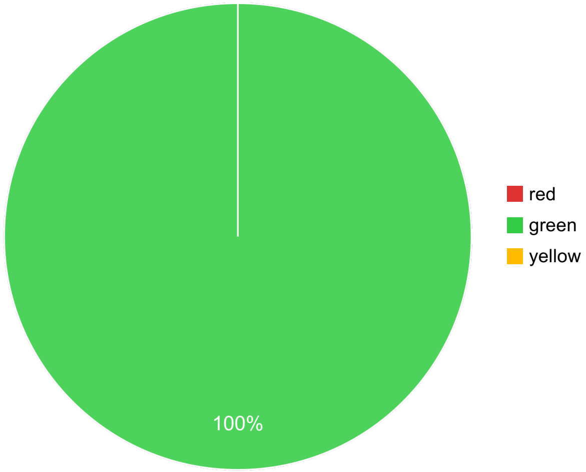
Columbia River Gorge Commission

Annual Performance Progress Report

Reporting Year 2026

Published: 5/27/2026 4:58:28 PM

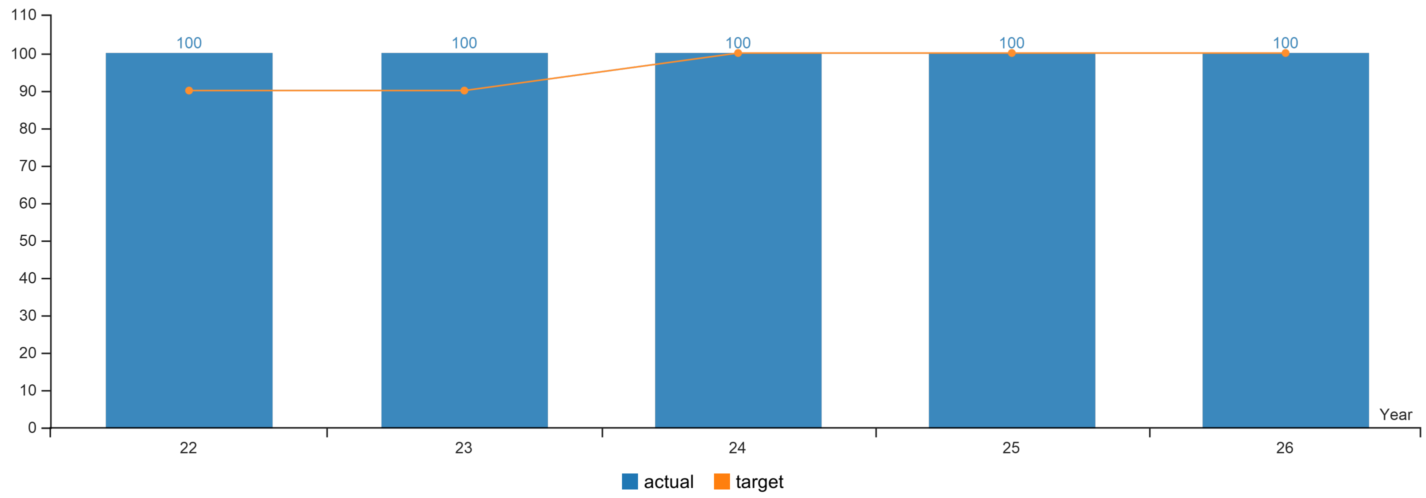
KPM #	Approved Key Performance Measures (KPMs)
1	County Decisions - Percentage and number of county decisions where Gorge Commission comments were addressed in the decision: a)fully; b) partially
3	Customer Service - Percentage of customers rating their satisfaction with the agency's customer service 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:	100%	0%	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	2022	2023	2024	2025	2026
Percent of County Decisions- CRGC Addressed fully and partially					
Actual	100%	100%	100%	100%	100%
Target	90%	90%	100%	100%	100%

How Are We Doing

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 in the five counties that adopted ordinances consistent with the Management Plan's requirements. 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 the planning process and decisions without comment since consistency is achieved. For those decisions in which the Commission offers technical advice or constructive suggestions, this performance measure indicates the percentage of Commission suggestions that counties fully accept in local decisions and the percentage of Commission comments that counties partially accept. To track this measure, the counties must acknowledge whether they accept or partially accept the Commission's comments and refer to this in their written findings. The limited remaining percentage (not included in the measure) represents the portion of county decisions that either do not accept comments from the Commission or accept them but do not acknowledge them in writing.

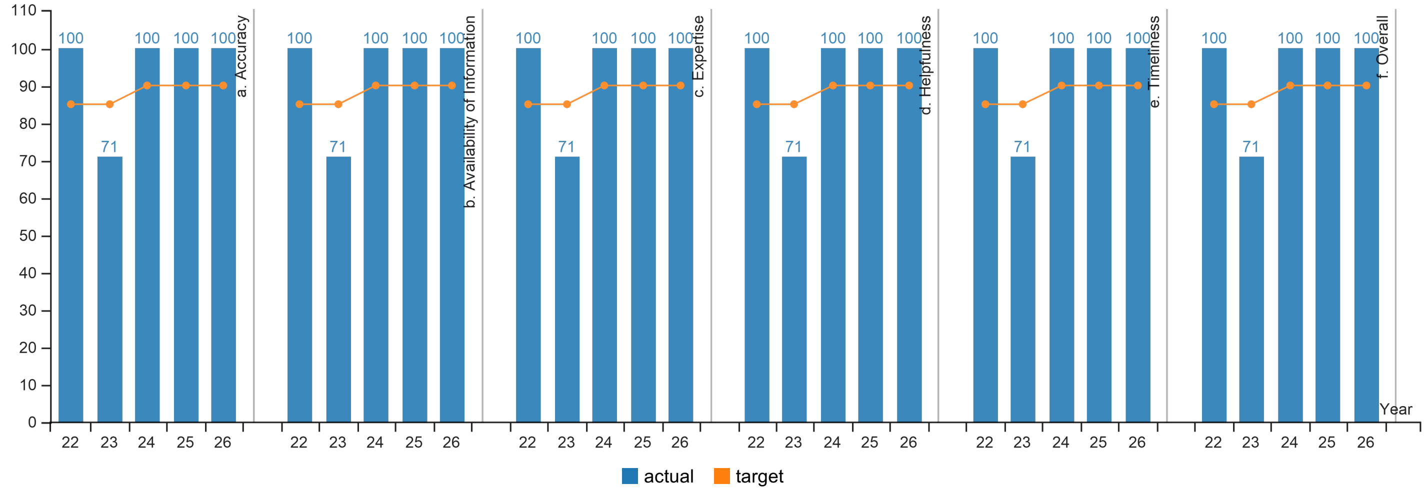
The data reflects figures for the calendar year. For the 2025 reporting year (CY 2024 data), the Commission staff issued 19 comment letters to the five counties for development review applications submitted from Wasco, Hood River, and Multnomah counties on the Oregon side, and from Skamania and Clark counties on the Washington side. Of the 19 development review applications the Commission staff commented on, all were fully or partially addressed.

