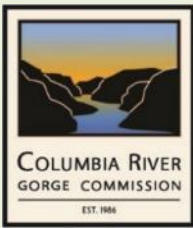


COLUMBIA RIVER GORGE NATIONAL SCENIC AREA



**2023-25 Oregon Budget Presentation
March 13, 2023**

**Krystyna U. Wolniakowski, Executive Director
Columbia River Gorge Commission**



Columbia River Gorge Commission



- ❖ 1986 National Scenic Area Act: 2 Purposes
- ❖ Gorge Commission Role
- ❖ Key Performance Measures
- ❖ Budget Drivers
- ❖ Environmental and External Factors
- ❖ 2021-2023 Commission Accomplishments
- ❖ Commission Priority Initiatives
- ❖ 2023-2025 Governor's Budget (Oregon's Share)
- ❖ POP 101: Access Database Replacement – Phase 2
- ❖ POP 102: GIS Manager
- ❖ POP 106: Lease Increase
- ❖ 15% Oregon Budget Reduction Impact

National Scenic Area Act Passed By Congress November 17, 1986





“The Columbia River Gorge National Scenic Area Act of 1986 is a bold and innovative vehicle which recognizes that a median position between little or no Federal protection for a scenically important area on the one hand, and a wilderness or national park designation on the other, is both prudent and necessary in this age.”

~ Sen. Mark Hatfield

Two Purposes of the National Scenic Area Act (Sec. 3)

A scenic landscape featuring rolling green hills under a blue sky with light clouds. In the foreground, there is a field of vibrant yellow and purple flowers, likely lupines, growing in a field. The hills in the background are covered in green grass and some darker patches of trees or shrubs.

First Purpose

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



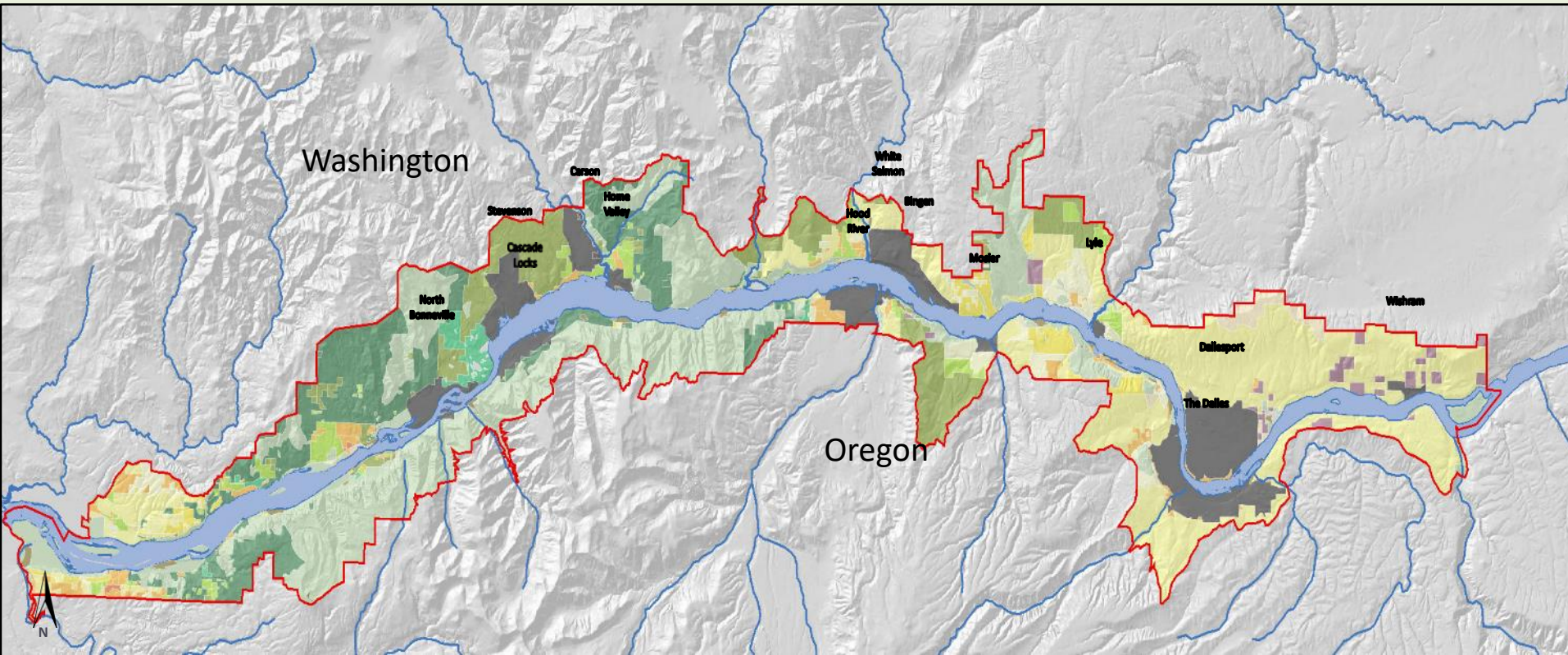
Second Purpose

(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).

Columbia River Gorge National Scenic Area

85 miles of the Columbia River
292,500 Acres

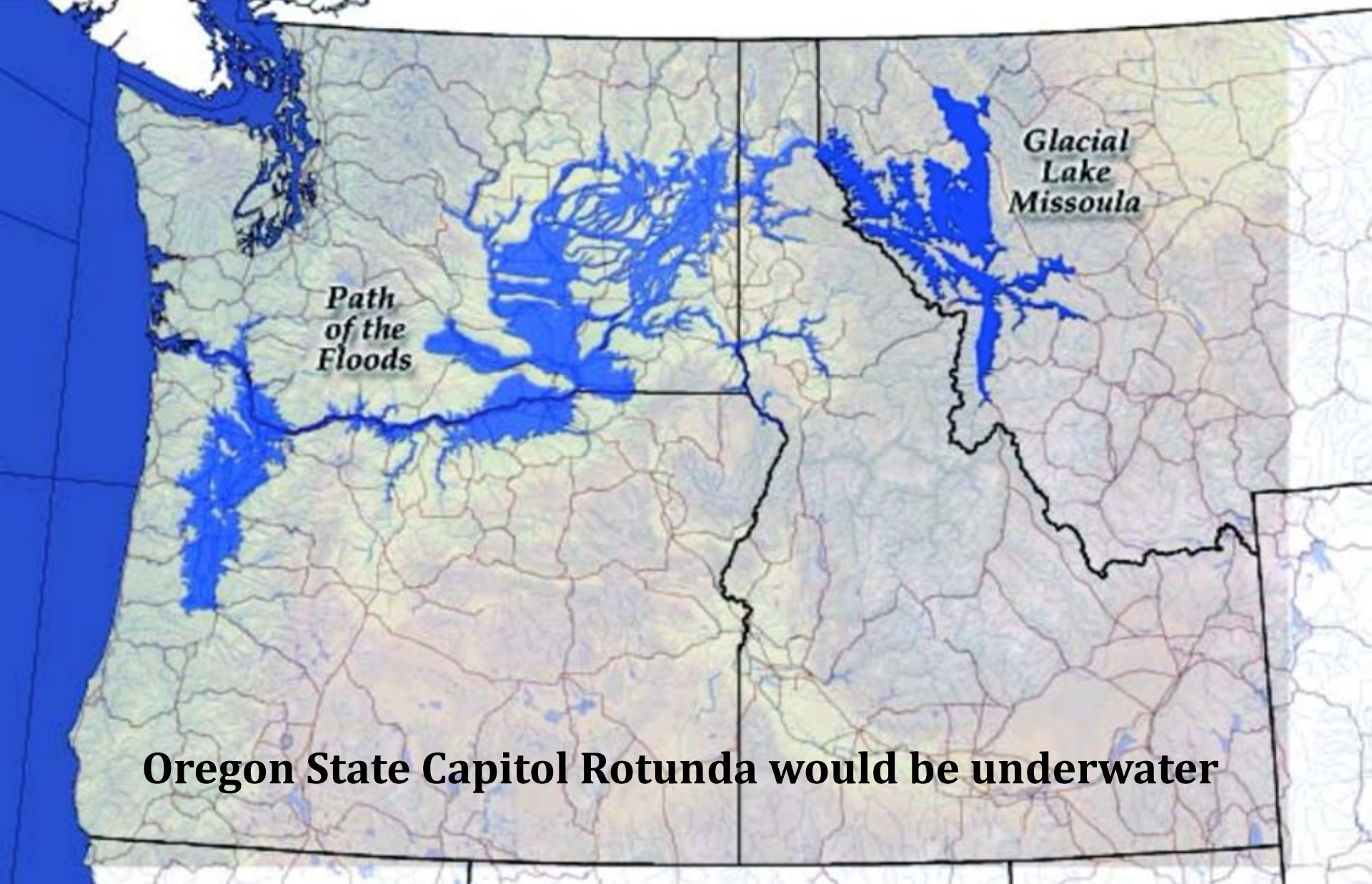
Largest and Most Unique NSA in the US



What Makes the Gorge So Unique?

