



2023 Joint Ways and Means Public Safety Sub-Committee Presentation

March 27-29, 2023

Sean McCormick
Deputy Chief of State Affairs

Oregon Military Department

Major State Program Areas

Administration Program



Operations Program:

Army Guard Support Operations

Air Guard Support Operations

Community Support Program:

Oregon Youth Challenge

STARBASE

Emergency Operations

Support and Enhancement Elements

Capital Construction

Capital Improvements

Debt Service



Administration Program

- Command Group
 - Executive Leadership
 - Chief Audit Executive
 - State Information Technology
- Financial Administration
- State Personnel
- Public Affairs Office





National Guard Mission

BUILD
PARTNERSHIPS



FIGHT
AMERICA'S WARS

SECURE
THE HOMELAND



Operations Program

Army National Guard

- Operations and Maintenance
- Construction
- Counterdrug
- Environmental
- Electronic Security Systems
- Anti-Terrorism Program



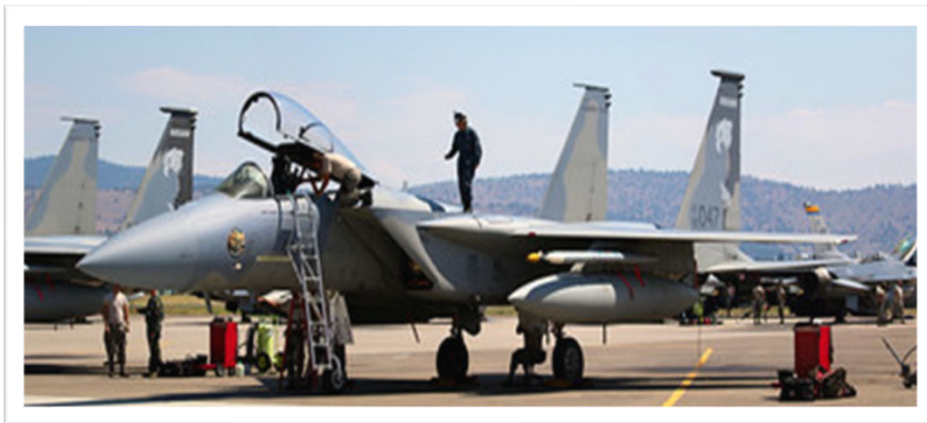
The Oregon Military Museum



Operations Program (con't)

Air National Guard

- Air Guard Administration
- Civil Engineering Program - Portland Air Base/Kingsley Field
- Security - Portland Air Base/Kingsley Field
- Fire Protection Program - Portland Air Base/Kingsley Field