For the 2026 reporting year (CY 2025 data), the Commission staff issued 16 comment letters to the five counties for development review applications submitted from Wasco, Hood River, and Multnomah counties on the Oregon side and Skamania and Clark counties on the Washington side. Of the 16 development applications the Commission staff commented on, all were fully or partially addressed. These figures reflect only applications for which development review decisions have been completed. (Note: Klickitat County in Washington did not adopt the ordinance, so the Commission staff processes all development review applications and issues all the decisions.)

Factors Affecting Results

The Commission's comment letters may require in-depth technical review and consultation with relevant agencies. The Commission has three experienced planners who thoroughly review development applications across the five counties. Additionally, regular meetings between county and Commission planners have enhanced the application of standards and guidelines in the National Scenic Area Management Plan.

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	2022	2023	2024	2025	2026
a. Accuracy					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
b. Availability of Information					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
c. Expertise					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
d. Helpfulness					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
e. Timeliness					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%
f. Overall					
Actual	100%	71%	100%	100%	100%
Target	85%	85%	90%	90%	90%

In CY 2021, staff implemented a new process for collecting survey results. Due to the change in methodology, survey responses increased and now include all customers, not just those applying for a land use permit in one county. The new survey aligns with best practices recommended by the state of Oregon. The agency believes this change reflects a wide range of customer opinions and experiences, which was the Commission's goal. We plan to continue surveying our partners and the public more broadly in the future and to improve our scores by more actively engaging our Commissioners in public outreach and in providing information and guidance to landowners and other agencies as needed. We have trained our staff in facilitation, effective public outreach, and collaboration, and enhanced our communication tools to help the public better understand our roles, responsibilities, and the regulations that govern the National Scenic Area.

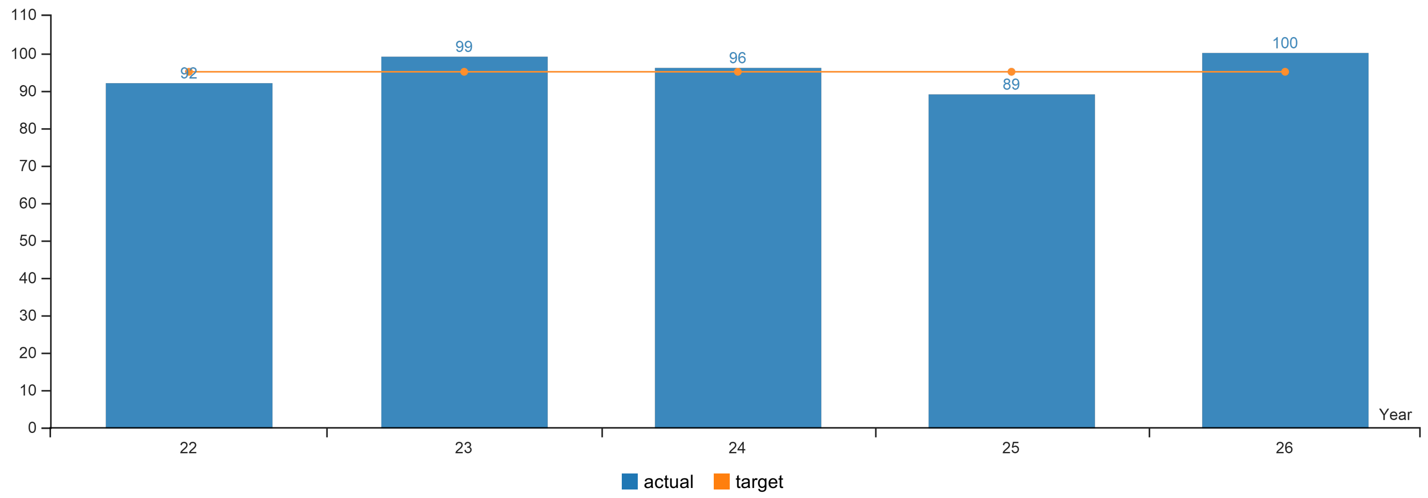
Factors Affecting Results

The roles of the Columbia River Gorge Commission, the National Scenic Area (NSA) Act, and the Management Plan that guides our regulations for protecting NSA resources are not well understood by the public. The land use laws of both states differ, and regional planning efforts are complex topics. The NSA Act was passed nearly 40 years ago, and public misinformation about the National Scenic Area, the Commission's role, and its collaboration with county commissions, city councils, county planners, and agencies at the state and federal levels persists. Negative perceptions from the past four decades still linger. The 13-member Commission, appointed by the two state Governors, six counties, and the Secretary of Agriculture, along with its small staff (9.5 FTE in 2025), works diligently to communicate policies and management decisions to the public, partners, and government entities. However, the lack of a dedicated communications expert and limited staff capacity hinder more frequent engagement and visibility efforts. The Commission and staff strive to inform and assist the public, residents, and landowners through its recently updated website, in-person meetings, and newly developed social media campaign, though only as time allows, given daily operational demands. Following staff turnover in 2019 and 2020, ratings for timeliness and customer service declined due to the onboarding of new staff. Despite our small size, we remain committed to improving customer service and increasing public participation and access to information across all areas of our work. Improving communication tools with the public and decision-makers is a top priority. Our customer satisfaction survey, available online and in paper form in our office, helps gather feedback. In July 2019, we added a tablet at the front counter to make survey completion easier during visits.