- ❖ Ancient lava flows erupted from fissures in Idaho, Washington, and Oregon and flowed to the coast 17 million years ago
- ❖ Columbia Gorge basalts are three miles thick
- ❖ Missoula Floods shaped Gorge landscape 15,000 years ago
- ❖ Only sea-level passage through the west coast mountains
- ❖ Three ecoregions from Western Cascades, Eastern Cascades, and dry Columbia Plateau
- ❖ Hundreds of unique species of plants and wildlife



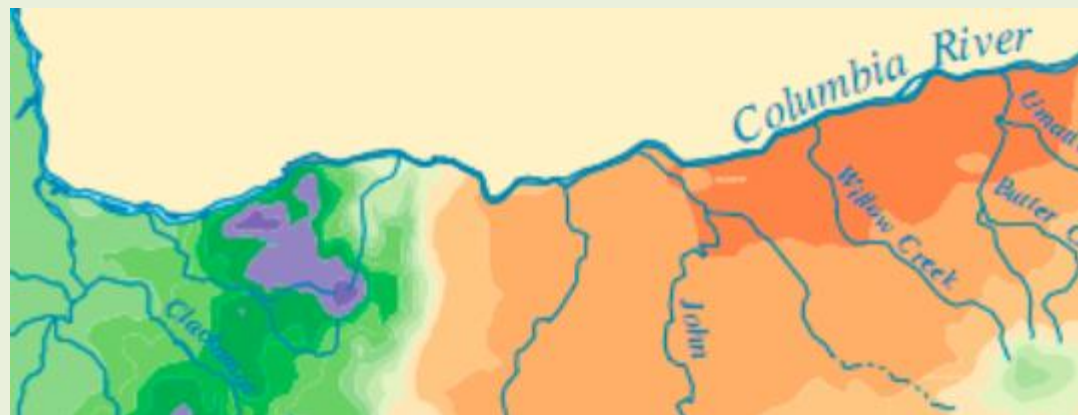
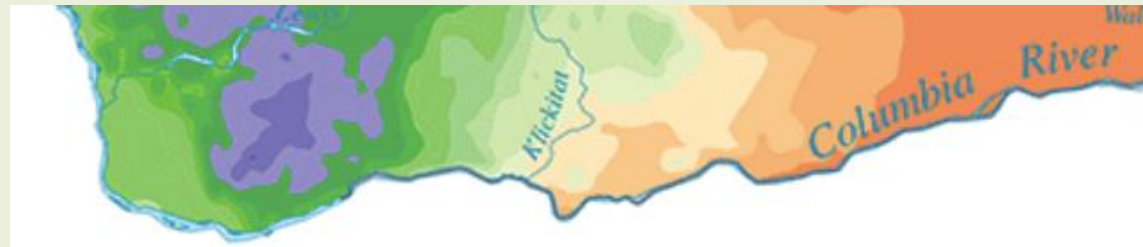
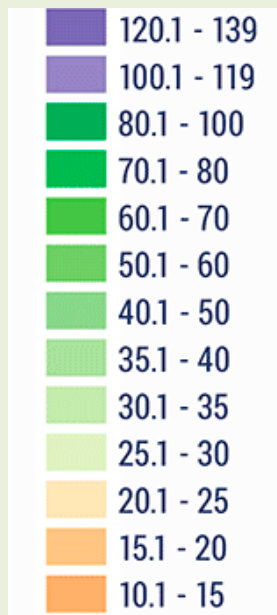


Area impacted by Glacial Lake Missoula and the Floods

Transition Zones

Temperate marine climate, to rain forest,
to dry grasslands in 85 miles

Rainfall in Inches



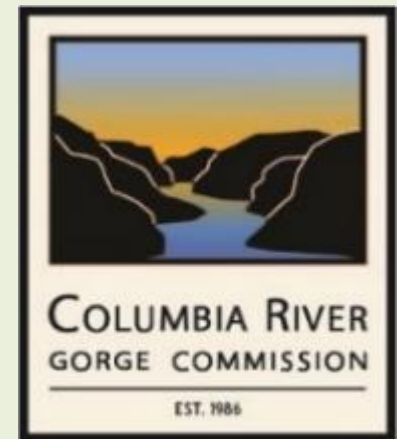
NSA Treaty Tribes



What is the Gorge Commission?

Bi-state regional planning agency created by a compact between Oregon and Washington in 1987.

Mission is to establish, implement and enforce policies through a long-range comprehensive management plan for the bi-state Columbia River Gorge National Scenic Area to fulfill purposes of the Act, and hear land use appeals within the National Scenic Area.



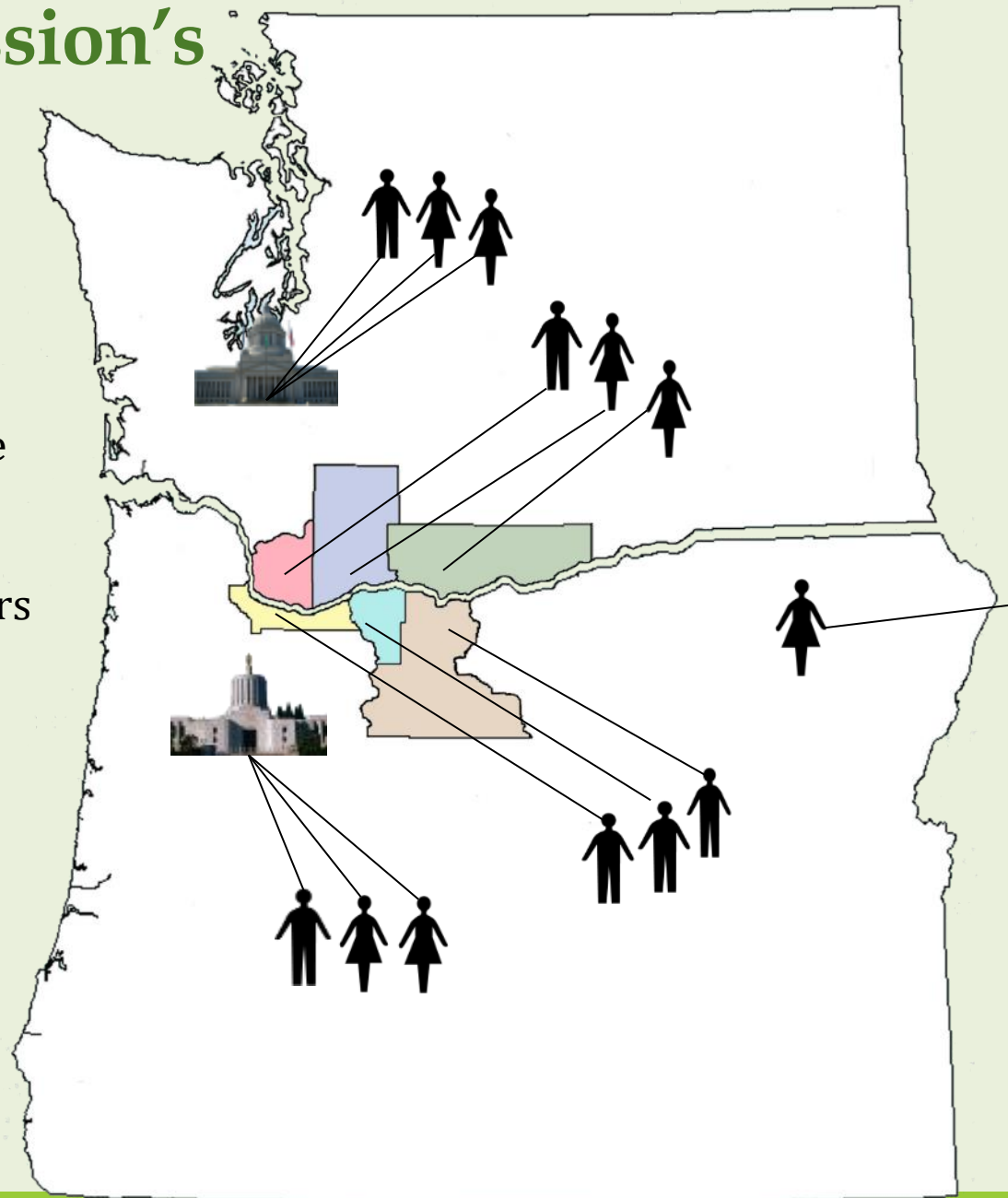
The Gorge Commission's 13 Members

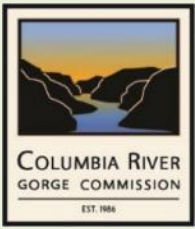
Each of six counties selects a Gorge Commissioner

Two Governors select three Gorge Commissioners

Three of the six are tribal members representing Yakama Nation and Confederated Tribes of the Warm Springs.