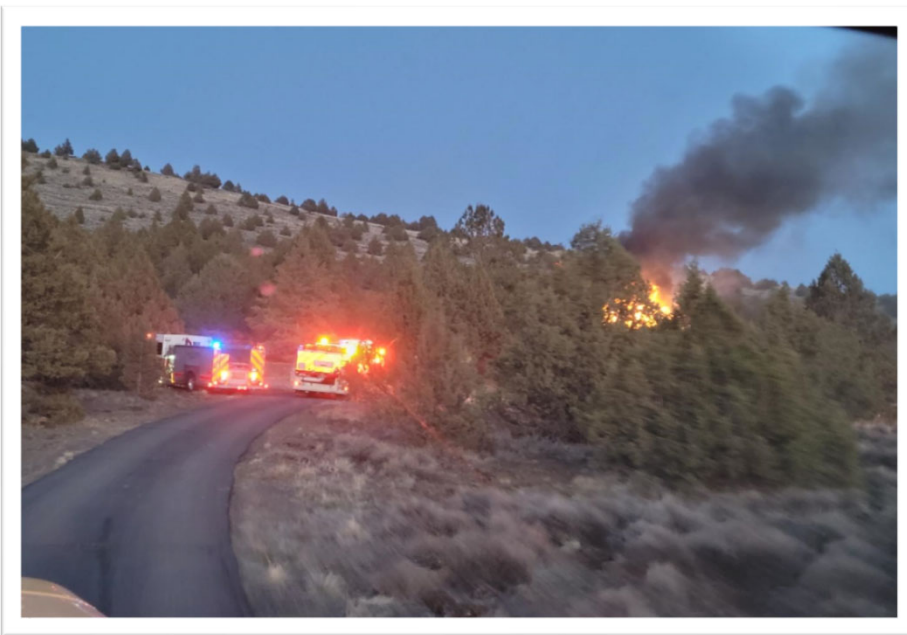
Kingsley Field Air National Guard Base



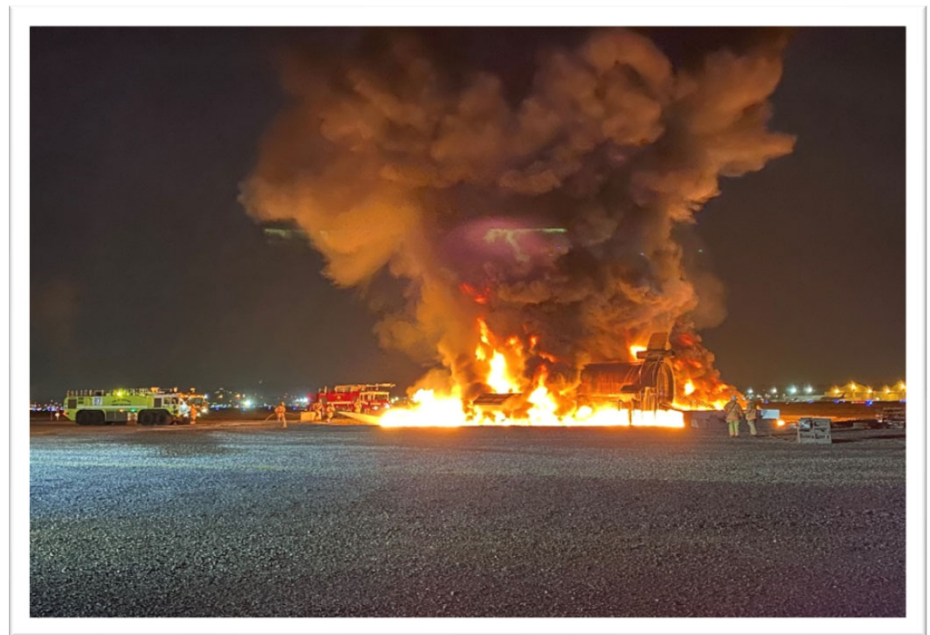
Portland Air National Guard Base



Air National Guard Fire Protection



Kingsley Field, Klamath Falls
Response to
Hidden Valley Fire - 2022



Portland Air National Guard Base
Mutual Aid to Port of Portland



National Guard Mission

BUILD
PARTNERSHIPS



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Emergency Operations





National Guard Mission

BUILD
PARTNERSHIPS



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THE HOMELAND



Community Support Program

- STARBASE
- Youth Challenge Program
- Emergency Operations





Support & Enhancement Elements

- Capital Construction
- Capital Improvements
- Debt Service



Coos Bay Armory



Newport Armory



Corvallis Armory



Capital Construction

Completed Projects: Grants Pass ASLEP

- Renovated Kitchen
- Installed Solar Panels
- Renovated Boiler