For the 2024 reporting year (CY 2023 data), customer satisfaction increased to 100%, thanks to more timely development reviews and responsive service. For the 2025 reporting year (CY 2024 data), customer satisfaction remained at 100%, reflecting staff’s sustained commitment to high-quality service, proactive communication, and careful follow-through of customer needs. For the 2026 reporting year (CY 2025 data), customer satisfaction remained at 100%, reflecting staff’s continued diligence, strong teamwork, and a shared commitment to meeting customer expectations.

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

** Upward Trend = positive result*



Report Year	2022	2023	2024	2025	2026
Percentage of total best practices met by the board					
Actual	92%	99%	96%	89%	100%
Target	95%	95%	95%	95%	95%

How Are We Doing

This performance measure indicates the percentage of best practices met by the Commission, as evaluated by Commission members through an anonymous survey. The best practices assessed include high-level indicators of the Commission's administrative processes. This measure consists of 15 yes-or-no questions regarding the Commission and the agency's performance in areas such as Commissioner attendance at meetings, budget management, and personnel accountability. Responses from Commissioners provide a general indication of the agency's overall health and the administrative effectiveness of the Commission staff. These measures do not necessarily reflect the Commission's success in fulfilling its federal, state, or programmatic mandates. The Executive Director hired in CY 2015 has worked diligently to collaborate effectively with the Commission to ensure adherence to best practices and achieve objectives.

In 2022, the Commission began conducting training sessions to review best practices established for the Commission and its staff, based on accepted standards for Oregon state boards and commissions. The Commission adopted the 15 best practices and monitors them annually. Examples include yearly performance reviews of the Executive Director, reviews of policies and procedures, financial and IT audit results, and the Commission's involvement in key communications. The Commission continues its comprehensive annual training process to ensure that all Commissioners stay up to date on their responsibilities, follow the rules, regularly evaluate their effectiveness, promote transparency and accountability in decision-making, and provide effective oversight of the Executive Director.

The data reflects figures for the calendar year.

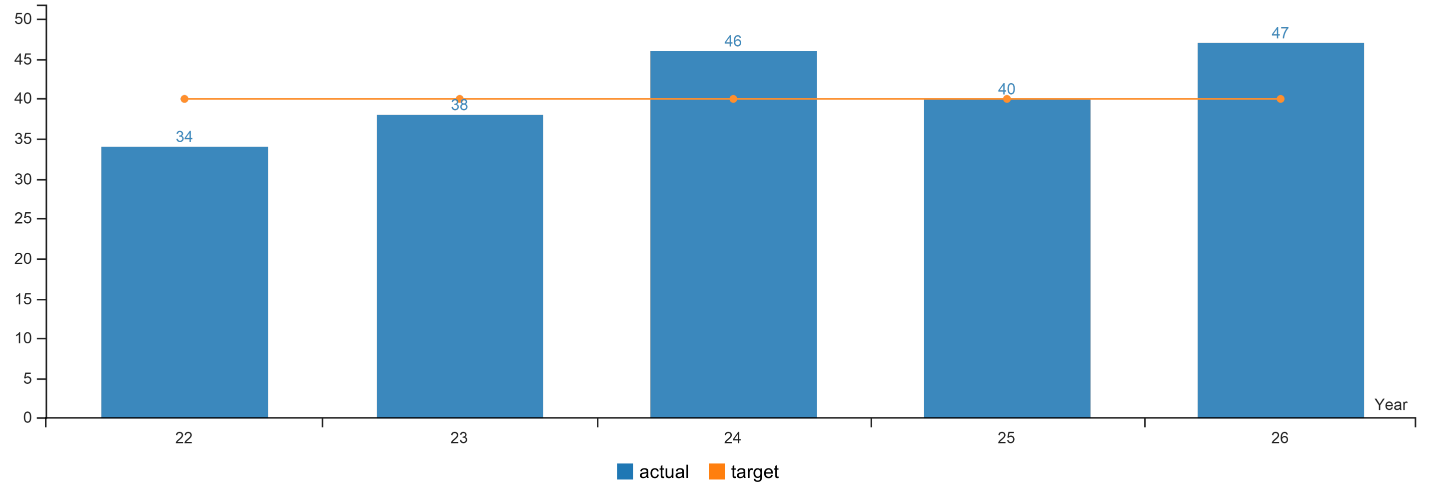
In the 2022 reporting year (CY 2021 data), the board’s assessment was 92%. It increased to 99% for the 2023 reporting year (CY 2022 data) and to 96% for the 2024 reporting year (CY 2023 data). For the 2025 reporting year (CY 2024 data), the board’s assessment dipped to 89% primarily due to five newly appointed commissioners who had not yet engaged with communications and other aspects of the Commission’s work and performance measures. The new commissioners responded negatively, since there is no “abstain” option in the survey. For the 2026 reporting year (CY 2025 data), the board’s assessment increased to 100%.

Factors Affecting Results

Factors that can influence our results include turnover within the 13-member Commission, since their appointments are staggered annually; the appointment of a new Chair and Vice-Chair each year; their leadership styles; and any loss of key staff positions. A comprehensive overview of best practices, along with additional presentations on audits and financial reports to the Commission, is believed to have enhanced the Commission's scores and understanding of the best practices it should follow. Training for Commissioners on governance topics and communication also contributed to improved scores. The Commission plans to continue this annual review practice. In CY 26, the Commission has planned additional training and reminders on topics related to implementing best practices.