The United States Secretary of Agriculture selects one USFS representative





Organizational Chart

2021-2023

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

13
Commissioners
0.00 FTE

Executive
Director
1 FTE
(1.0 filled)

Administrative
Analyst
1 FTE
(1.0 filled)

Legal Counsel
1 FTE
(1.0 filled)

Sr. Planner
1 FTE
(1.0 filled)

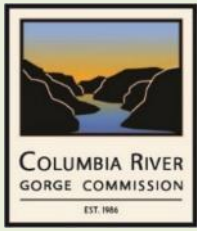
Land Use
Planner
1 FTE
(1.0 filled)

Natural
Resources
Planner
.5 FTE
(.5 filled)

Vital Signs
Indicator
(VSI) Planner
1 FTE
(1.0 filled)

GIS Manager
.5 FTE
(.5 filled)

Klickitat Co.
Planner
1 FTE
(1.0 filled)
WA Funded



Proposed Organizational Chart 2023-2025

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

13
Commissioners
0.00 FTE

Executive
Director
1 FTE
(1.0 filled)

Administrative
Analyst
1 FTE
(1.0 filled)

Legal Counsel
1 FTE
(1.0 filled)

Sr. Planner
1 FTE
(1.0 filled)

Land Use
Planner
1 FTE
(1.0 filled)

Natural
Resources
Planner
.5 FTE
(.5 filled)

Vital Signs
Indicator
(VSI) Planner
1 FTE
(1.0 filled)

GIS Manager
1 FTE
(.5 filled)
0.5
Requested

Klickitat Co.
Planner
1 FTE
(1.0 filled)
WA Funded

The Management Plan is protecting our treasured landscape and resources...



...as a vibrant place where 55,000 people live, work, and play.....



with over 3,000,000 US and international visitors each year contributing to the economy

Scenic Protections

Ensure that new development does not diminish the quality of views from key viewing areas



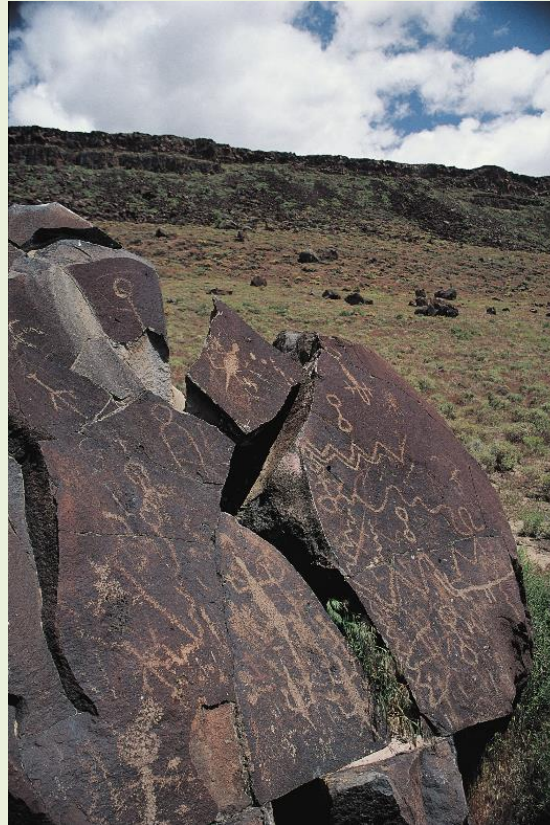
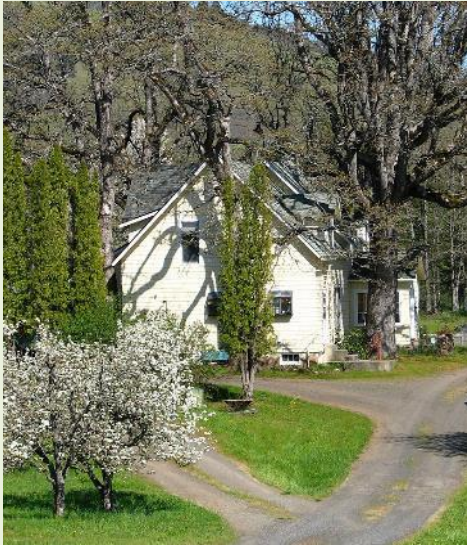
Natural Protections

Includes protections for native plant, wildlife, and habitats, as well as air and water quality.



Cultural Protections

Includes archaeological and historic resources, and tribal treaty rights



Recreational Protections

Includes access that does not erode the quality of the environment for future users



Economic Vitality

Encourages growth in Urban Areas and allows development outside UAs that is consistent with resource protections

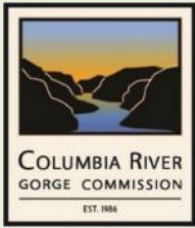
Ensures that Agricultural and Forest uses are protected, wineries and commercial recreation allowed



Gorge Commission Supports Economic Vitality

- ✓ Certifying Oregon Investment Board Loans for Small Business
- ✓ Certifying Washington Investment Board Loans for Small Business
- ✓ Providing Support Letters for Infrastructure Project Grants
- ✓ Providing Comment Letters on Proposed Developments
- ✓ Working with the Mid-Columbia Economic Development District





Bi-State Inter-Agency Collaboration and Key Partners

Engage and coordinate a large web of stakeholders and agencies, in addition to serving individual and business landowners in the NSA

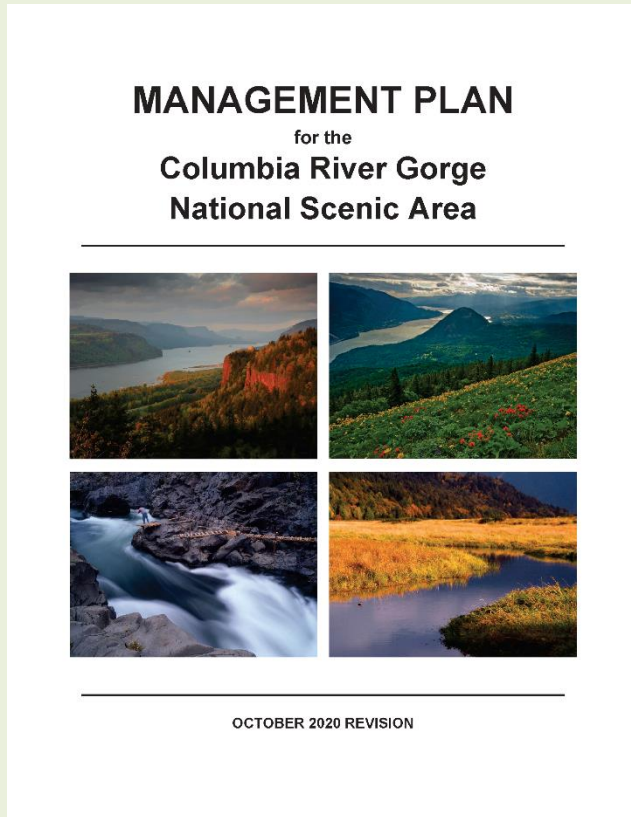


Bi-State Inter-Agency Collaboration and Key Partners (cont'd)

- ✓ **Two State Governors**
- ✓ **Two Legislatures**
- ✓ **Four Treaty Tribes**
- ✓ **Six County Commissions**
- ✓ **Five County Planning Departments**
- ✓ **Thirteen Urban Areas**
- ✓ **Federal Agencies**
 - USDA Forest Service
 - National Park Service
 - US Fish and Wildlife Service
 - EPA
 - USGS
- ✓ **Numerous State Agencies**
- ✓ **Five Ports**