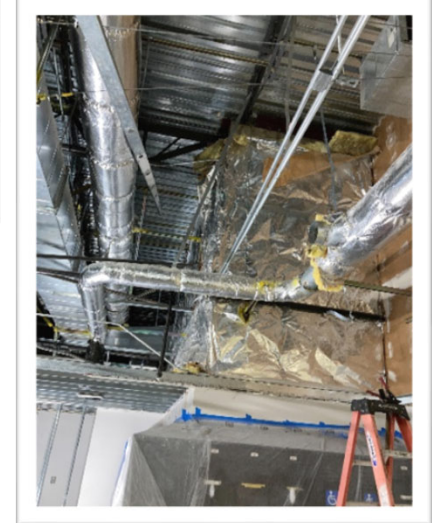
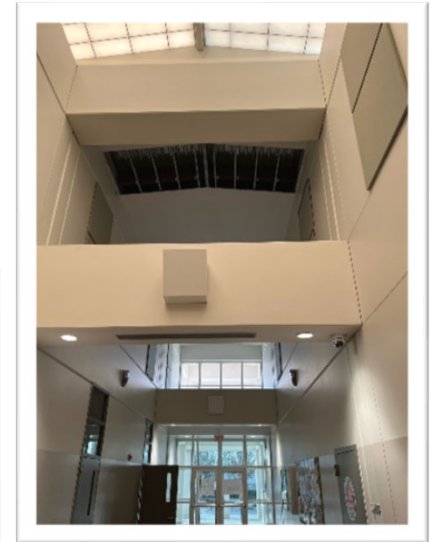
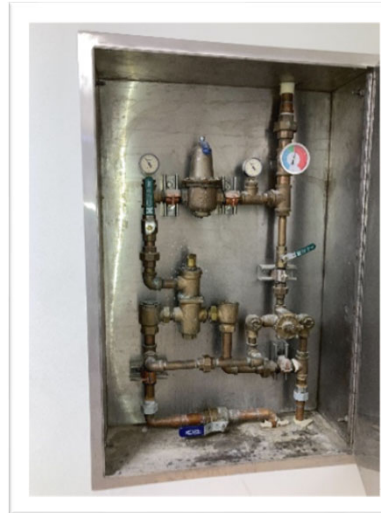




Capital Construction

Current Projects

Projects costing \$1 million or more



Owen Summers ASLEP

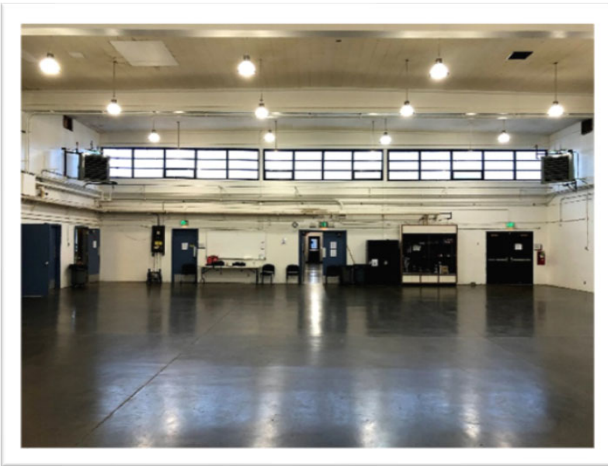
Anderson Readiness Center ASLEP/REEP 14



Capital Construction Program

Current Projects

Projects costing \$1 million or more



Newport Armory REEP

Coos Bay Armory REEP

Pendleton AASF REEP



Capital Improvements Program

Projects costing less than \$1 million



Salem AASF Solar Panels



Umatilla STARBASE remodel



Debt Service Program

Principal and interest payments for Article XI-Q bonds used for major construction projects

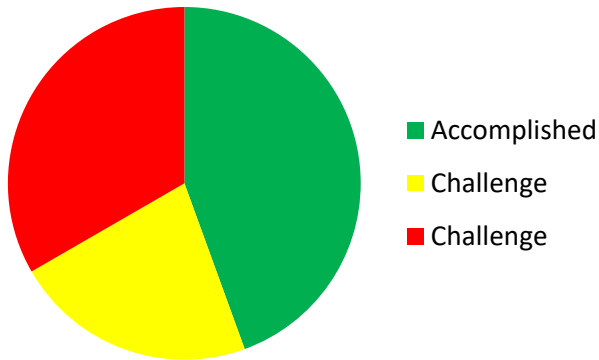


MG George White Headquarters
(Salem)



Performance Measures

2022 Annual Performance Progress Report (APPR)



For KPM's 1, 2, 3 and 6 data presented is from the 2021 Federal Fiscal Year.