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	2022	2023	2024	2025	2026
Number of presentations to civic and community groups each year					
Actual	34	38	46	40	47
Target	40	40	40	40	40

How Are We Doing

The Columbia River Gorge National Scenic Area Act was enacted by Congress and signed into law by President Ronald Reagan on November 17, 1986. The Columbia River Gorge Commission was created in 1987 through an interstate compact called the Columbia River Gorge Compact, established by Oregon and Washington. The purpose of the Columbia River Gorge National Scenic Area (NSA) Act is to:

1. To establish a national scenic area to protect and provide for the enhancement of the scenic, cultural, recreation, and natural resources of the Columbia River Gorge; and
2. 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 paragraph (1).

Under the Act, the Columbia River Gorge Commission and the USDA Forest Service adopted a National Scenic Area Management Plan in 1991 to guide land use within the Columbia River Gorge National Scenic Area. Spanning 292,500 acres and 85 miles of the Columbia River in Oregon and Washington, the area is jointly managed by the Columbia River Gorge Commission and the USDA Forest Service.

Since the creation of the National Scenic Area, 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 assessed for impacts on protected resources. The National Scenic Area attracts more than 2.5 million visitors who sightsee and recreate, providing economic benefits to local communities. Additionally, the National Scenic Area attracts many new enterprises, small travel-related businesses, and industries, creating jobs for people in communities that value the quality of life the Columbia River Gorge offers.

In 2020, the Gorge Commission completed its largest and most comprehensive public outreach effort since it was established in 1986 to develop a 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, which necessitated creating new policies and regulations to safeguard the National Scenic Area over the coming decade. Topics like climate change or the need for urban area boundary expansions were not envisioned initially, yet how the Gorge Commission addresses these issues will significantly impact the National Scenic Area. Clearly communicating the importance of monitoring and enforcement, defending tribal treaty rights, and balancing economic growth with resource conservation is crucial for public understanding. The Gorge Commission is committed to expanding public outreach through workshops and greater engagement with residents and visitors to develop a clearer, more understandable Management Plan that will steer development and protection policies for the next ten years. The Commission staff works closely with local, state, and federal agencies, four Treaty Tribes, stakeholders from Oregon and Washington, and realtors to better share information about the NSA, its rules and regulations, and permit requirements.

For reporting year 2022 (CY 2021 data), it organized and/or participated in 34 meetings; for 2023 (CY 2022 data), 38, falling just short of the target of 40; for 2024 (CY 2023 data), 46; and for reporting year 2025 (CY 2024), 40. For the reporting year 2026 (CY 2025 data), the Commission organized and/or participated in 47 outreach meetings, exceeding the performance target.

Factors Affecting Results

The roles of the Columbia River Gorge Commission, the National Scenic Area (NSA) Act, and the Management Plan that guides our regulations for protecting NSA resources are not well understood by the public. The land use laws of both states differ, and regional planning efforts are complex topics. The NSA Act was passed nearly 40 years ago, and 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, Treaty Tribes, and landowners persists. Long-standing negative perceptions remain today. The 13-member Commission, appointed by the two state Governors, six counties, and the Secretary of Agriculture, along with its small staff (9.5 FTE in 2025), works diligently to communicate with the public, partners, and local, state, and federal agencies about policies and management plan decisions. However, the lack of a dedicated communications expert and limited staff capacity hinder regular engagement and visibility efforts, making information less accessible than desired. The Commission and staff strive to inform and assist the public, residents, and landowners through its recently updated website, in-person meetings, and newly developed social media campaign, though only as time allows, given daily operational demands. Our goal is to organize and/or participate in at least 40 meetings or gatherings that help the public and agencies better understand the Gorge Commission and our role in managing the resources within the National Scenic Area.

Audit Response Report

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

Despite this strong record, CRGC has made numerous improvements over the years by introducing and refining agency policies and procedures. CRGC completed a disaster plan, a security plan, and an IT plan, and has instituted inventory checks and periodic reviews. Staff awareness is emphasized during regular staff meetings and on an ad hoc basis. In 2004, the Washington State Auditor's office noted a lack of findings or significant recommendations over the agency's history. It recommended that accountability audits be conducted on a two-year cycle and that the required annual financial statement audit be maintained. CRGC presented the recommendation to the Oregon Department of Administrative Services (DAS), which approved it along with the Oregon Audits Division.

In 2016, the Washington State Auditor's Office conducted a comprehensive review of CRGC's policies, programs, meetings, and financial management (2010-2015) for Oregon and Washington and again found no findings, resulting in an excellent review for the Commission. The Washington State Auditor's Office scheduled another accountability audit covering fiscal years 2020, 2021, 2022, and 2023 (July 1, 2019, through June 30, 2023), which began on July 1, 2024. The audit was completed in October 2024 and again resulted in an excellent review for the Commission, with no findings.

In the Fall of 2024, the Washington State Auditor's Office conducted a financial review of Fiscal Year 2023, noting no instances of noncompliance or other matters requiring reporting under Government Auditing Standards.

Affirmative Action Report

The Columbia River Gorge Commission (CRGC) policy is to provide a work environment free from harassment based on religion, race, age, disability status, gender, or any other factor prohibited by law or policy.

CRGC will continue its efforts to maintain a diverse workforce. All aspects of employment, including retirement, hiring, benefits, training, promotions, transfers, and termination, will be conducted without regard to religion, race, age, disability status, gender, or any other factor prohibited by law or policy.

Management actively supports affirmative action recruitment and selection efforts. Management also supports equal employment and career development efforts to ensure equal employment opportunities for all qualified people. Management will provide equal employment and advancement opportunities for all qualified people.