Gorge Commission Role



Regional Planning



5 Counties Adopted Ordinances

Klickitat County



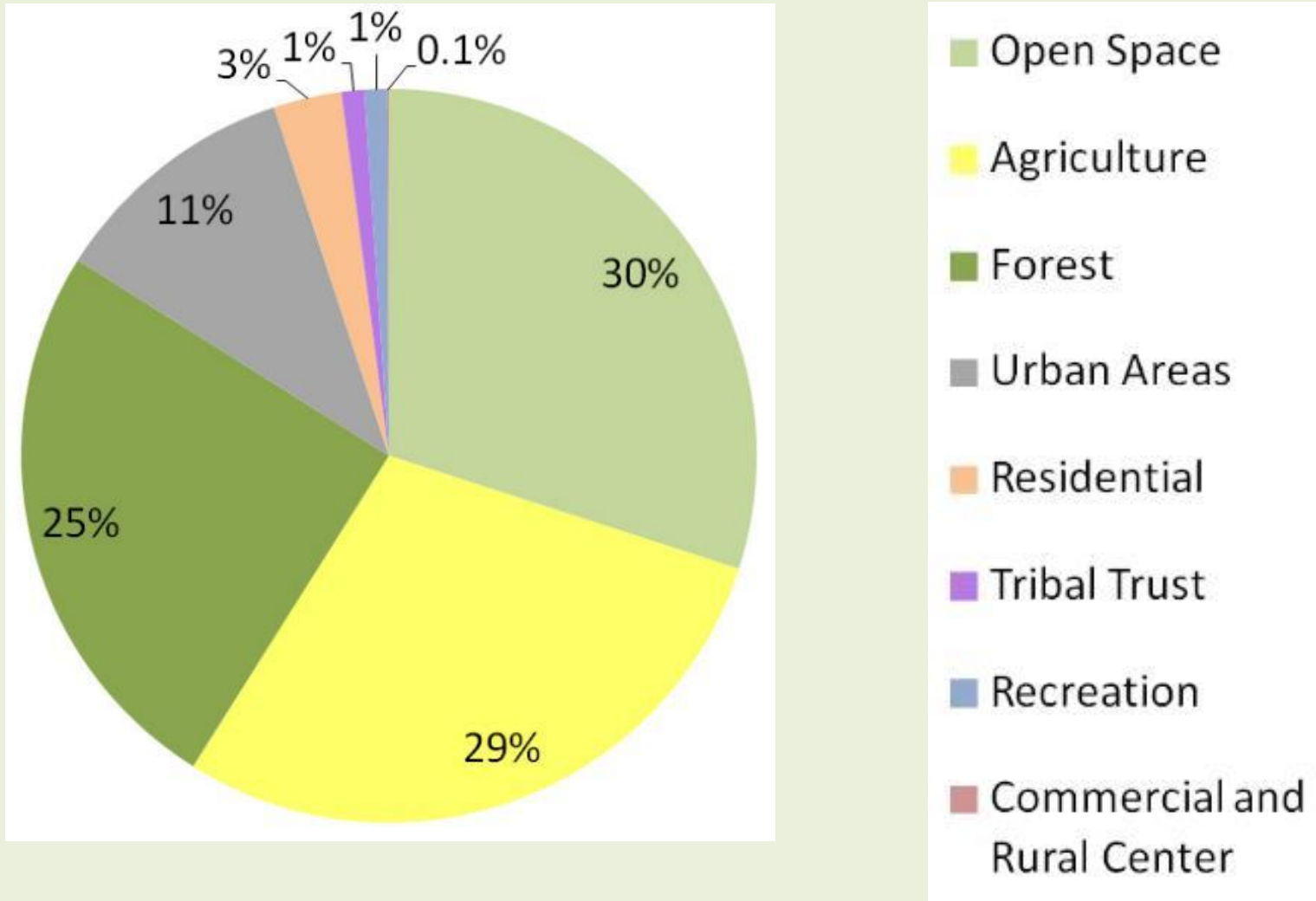
GORGE 2020

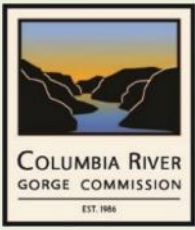
Gorge Commission Role (cont'd)

- ❖ Quasi-judicial body to hear land use appeals in the NSA
- ❖ Convener of committees to inform and engage communities and experts to implement Commission priorities
- ❖ Partner to support community initiatives and funding requests that are consistent with the NSA Act and Management Plan
- ❖ Thought leader on national compact law
- ❖ Certification of OIB and WIB loans



Land Use Designations in NSA





Management Plan Update



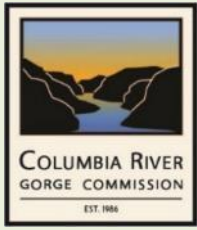
“... at least every ten years, the Commission shall review the Management Plan to determine whether it should be revised.” Sec. 6(g)

Revision completed in October 2020

Secretary of Agriculture Concurrence in February 2021

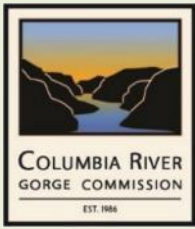
Transmit to Counties to Develop Ordinances March 2021





Key Performance Measures

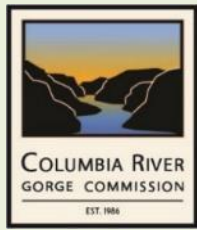
1. County Decisions: Percentage and number of county decisions where Gorge Commission comments were addressed in the decision
Target 90%/Actual 100%
2. Percentage of development reviews that are issued in the required timeframe **Target 85%/Actual 100%**
3. Customer Service: percentage of customers rating their satisfaction with the agency's customer service as "good" or "excellent", overall customer service timelines, accuracy, helpfulness, expertise, and availability of information
Target: 85%/Actual 100%
4. Percent of total best practices met by the Board **Target 95%/Actual 92%**
5. Number of Public Presentations **Target 40/ Actual 34**



Budget Drivers



- ❖ Need to pro-actively engage with Counties, the Public, Agencies and Treaty Tribes to implement Gorge 2020 Management Plan
- ❖ Rapidly growing population and regional recreation demands requires a coordinated Bi-state Interagency Response
- ❖ Need for thorough and consistent monitoring and review of all County development applications and actions (NSA Act)
- ❖ Continue to review, issue permits, and conduct inspections for Klickitat County
- ❖ Need to recognize and plan for climate change impacts on NSA resources and Tribal Treaty Rights



Environmental & External Factors Affecting Budget Requests



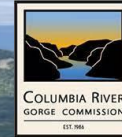
- ❖ Need to address Climate Change Resilience and Adaptation
- ❖ Need to recognize and incorporate Diversity, Equity, and Inclusion values
- ❖ Need to address County Planning capacity for NSA Development Reviews—DLCD Grants driven
- ❖ Need to increase Compliance Monitoring and Enforcement/Oversight
- ❖ Need to address increasing Public Records Requests with online/web-based capabilities

Columbia River Gorge Commission 2021-2023 Biennium Accomplishments



Vital Sign Indicators (VSI) Program

Monitoring the health of the Columbia River Gorge National Scenic Area



Columbia River Gorge National Scenic Area



Climate Change

Wildfire



Natural Resources

Oak Woodlands
Coniferous Woodlands
Grasslands
Cold Water Refuge Habitat
Wetlands
Talus
Air Quality



Cultural Resources

Archeological Resources
Historic Resources
First Foods
(TBD in consultation with Tribes)



Recreation

Visitor Experience
Recreation Equity
Recreation Impacts on Other Protected Resources



Scenic Resources

Landscapes Seen from Key Viewing Areas
Landscape Settings
Visibility (Haze & Light Pollution)

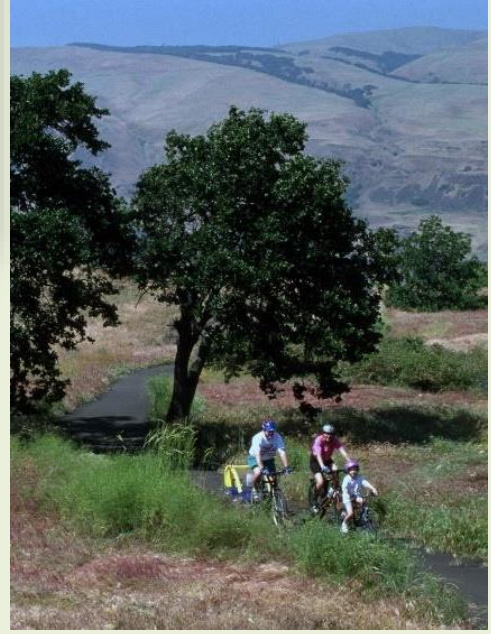


Economic Vitality

Oregon and Washington Investment Board Loans
Agriculture

Climate Change Action Plan

Protecting Resilient Landscapes and Communities in the National Scenic Area



Climate Change Action Plan

**Land and Water
Adaptation**



**Greenhouse Gas
Mitigation**



Cold water
refuge
streams and
riparian
habitats



Wetlands



Tribal Treaty
Rights and
culturally
important
plants



Oak
woodlands
and deer
and elk
winter range



Regional
transportation



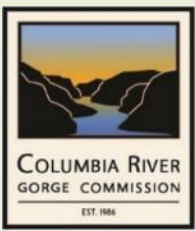
EV
infrastructure



Carbon
storage



Fire risk



Diversity, Equity, and Inclusion

1. Adopted a Diversity, Equity, and Inclusion Strategic Plan to address systemic inequities identified or discovered in our work and policies.
2. The Diversity, Equity, and Inclusion Strategic Plan includes 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
 - c. Convene the Pro-Equity, Anti-Racism (PEAR) Team with diverse stakeholders from the Columbia River Gorge area
 - d. Engage under-represented and marginalized communities in the National Scenic Area
3. Based upon the measures and outcomes of the Diversity, Equity, and Inclusion Strategic Plan, amend the Management Plan.