For KPM's 4, 7, 8, and 9 data presented is from State Fiscal Year 2022

For KPM 5 data presented is from calendar year 2021

Status	Status Description	Performance Measures
<u>GREEN</u> (Accomplished)	Within 5% of approved target	KPM #4 Equipment Availability KPM #5 Youth Challenge KPM #6 Reintegration KPM #7 Emergency Ops Plans
<u>YELLOW</u> (Challenge, but making progress)	Within 6%-15% of approved target	KPM #1 Recruiting KPM #3 Revenue Generation
<u>RED</u> (Challenge)	Greater than 15% from approved target	KPM #2 Armory Condition KPM #8 Hazard Mitigation Plans KPM #9 Customer Service



Performance Measures Goals Accomplished (Green)

- KPM #4 – Percent of Federal Equipment Available for Emergency Response
 - Goal 100%
 - Actual 119%
- KPM #5 – Percent of Youth Challenge cadets to graduate from the program
 - Goal 90%
 - Actual 93%
- KPM #6 – Percent of members successfully referred for reintegration services
 - Goal 100%
 - Actual 100%
- KPM #7 – % of counties with National Incident Management System compliant Emergency Ops Plan on file with OEM
 - Goal 100%
 - Actual 100%



Performance Measures Challenge / Improving (Yellow)

- KPM #1 – Recruiting
 - Goal 100%
 - Actual 85.78%
- KPM #3 – Percent of available armory time rented
 - Goal 40%
 - Actual 30.75%



Performance Measures Challenges (Red)

- KPM #2 – Percent of statewide armories in adequate or better condition
 - Goal 80%
 - Actual 61%
- KPM #8 – % of state population covered by a FEMA approved local hazard mitigation plan
 - Goal 90%
 - Actual 64.2%
- KPM #9 – Percent of Customer Service rated as “good” or “excellent”
 - Goal 80%
 - Actual 57% (Overall Customer Satisfaction)
Was 40% in 2021



Requested KPM Deletions

- OMD requested the deletion of the following KPMs:
 - Domestic Preparedness Plans –
 - Percentage of counties with National Incident Management System (NIMS) compliant Emergency Operations Plans (EOPS)
 - Hazard Mitigation Plans –
 - Percentage of state population covered by a FEMA approved local hazard mitigation plan
- These KPMs were exclusive to the Office of Emergency Management which is now the Oregon Department of Emergency Management and no longer falls under OMD Administration



Significant Unresolved Issues 2021-23 Biennium

- No Unresolved Budget Issues for the 2021-23 Biennium





Major agency changes

- **Stand-up of the Oregon Department of Emergency Management (ODEM)**
 - The Office of Emergency Management (OEM) was a division of OMD from July 1, 2007 to June 30, 2022
 - HB 2927 (2021) created ODEM as a separate, stand-alone state agency effective July 1, 2022
 - Transition teams met for one year to prepare for the transition and establish the budget, accounting, IT and HR structures for the new agency
- **Youth Challenge Program change in state match funding**
 - In 2023-25, NGB will no longer allow Average Daily Membership revenues to be a source of 25% required state matching funds
 - The Governor's Budget adds \$4,268,766 transfers-in from the Fund for Student Success at the OR Dept of Education in Policy Package 401
Not formula-based: more stable source of funding