Commissioners and staff actively work to create and promote a work environment free from discrimination. CRGC will not tolerate harassment of any kind, whether based on religion, race, age, disability, gender, or any other factor prohibited by law or policy. Employees have the right to file a complaint if they believe they have been harassed or discriminated against.

Staff and commissioners are responsible for implementing this policy and will be held accountable for it.

Organization Structure

The Columbia River Gorge Commission's primary function is to manage the Columbia River Gorge National Scenic Area. It does so by implementing and monitoring a regional Management Plan.

The Commission is composed of 13 members. Members are appointed as follows: three by the Governor of Oregon, three by the Governor of Washington, one each from Hood River County, Multnomah County, and Wasco County in Oregon, one each from Clark County, Skamania County, and Klickitat County in Washington, and one non-voting member appointed by the U.S. Secretary of Agriculture. The Commission hires an Executive Director to oversee the Commission's administrative and planning functions. The Executive Director reports directly to the Commission.

The Equal Employment/Affirmative Action Coordinator works under the Executive Director's direction to develop and implement CRGC's Affirmative Action Plan. The Coordinator serves as a liaison to the Governor's Affirmative Action Director and regularly reports agency progress and issues to the Executive Director. The Executive Director designs the Equal Employment/Affirmative Action Plan. The Executive Director and the EEO/AA Coordinator are responsible for monitoring and accountability for program progress. The agency has 8.7 FTE (positions currently filled) across 10 staff members. Of the 10 staff members, 7 are female, and 3 are male.

Problem Analysis And Action Plan

The affirmative action goals for CRGC are based on an analysis of its prior and current experience with its personnel needs and the availability of qualified candidates for open positions, contractors, and vendors.

CRGC has a limited number of job openings, partly due to the agency’s small size, and has experienced minimal turnover. Positions are highly specialized and require specific experience in addition to baccalaureate and master’s degrees. The chief competitors for prospective staff members are county, state, and federal agencies and private planning firms. The agency’s limited size and low turnover restrict internal advancement opportunities.

CRGC conducts extensive outreach to fill open positions and meet contractor needs. Its DEI Strategic Plan includes staff and management training and aims to broaden the awareness and skills of current staff and commissioners.

CRGC seeks to reach a broad range of candidates when recruiting staff. It uses local and major metropolitan news media, professional organizations, state employment resources, partner agencies (USDA Forest Service, local counties, state parks, etc.), and higher education institutions to find qualified candidates. It also seeks vendors and contractors that qualify under the women/minority business programs.

CRGC’s office is in a rural area in south-central Washington state, where the local population and workforce are predominantly Caucasian (87% in Klickitat County, according to US census data), so there is little ethnic diversity in the immediate recruitment area. CRGC's plan to seek a broad range of employees, vendors, and contractors requires outreach to more ethnically diverse areas such as Portland, Oregon, and Vancouver, Washington. The distance from diverse employment centers in Portland and Vancouver presents additional challenges to attracting a diverse, experienced workforce, as well as contractors and vendors from outside the area. The relatively high cost of living, including limited rental housing and a 60-mile (one-way) commute from the metropolitan area, presents ongoing recruitment challenges to efforts to attract diverse, skilled candidates. The Governors of Oregon and Washington have appointed three commissioners, two from the Confederated Tribes of the Warm Springs and one from the Yakama Nation. Multnomah County, Oregon, recently appointed a member of the Cherokee Nation as a commissioner.

CRGC promotes workplace diversity through staff training on cultural competency. All employees are enrolled in an E-Learning program on diversity from Washington State's Personnel Department, and greater awareness among staff and Commissioners is needed regarding the impact of Diversity, Equity, and Inclusion on CRGC’s work.

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
010-00-00-00000	Joint Expenses	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
010-00-00-00000	Joint Expenses	021	0	Phase-in	Essential Packages
010-00-00-00000	Joint Expenses	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	Joint Expenses	031	0	Standard Inflation	Essential Packages
010-00-00-00000	Joint Expenses	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	Joint Expenses	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	Joint Expenses	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	Joint Expenses	050	0	Fundshifts	Essential Packages
010-00-00-00000	Joint Expenses	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	Joint Expenses	070	0	Revenue Shortfalls	Policy Packages
010-00-00-00000	Joint Expenses	081	0	June 2026 Emergency Board	Policy Packages
010-00-00-00000	Joint Expenses	100	1	Database Replacement Final Phase-Civic Access	Policy Packages
020-00-00-00000	Oregon Commissioner Expenses	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	021	0	Phase-in	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	022	0	Phase-out Pgm & One-time Costs	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	031	0	Standard Inflation	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	032	0	Above Standard Inflation	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	033	0	Exceptional Inflation	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	040	0	Mandated Caseload	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	050	0	Fundshifts	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	060	0	Technical Adjustments	Essential Packages
020-00-00-00000	Oregon Commissioner Expenses	070	0	Revenue Shortfalls	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
020-00-00-00000	Oregon Commissioner Expenses	081	0	June 2026 Emergency Board	Policy Packages

Policy Package List by Priority **Agency Number: 35000**

2027-29 Biennium **BAM Analyst: Rowe, Adison**

Budget Coordinator: Kreztschmar, Madeline - (971)718-2512

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	010-00-00-00000	Joint Expenses
			020-00-00-00000	Oregon Commissioner Expenses
	081	June 2026 Emergency Board	010-00-00-00000	Joint Expenses
			020-00-00-00000	Oregon Commissioner Expenses
1	100	Database Replacement Final Phase-Civic Acc	010-00-00-00000	Joint Expenses