Access Database Replacement - Phase 1 Accomplishments

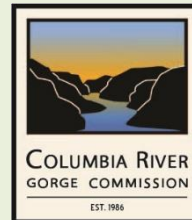


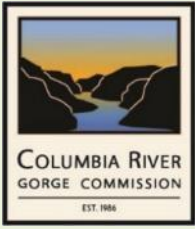
Phase 1

- Feasibility Study
- Solution Recommendation
- Quality Assurance Analyst
- Half-time Project Coordinator



\$425,000





Overview of Gated Funding Process

Phase 1 - Feasibility Study

Gate 1 Planning & Initiation

1. PM & BA Vendor Procured
2. Project Roles & Responsibilities
3. Investment Plan
4. Project Management Plan
5. Governance Criteria
6. Tech Budget Amendment for Gate 2

Gate 2 Needs Assessment

1. As-Is and To-Be Workflows
2. Gap Analysis
3. Business and Tech Requirements
4. Assessment of Impacts to Infrastructure and Business Processes
5. Solution Alternatives
6. Recommendation for Decision Package for 2023-25 Biennium
7. Tech Budget Amendment for Gate 3

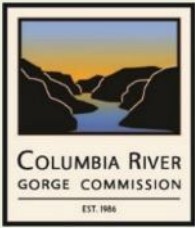
Gate 3 Readiness Assessment

1. QA Vendor Procured
2. QA Readiness Assessment
3. Targeted Public Interviews
4. Tech Budget Amendment for Gate 4

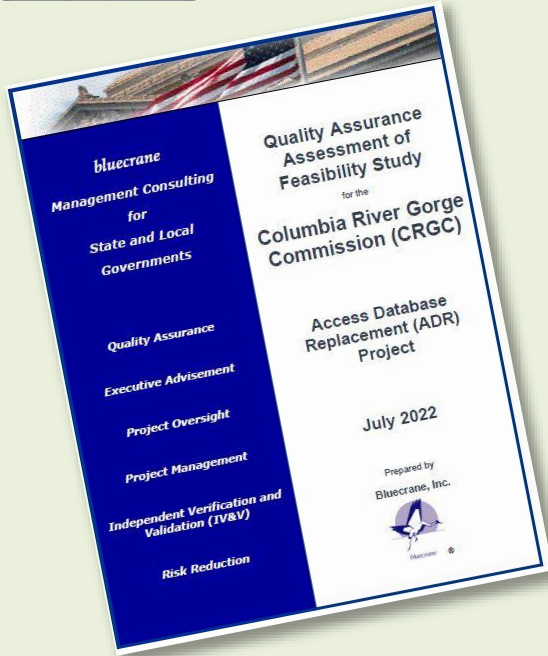
Gate 4 Phase II Planning

1. System Functional and Technical Requirements
2. Solution Implementation Vendor Procurement (draft)
3. ITPA for System Implementation
4. Draft Investment Plan for System Implementation
5. Post Implementation Review Report
6. Tech Budget Amendment for Closeout

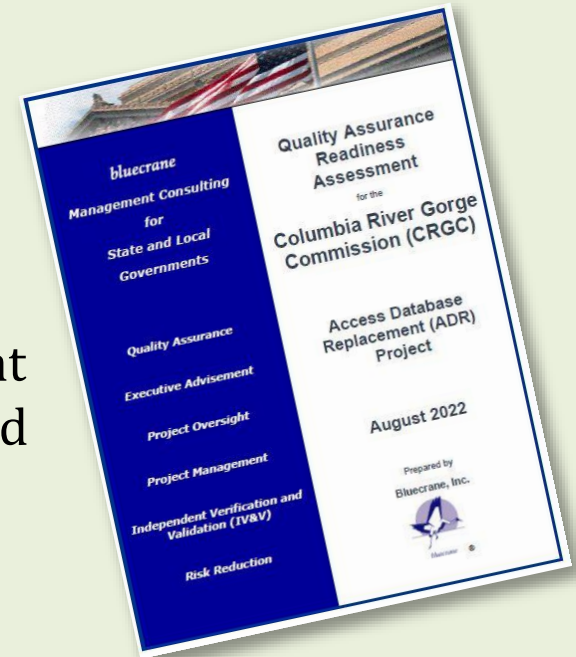
- ✓ **WA CIO & OR EIS** joint oversight
- ✓ Remained within the project **Scope**
- ✓ Adhered to the project **Schedule**
- ✓ Remained within **Budget**



Phase 1 - Quality Assurance Assessments

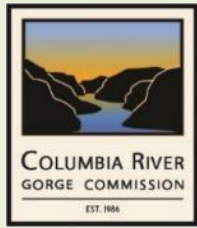


Independent Quality Assurance Assessments determined that our Feasibility Study **met or exceeded** all criteria, and that there were no risks associated with readiness to move forward with Phase 2



1.4 Summary of QA Assessment Results

Our assessment of CRGC's feasibility study for the ADR Project concludes that the feasibility study meets or exceeds minimum quality criteria in all areas evaluated. Areas assessed and the criteria used in our assessment are described in Section 2 of this report. In summary, we believe the feasibility study is an excellent foundation for CRGC to move forward with seeking final approvals and funding for the ADR Project. We congratulate the agency on a job well-done in developing the feasibility study.