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Columbia River Gorge Comm

Version: V - 01 - Agency Request Budget
Cross Reference Number: 35000-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,502,980	1,552,807	128,455	1,681,262	1,680,807	1,846,360
REVENUES						
8000 General Fund	2,502,980	1,552,807	128,455	1,681,262	1,680,807	1,846,360
AVAILABLE REVENUES						
8000 General Fund	2,502,980	1,552,807	128,455	1,681,262	1,680,807	1,846,360
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	12,620	455	13,075	12,620	12,620
3115 Board Member Stipend						
8000 General Fund	8,291	-	23,455	23,455	23,455	-
TOTAL SALARIES & WAGES						
8000 General Fund	8,291	12,620	23,910	36,530	36,075	12,620
TOTAL SALARIES & WAGES	**$8,291**	**$12,620**	**$23,910**	**$36,530**	**$36,075**	**$12,620**
OTHER PAYROLL EXPENSES						
3230 Social Security Taxes						

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
8000 General Fund	634	966	-	966	966	966
3241 Paid Family Medical Leave Insurance						
8000 General Fund	33	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	-	216	-	216	216	76
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	667	1,182	-	1,182	1,182	1,042
TOTAL OTHER PAYROLL EXPENSES	**$667**	**$1,182**	**-**	**$1,182**	**$1,182**	**$1,042**
TOTAL PERSONAL SERVICES						
8000 General Fund	8,958	13,802	23,910	37,712	37,257	13,662
TOTAL PERSONAL SERVICES	**$8,958**	**$13,802**	**$23,910**	**$37,712**	**$37,257**	**$13,662**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,527	-	6,328	6,328	6,328	-
4125 Out of State Travel						
8000 General Fund	258	-	6,327	6,327	6,327	-
4150 Employee Training						
8000 General Fund	-	412	-	412	412	432
4175 Office Expenses						
8000 General Fund	32	386	-	386	386	405

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Columbia River Gorge Comm

Version: V - 01 - Agency Request Budget
Cross Reference Number: 35000-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4200 Telecommunications						
8000 General Fund	-	391	-	391	391	410
4225 State Gov. Service Charges						
8000 General Fund	29,596	49,518	-	49,518	49,518	114,053
4250 Data Processing						
8000 General Fund	1,420	-	-	-	-	-
4275 Publicity and Publications						
8000 General Fund	126	-	-	-	-	-
4300 Professional Services						
8000 General Fund	2,218,456	1,487,588	83,000	1,570,588	1,570,588	1,716,653
4325 Attorney General						
8000 General Fund	4,620	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	1,046	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	354	122	750	872	872	128
4650 Other Services and Supplies						
8000 General Fund	803	-	8,140	8,140	8,140	-
4715 IT Expendable Property						
8000 General Fund	3,049	588	-	588	588	617
TOTAL SERVICES & SUPPLIES						

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8000 General Fund	2,261,287	1,539,005	104,545	1,643,550	1,643,550	1,832,698
TOTAL SERVICES & SUPPLIES	**$2,261,287**	**$1,539,005**	**$104,545**	**$1,643,550**	**$1,643,550**	**$1,832,698**
EXPENDITURES						
8000 General Fund	2,270,245	1,552,807	128,455	1,681,262	1,680,807	1,846,360
REVERSIONS						
9900 Reversions						
8000 General Fund	(232,735)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,444,206	1,532,807	83,000	1,615,807	1,615,807	1,722,081
REVENUES						
8000 General Fund	2,444,206	1,532,807	83,000	1,615,807	1,615,807	1,722,081
AVAILABLE REVENUES						
8000 General Fund	2,444,206	1,532,807	83,000	1,615,807	1,615,807	1,722,081
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
8000 General Fund	22,759	45,219	-	45,219	45,219	5,428
4300 Professional Services						
8000 General Fund	2,218,456	1,487,588	83,000	1,570,588	1,570,588	1,716,653
4325 Attorney General						
8000 General Fund	4,620	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	2,245,835	1,532,807	83,000	1,615,807	1,615,807	1,722,081
TOTAL SERVICES & SUPPLIES	**$2,245,835**	**$1,532,807**	**$83,000**	**$1,615,807**	**$1,615,807**	**$1,722,081**

EXPENDITURES

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Joint Expenses

Version: V - 01 - Agency Request Budget
Cross Reference Number: 35000-010-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8000 General Fund	2,245,835	1,532,807	83,000	1,615,807	1,615,807	1,722,081
REVERSIONS						
9900 Reversions						
8000 General Fund	(198,371)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	58,774	20,000	45,455	65,455	65,000	124,279
REVENUES						
8000 General Fund	58,774	20,000	45,455	65,455	65,000	124,279
AVAILABLE REVENUES						
8000 General Fund	58,774	20,000	45,455	65,455	65,000	124,279
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	12,620	455	13,075	12,620	12,620
3115 Board Member Stipend						
8000 General Fund	8,291	-	23,455	23,455	23,455	-
TOTAL SALARIES & WAGES						
8000 General Fund	8,291	12,620	23,910	36,530	36,075	12,620
TOTAL SALARIES & WAGES	**$8,291**	**$12,620**	**$23,910**	**$36,530**	**$36,075**	**$12,620**
OTHER PAYROLL EXPENSES						
3230 Social Security Taxes						

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8000 General Fund	634	966	-	966	966	966
3241 Paid Family Medical Leave Insurance						
8000 General Fund	33	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	-	216	-	216	216	76
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	667	1,182	-	1,182	1,182	1,042
TOTAL OTHER PAYROLL EXPENSES	**$667**	**$1,182**	**-**	**$1,182**	**$1,182**	**$1,042**
TOTAL PERSONAL SERVICES						
8000 General Fund	8,958	13,802	23,910	37,712	37,257	13,662
TOTAL PERSONAL SERVICES	**$8,958**	**$13,802**	**$23,910**	**$37,712**	**$37,257**	**$13,662**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,527	-	6,328	6,328	6,328	-
4125 Out of State Travel						
8000 General Fund	258	-	6,327	6,327	6,327	-
4150 Employee Training						
8000 General Fund	-	412	-	412	412	432
4175 Office Expenses						
8000 General Fund	32	386	-	386	386	405

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
4200 Telecommunications						
8000 General Fund	-	391	-	391	391	410
4225 State Gov. Service Charges						
8000 General Fund	6,837	4,299	-	4,299	4,299	108,625
4250 Data Processing						
8000 General Fund	1,420	-	-	-	-	-
4275 Publicity and Publications						
8000 General Fund	126	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	1,046	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	354	122	750	872	872	128
4650 Other Services and Supplies						
8000 General Fund	803	-	8,140	8,140	8,140	-
4715 IT Expendable Property						
8000 General Fund	3,049	588	-	588	588	617
TOTAL SERVICES & SUPPLIES						
8000 General Fund	15,452	6,198	21,545	27,743	27,743	110,617
TOTAL SERVICES & SUPPLIES	**$15,452**	**$6,198**	**$21,545**	**$27,743**	**$27,743**	**$110,617**

EXPENDITURES

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
8000 General Fund	24,410	20,000	45,455	65,455	65,000	124,279
REVERSIONS						
9900 Reversions						
8000 General Fund	(34,364)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,680,807	165,553	1,846,360	175,000	2,021,360
AVAILABLE REVENUES					
8000 General Fund	1,680,807	165,553	1,846,360	175,000	2,021,360
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	12,620	-	12,620	-	12,620
3115 Board Member Stipend					
8000 General Fund	23,455	(23,455)	-	-	-
TOTAL SALARIES & WAGES					
8000 General Fund	36,075	(23,455)	12,620	-	12,620
OTHER PAYROLL EXPENSES					
3230 Social Security Taxes					
8000 General Fund	966	-	966	-	966
3260 Mass Transit Tax					
8000 General Fund	216	(140)	76	-	76
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,182	(140)	1,042	-	1,042
TOTAL PERSONAL SERVICES					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
8000 General Fund	37,257	(23,595)	13,662	-	13,662
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	6,328	(6,328)	-	-	-
4125 Out of State Travel					
8000 General Fund	6,327	(6,327)	-	-	-
4150 Employee Training					
8000 General Fund	412	20	432	-	432
4175 Office Expenses					
8000 General Fund	386	19	405	-	405
4200 Telecommunications					
8000 General Fund	391	19	410	-	410
4225 State Gov. Service Charges					
8000 General Fund	49,518	64,535	114,053	-	114,053
4300 Professional Services					
8000 General Fund	1,570,588	146,065	1,716,653	175,000	1,891,653
4575 Agency Program Related S and S					
8000 General Fund	872	(744)	128	-	128
4650 Other Services and Supplies					
8000 General Fund	8,140	(8,140)	-	-	-
4715 IT Expendable Property					
8000 General Fund	588	29	617	-	617
TOTAL SERVICES & SUPPLIES					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
8000 General Fund	1,643,550	189,148	1,832,698	175,000	2,007,698
TOTAL EXPENDITURES					
8000 General Fund	1,680,807	165,553	1,846,360	175,000	2,021,360

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,615,807	106,274	1,722,081	175,000	1,897,081
AVAILABLE REVENUES					
8000 General Fund	1,615,807	106,274	1,722,081	175,000	1,897,081
EXPENDITURES					
SERVICES & SUPPLIES					
4225 State Gov. Service Charges					
8000 General Fund	45,219	(39,791)	5,428	-	5,428
4300 Professional Services					
8000 General Fund	1,570,588	146,065	1,716,653	175,000	1,891,653
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,615,807	106,274	1,722,081	175,000	1,897,081

Detail Revenues & Expenditures - Requested Budget **Version: V - 01 - Agency Request Budget**
2027-29 Biennium **Cross Reference Number: 35000-020-00-00-00000**
Oregon Commissioner Expenses

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	65,000	59,279	124,279	-	124,279
AVAILABLE REVENUES					
8000 General Fund	65,000	59,279	124,279	-	124,279
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	12,620	-	12,620	-	12,620
3115 Board Member Stipend					
8000 General Fund	23,455	(23,455)	-	-	-
TOTAL SALARIES & WAGES					
8000 General Fund	36,075	(23,455)	12,620	-	12,620
OTHER PAYROLL EXPENSES					
3230 Social Security Taxes					
8000 General Fund	966	-	966	-	966
3260 Mass Transit Tax					
8000 General Fund	216	(140)	76	-	76
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,182	(140)	1,042	-	1,042
TOTAL PERSONAL SERVICES					

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Oregon Commissioner Expenses

Version: V - 01 - Agency Request Budget
Cross Reference Number: 35000-020-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
8000 General Fund	37,257	(23,595)	13,662	-	13,662
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	6,328	(6,328)	-	-	-
4125 Out of State Travel					
8000 General Fund	6,327	(6,327)	-	-	-
4150 Employee Training					
8000 General Fund	412	20	432	-	432
4175 Office Expenses					
8000 General Fund	386	19	405	-	405
4200 Telecommunications					
8000 General Fund	391	19	410	-	410
4225 State Gov. Service Charges					
8000 General Fund	4,299	104,326	108,625	-	108,625
4575 Agency Program Related S and S					
8000 General Fund	872	(744)	128	-	128
4650 Other Services and Supplies					
8000 General Fund	8,140	(8,140)	-	-	-
4715 IT Expendable Property					
8000 General Fund	588	29	617	-	617
TOTAL SERVICES & SUPPLIES					
8000 General Fund	27,743	82,874	110,617	-	110,617
TOTAL EXPENDITURES					

Oregon Commissioner Expenses

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
8000 General Fund	65,000	59,279	124,279	-	124,279