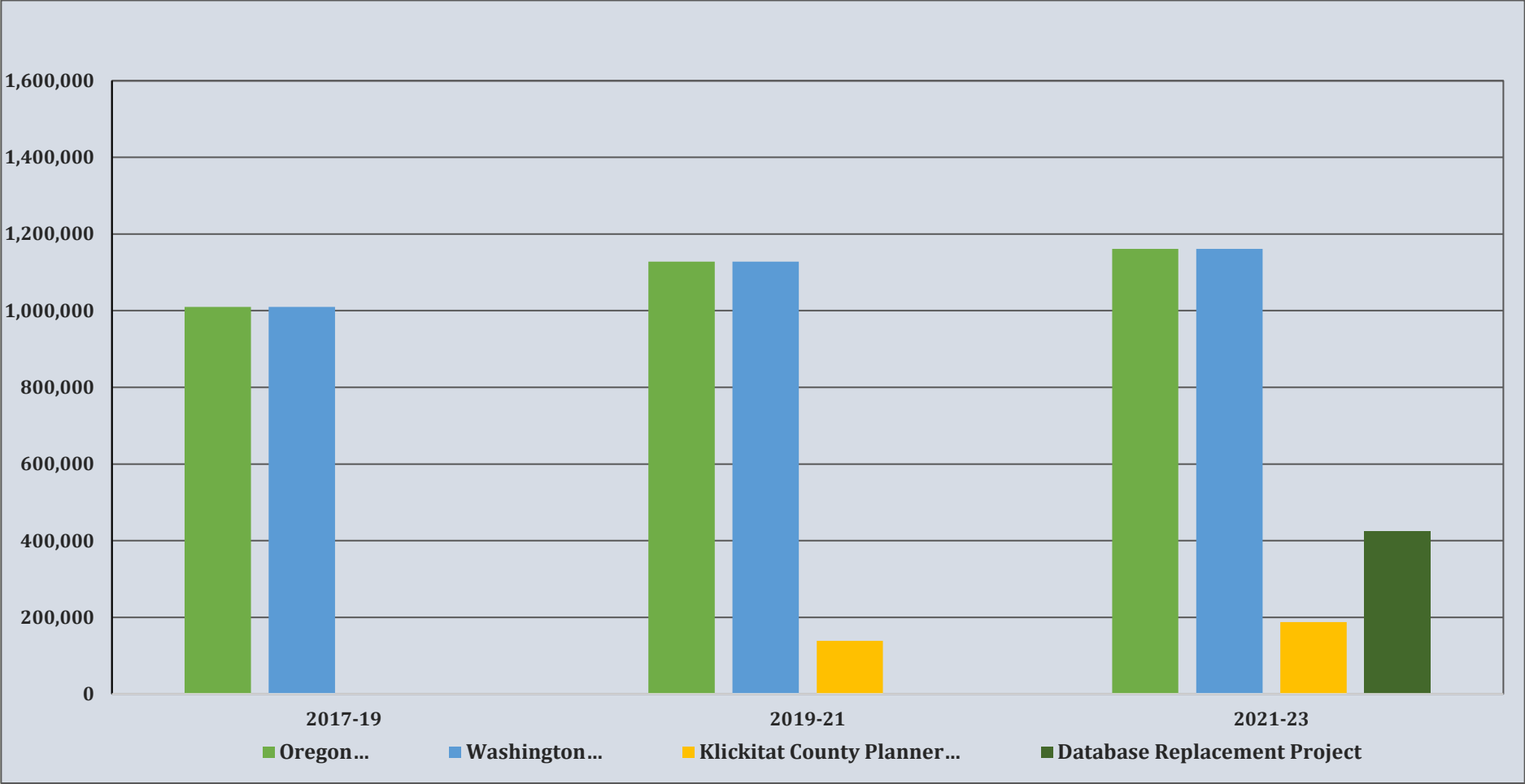
Phase 1 - Status Report

August 2021- March 2023

Project Goal	Overall Status	Scope	Schedule	Budget
At the end of Phase I, CRGC will have identified a technical solution and submitted funding requests for implementation (Phase 2)				
Recent Accomplishments	Next Steps			
<ul style="list-style-type: none"> • Completed all 22 deliverables required by State Oversight Agencies • Initiated and completed additional tasks to better prepare for Phase 2: <ul style="list-style-type: none"> • Request for Information from potential database solution vendors • Public Outreach campaign to assess citizen and county agency needs • Request for Information from data digitization vendors • Continuous adherence to project Scope, Schedule, and Budget • Received outstanding Quality Assurance Assessments on the Feasibility Study and Project Readiness 	Secure approval for funding Phase 2: Implementation			
Key Risks				
Risk Unable to secure funding for Phase 2: Implementation	Result Project will be terminated (Phase 1 work and funding will be squandered)			

Columbia River Gorge Commission

Comparison of Funds Over Biennia 2017 - 2023



Columbia River Gorge Commission

Staff Levels Over Time

1986 – 2009	10-11 FTE
2009 – 2019	6 FTE
2019 – 2023	7 FTE + (1 FTE WA Funded)
2023 – 2025	7 FTE + (1 FTE WA Funded)
	Requesting .5 FTE



Columbia River Gorge Commission

Clean Audit Results FY 2021 and FY 2022

“In accordance with the Interstate Cooperative Agreement between the Washington State Auditor’s Office and the Oregon Secretary of State Audits Division, Oregon performed procedures to verify Oregon’s share of the Columbia River Gorge Commission’s joint expenditures and Commissioners’ compensation are in compliance with laws and regulations of the State of Oregon. The results of the Washington audit tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.”

State of Oregon
Office of the Secretary of State
Audits Division

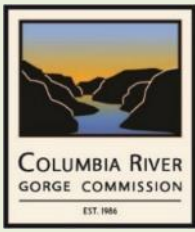
2023-2025 Governor's Budget

FTE and Program Costs – General Fund

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

2023-2025 Budget Comparison WA and OR

	WA Governor's Budget	OR Governor's Budget
<i>Joint Account Budget</i>		
Current Service/Carryforward Level 2021-23 Budget	1,161,000	1,165,953
WA - Statewide DES Adjustments	99,000	
OR - Standard Inflation - 8.8%		100,850
OR - Statewide DAS Charges		(2,576)
POP/DP #2 - GIS Manager	64,000	63,224
POP/DP #3 - Legal Counsel	174,000	-
POP/DP #4 - Climate Change	138,000	-
POP/DB #5 - DEI Outreach	50,000	-
POP/DB #6 - Lease Adjustment	6,000	5,638
2023-25 Joint Account Budget	1,692,000	1,333,089
<i>ADR Budget</i>		
POP/DP #1 - ADR Phase 2	905,000	905,000
2023-25 Total Joint Account Budget	2,597,000	2,238,089



Commission Priorities 2023-2025 Biennium



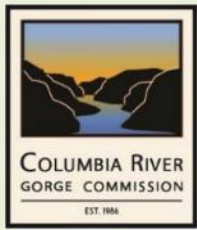
- ❖ Increase *Monitoring, Compliance, and Enforcement*
- ❖ Implement the *Climate Change Action Plan*
- ❖ Implement the *Vital Sign Indicators (VSI)* Program
- ❖ Implement the *Diversity, Equity, and Inclusion* Strategic Plan and form Pro-Equity, Anti-Racism (PEAR) Advisory Team
- ❖ Transition to a *New Information Management System* for Tracking Data/Online Permitting



POP 101: Access Database Replacement – Phase 2
Oregon Share: \$905,000

Accelerating Our Digital Transformation

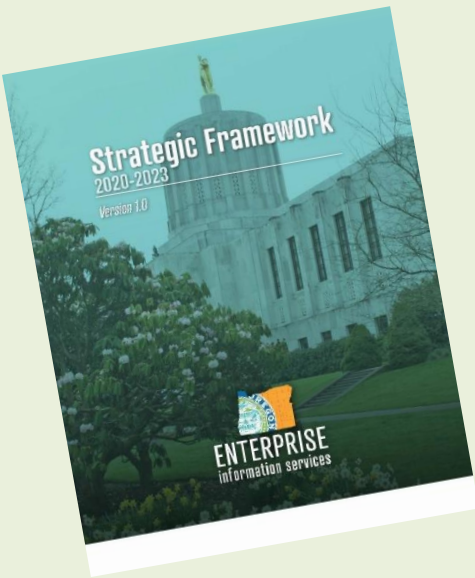
**New Information Management System will improve
CRGC workflow, transparency, accountability, and
public access to critical past and present
information in the National Scenic Area.**

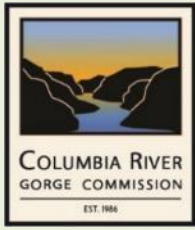


Oregon EIS's 2020-23 Strategic Framework

Alignment with all five objectives:

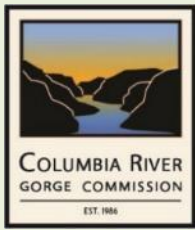
- **Objective 1: Mature Statewide IT Security Strategy**
 - A modern database solution will provide the tools necessary to ensure data security compared to limited security options available in Microsoft Access.
- **Objective 2: Establish Legacy System Modernization**
 - This project is a step towards developing a sound IT strategic plan and modernizing the centerpiece of our agency's IT infrastructure.
- **Objective 3: Mature Project Transparency and Accountability Strategy**
 - Phase 2 includes the provision to formulate a data governance strategy. The project budget, status, and documentation are also available for review and download on a public dashboard.
- **Objective 4: Establish Statewide Cloud Strategy**
 - Our new database will be cloud-based, eliminating the burden of capital expenditures for additional hardware such as servers and maintenance.
- **Objective 5: Establish Statewide Data Strategy**
 - In contrast to the current system, a modern database will facilitate an improved approach to data management, easier data queries, and sharing of data with other agencies and stakeholders.





Expected Benefits from POP 101

- Improved service levels to **landowners**, provide easy electronic **online applications and website downloads**
- Speedier collaboration with **counties** to exchange information for important decisions
- Seamless GIS integration
- Become nimble, agile, and more accurate with our **Public Records Requests**
- Systematize our **institutional knowledge**
- Digitize and index archives** to speed up queries and searches
- Link** prior applications, appeals, and court decisions to track all decisions and promote transparency

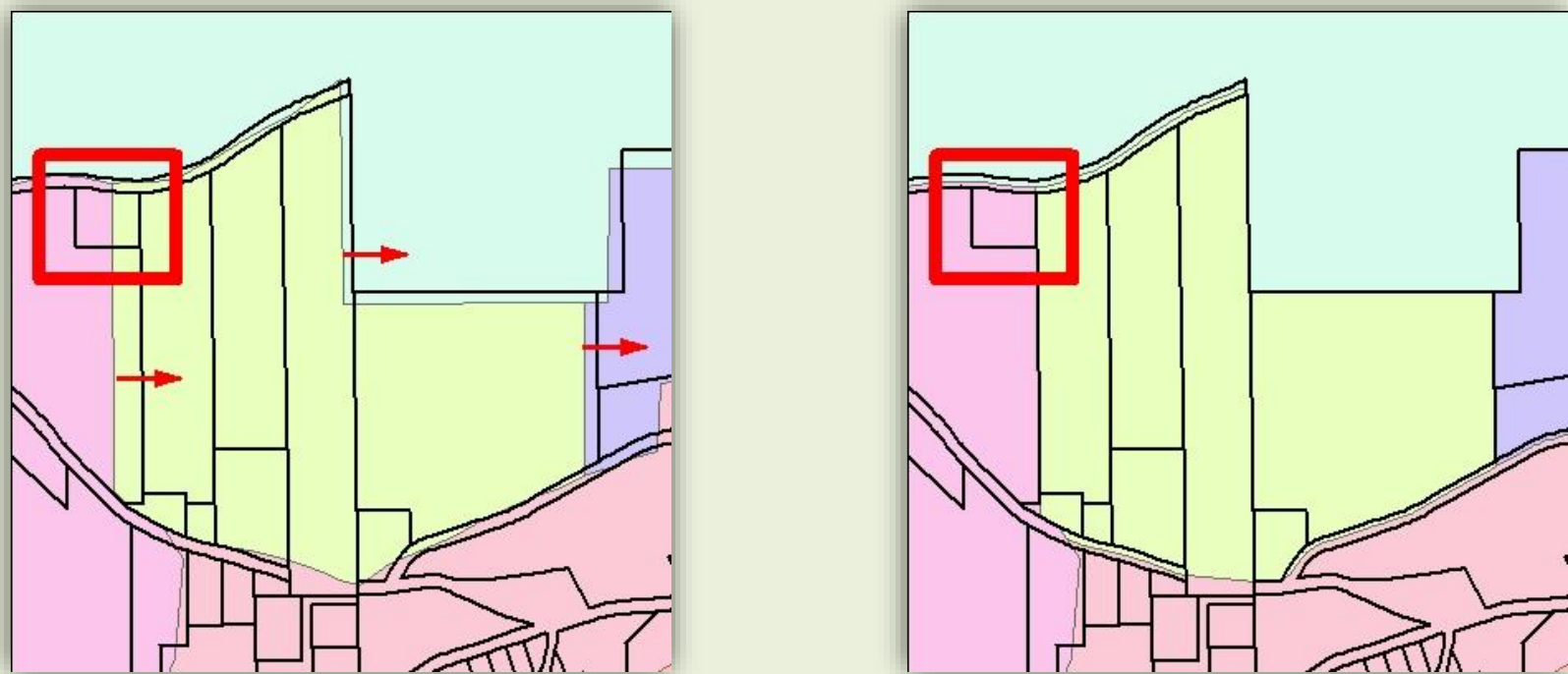


POP 102 – GIS Manager

Oregon Share: \$63,224

0.5 FTE Responsibilities	1.0 FTE Responsibilities
Support and basic technical analysis for the Commissioners and Staff <ul style="list-style-type: none"> • Development and maintenance of spatial data • Internal Mapping Applications 	Support and in-depth technical analysis for Commissioners and Staff, as well as tools to help inform and support residents, partner agencies, tribal partners and other external stakeholders: <ul style="list-style-type: none"> • Public Online Mapping Applications • Information Dashboards • Story Maps
Minimal support of the agency’s new land use and permitting database platform	Full support for the agency’s new land use and permitting database platform
Minimal support and technical analysis for Commission initiatives such as the Climate Change Action Plan and Vital Sign Indicators Program	Full support and technical analysis for Commission initiatives such as the Climate Change Action Plan and Vital Sign Indicators Program
Develop basic technical presentations for the Commission	Develop comprehensive technical presentations to better inform the Commission, external stakeholders, and residents
Serve as the agency’s technical expert for basic spatial analysis and monitoring	Serve as the agency’s technical expert and lead for comprehensive spatial analysis and monitoring (necessary to support Commission initiatives)
No general IT support (GIS only)	Provide general IT support such as development and revision of information technology policies and procedures to ensure compliance with Oregon EIS standards
Minimal training as needed to perform basic GIS responsibilities	Stay current with training, emerging technologies, tools and software that could more efficiently support agency and State of Oregon IT mission statements

Example of a GIS task to improve data quality of a spatial data layer critical for Commission staff and partner agencies



Adjusting zoning boundaries across 150,000 acres of the Columbia River Gorge National Scenic Area.

POP 106: Lease Increase

Oregon Share: \$5,638

This package requests funding to pay for the increase of lease fees for the CRGC office space. This request is in alignment with the agency's facility plan and the terms of the lease. CRGC has been in the same location since 2003.



2023-2025 Governor's Budget 15% Reduction Options

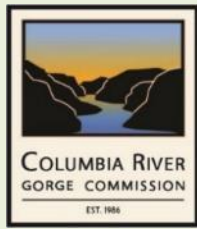
All reductions will result in matching reduction of Washington Funds

**15% Reduction Detail
\$198,204**



- Staff Furloughs & Layoffs
- WA/OR Attorney General Fees
- Goods & Services
- Capital Equipment
- Eliminate Agency Vehicle/Insurance
- Training & Dues
- Facilities/Service/Rental
- Janitorial
- IT Support Services
- Commissioners' Fund

**Equal WA Reduction Required:
\$396,408**



EMERGING ISSUES NOT CAPTURED IN GOVERNOR'S BUDGET

- Implementation of the adopted **Climate Change Action Plan**
- Implementation of the adopted **Diversity, Equity, and Inclusion Strategic Plan**
- Secure additional **Legal Counsel** to address:
 - 5 current litigation cases with more expected
 - Continued timely review of rules
 - Records management
 - Compliance and enforcement
 - Additional assistance to county planners
 - Urban area boundary expansion assessment



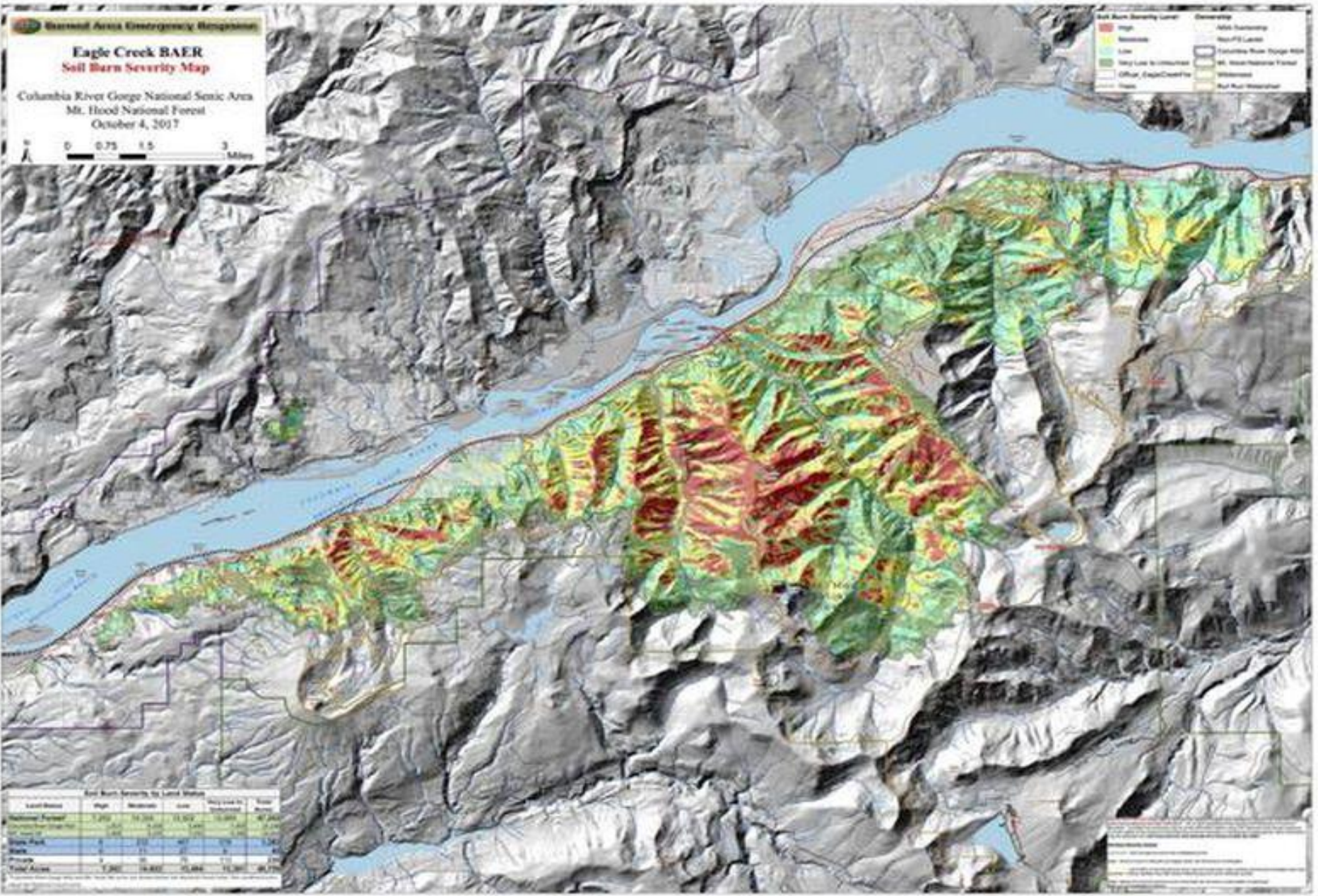
“The fantastic beauty of the Columbia River Gorge has beckoned mankind for over 11,000 years . . . In ancient times Chinookan and Sahaptan Indians hunted its mountains and fished along the rivers edge . . .”