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	165,553	(140)	(45,000)	210,693		
AVAILABLE REVENUES						
8000 General Fund	165,553	(140)	(45,000)	210,693		
TOTAL AVAILABLE REVENUES	**$165,553**	**($140)**	**($45,000)**	**$210,693**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3115 Board Member Stipend						
8000 General Fund	(23,455)	-	(23,455)	-		
OTHER PAYROLL EXPENSES						
3260 Mass Transit Tax						
8000 General Fund	(140)	(140)	-	-		
PERSONAL SERVICES						
8000 General Fund	(23,595)	(140)	(23,455)	-		
TOTAL PERSONAL SERVICES	**($23,595)**	**($140)**	**($23,455)**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	(6,328)	-	(6,328)	-		
4125 Out of State Travel						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
8000 General Fund	(6,327)	-	(6,327)	-		
4150 Employee Training						
8000 General Fund	20	-	-	20		
4175 Office Expenses						
8000 General Fund	19	-	-	19		
4200 Telecommunications						
8000 General Fund	19	-	-	19		
4225 State Gov. Service Charges						
8000 General Fund	64,535	-	-	64,535		
4300 Professional Services						
8000 General Fund	146,065	-	-	146,065		
4575 Agency Program Related S and S						
8000 General Fund	(744)	-	(750)	6		
4650 Other Services and Supplies						
8000 General Fund	(8,140)	-	(8,140)	-		
4715 IT Expendable Property						
8000 General Fund	29	-	-	29		
SERVICES & SUPPLIES						
8000 General Fund	189,148	-	(21,545)	210,693		
TOTAL SERVICES & SUPPLIES	**$189,148**	**-**	**($21,545)**	**$210,693**		
EXPENDITURES						
8000 General Fund	165,553	(140)	(45,000)	210,693		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
TOTAL EXPENDITURES	**$165,553**	**($140)**	**($45,000)**	**$210,693**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	106,274	106,274				
AVAILABLE REVENUES						
8000 General Fund	106,274	106,274				
TOTAL AVAILABLE REVENUES	**$106,274**	**$106,274**				
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
8000 General Fund	(39,791)	(39,791)				
4300 Professional Services						
8000 General Fund	146,065	146,065				
SERVICES & SUPPLIES						
8000 General Fund	106,274	106,274				
TOTAL SERVICES & SUPPLIES	**$106,274**	**$106,274**				
ENDING BALANCE						
8000 General Fund	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	59,279	(140)	(45,000)	104,419		
AVAILABLE REVENUES						
8000 General Fund	59,279	(140)	(45,000)	104,419		
TOTAL AVAILABLE REVENUES	**$59,279**	**($140)**	**($45,000)**	**$104,419**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3115 Board Member Stipend						
8000 General Fund	(23,455)	-	(23,455)	-		
OTHER PAYROLL EXPENSES						
3260 Mass Transit Tax						
8000 General Fund	(140)	(140)	-	-		
PERSONAL SERVICES						
8000 General Fund	(23,595)	(140)	(23,455)	-		
TOTAL PERSONAL SERVICES	**($23,595)**	**($140)**	**($23,455)**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	(6,328)	-	(6,328)	-		
4125 Out of State Travel						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
8000 General Fund	(6,327)	-	(6,327)	-		
4150 Employee Training						
8000 General Fund	20	-	-	20		
4175 Office Expenses						
8000 General Fund	19	-	-	19		
4200 Telecommunications						
8000 General Fund	19	-	-	19		
4225 State Gov. Service Charges						
8000 General Fund	104,326	-	-	104,326		
4575 Agency Program Related S and S						
8000 General Fund	(744)	-	(750)	6		
4650 Other Services and Supplies						
8000 General Fund	(8,140)	-	(8,140)	-		
4715 IT Expendable Property						
8000 General Fund	29	-	-	29		
SERVICES & SUPPLIES						
8000 General Fund	82,874	-	(21,545)	104,419		
TOTAL SERVICES & SUPPLIES	**$82,874**	**-**	**($21,545)**	**$104,419**		
EXPENDITURES						
8000 General Fund	59,279	(140)	(45,000)	104,419		
TOTAL EXPENDITURES	**$59,279**	**($140)**	**($45,000)**	**$104,419**		
ENDING BALANCE						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
8000 General Fund	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

BDV004B
2027-29 Biennium
Columbia River Gorge Comm

Version: V - 01 - Agency Request Budget
Cross Reference Number: 35000-000-00-00-00000

Description	Total Policy Packages	Pkg: 100 Database Replacement Final Phase-Civic Access Priority: 01				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	175,000	175,000				
AVAILABLE REVENUES						
8000 General Fund	175,000	175,000				
TOTAL AVAILABLE REVENUES	**$175,000**	**$175,000**				
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
8000 General Fund	175,000	175,000				
ENDING BALANCE						
8000 General Fund	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

BDV004B
2027-29 Biennium
Joint Expenses

Version: V - 01 - Agency Request Budget
Cross Reference Number: 35000-010-00-00-00000

Description	Total Policy Packages	Pkg: 100 Database Replacement Final Phase-Civic Access Priority: 01				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	175,000	175,000				
AVAILABLE REVENUES						
8000 General Fund	175,000	175,000				
TOTAL AVAILABLE REVENUES	**$175,000**	**$175,000**				
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
8000 General Fund	175,000	175,000				
ENDING BALANCE						
8000 General Fund	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
Total Salary											12,620	-	-	-	12,620
Total OPE											966	-	-	-	966
Total Personal Services					**0**	**0.00**					**13,586**	**-**	**-**	**-**	**13,586**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000001	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	2,103	-	-	-	2,103
										OPE	161	-	-	-	161
0000002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	2,103	-	-	-	2,103
										OPE	161	-	-	-	161
0000003	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	2,103	-	-	-	2,103
										OPE	161	-	-	-	161
0000004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	2,103	-	-	-	2,103
										OPE	161	-	-	-	161
0000005	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	2,104	-	-	-	2,104
										OPE	161	-	-	-	161
0000006	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	2,104	-	-	-	2,104
										OPE	161	-	-	-	161
Total Salary											12,620	-	-	-	12,620
Total OPE											966	-	-	-	966
Total Personal Services					**0**	**0.00**					**13,586**	**-**	**-**	**-**	**13,586**