~Senator Evans, 1986

Eagle Creek Fire and Recovery - 5 Years Later



September 13, 2017 – View from Dog Mtn





@TripJenningsVideo

Eagle Creek Fire and Recovery - 5 Years Later

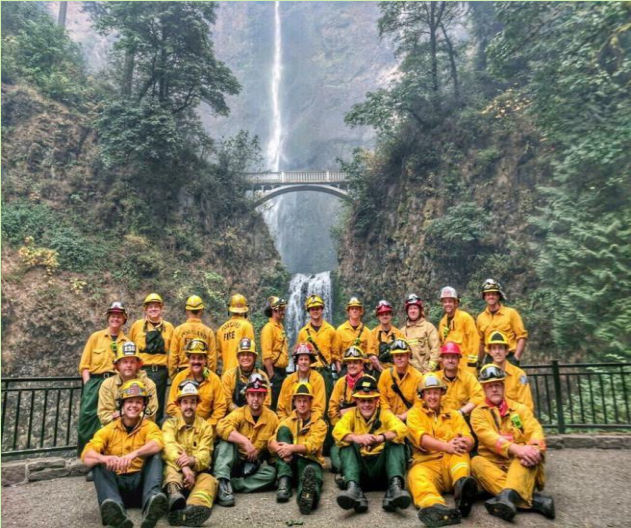
- 48,831-acre wildfire started 9/2/2017
- 7,300 acres were highly burned
- 14,600 acres were moderately burned
- 26,850 acres -- or about 55 % of the fire area – were "low" or "very low to unburned" severity
- Took 89 days of firefighting to contain

Eagle Creek Fire and Recovery - 5 Years Later

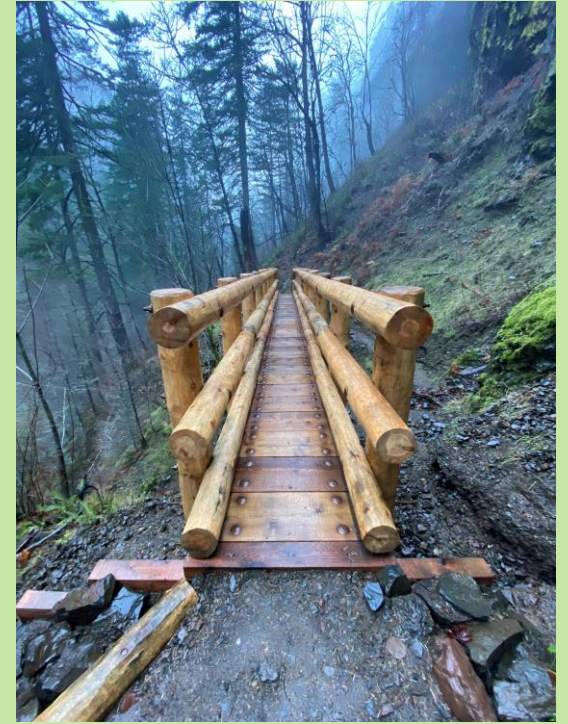




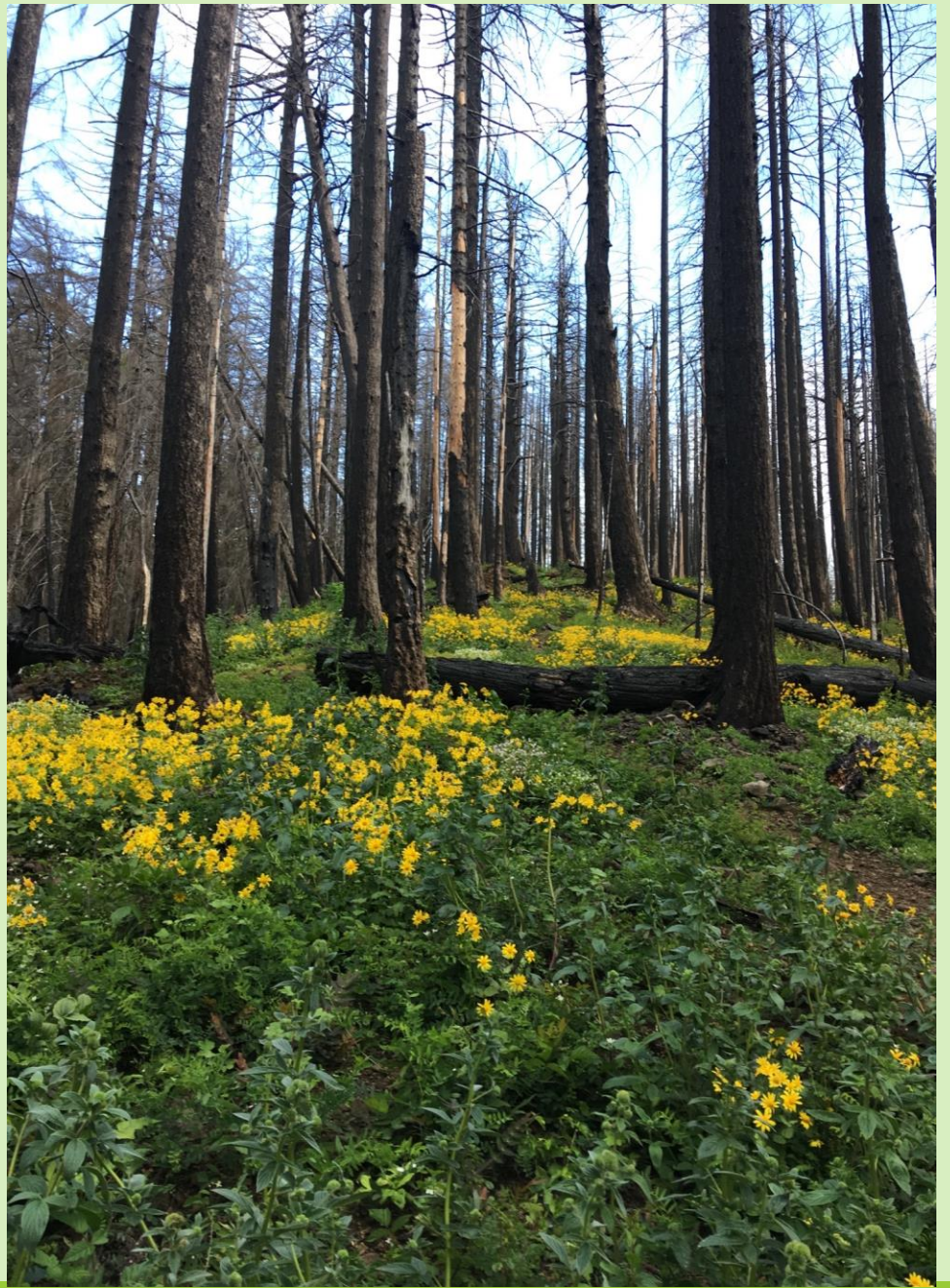










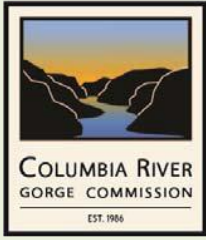






Eagle Creek Fire and Recovery - 5 Years Later

- ✓ Thank you to the Forest Service, Oregon Trailkeepers, Friends of the Gorge, Pacific Crest Trails Association, Washington Trails Association, and many others for clean up and restoration efforts
- ✓ Thank you to Multnomah County and Hood River County Sheriffs offices for search and rescue efforts, and still continue to meet monthly to coordinate with agencies
- ✓ Excellent coordination between agencies such as Oregon Parks, ODOT and Forest Service to align priorities, coordinate work and facilitate public access



Columbia River Gorge Commission

Questions?

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Columbia River Gorge National Scenic Area: Stewards of the future since 1986