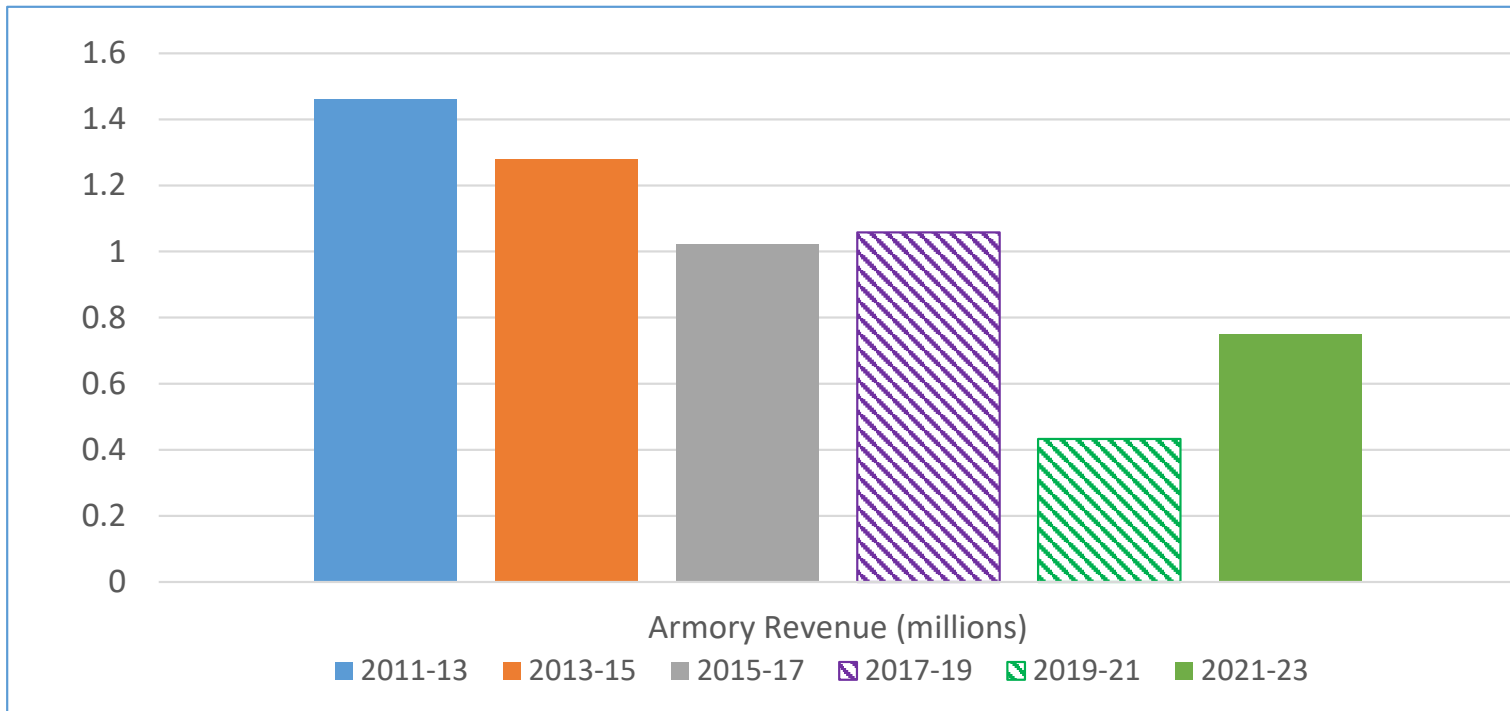
Budget Drivers and Risks

- **Impact of COVID-19 pandemic on Armory Rental Revenues compared to 2011-13:**
 - \$1 million lost revenues in the 2019-21 biennium
 - \$710 K estimated lost revenues in the current biennium
- **Deferred maintenance backlog: \$161.3 million**
 - Approximately 52% of the OR Army National Guard facilities require a state match, so they typically have larger backlogs than the buildings supported with 100% federal funds
 - The 2021 Legislature approved \$6.7 million GF, \$6.7 million FF for deferred maintenance projects
 - Governor's Budget cuts deferred maintenance funding by \$3.34 million GF and \$3.34 million FF
- **Federal policy changes on Cooperative Agreements from the National Guard Bureau.**
 - Federal caps on state employee salaries
 - Unemployment costs are not allowable



COVID-19 Impacts to Armory Rental Revenue (Other Funds)

- 2011-13 Biennium: \$1,460,680
- 2013-15 Biennium: \$1,279,208
- 2015-17 Biennium: \$1,020,712
- 2017-19 Biennium: \$1,058,357
- 2019-21 Biennium: \$433,046
- 2021-23 Biennium (estimated): \$750,285





Major Changes in past 6 years

- 2017-19 Biennium:
 - \$24 million Major General George White Headquarters Completed
 - Oregon Youth Challenge facility expansion (finished Jan 2020)
 - Response to Wildfires and Solar Eclipse
 - Implementation of the SPIRE Grant Program
- 2019-21 Biennium:
 - Response to E. OR floods, COVID-19, Wildfires, and Ice Storm
 - Record levels of NG Activations and Deployments
- 2021-23 Biennium:
 - Establishment of Department of Emergency Management
 - Growing class size of OYCP
 - Deferred maintenance funding: 44 projects at 22 facilities



Energy and Water Cost Containment

1. Cost avoidance realized from renewable energy (solar) development from FFY20 to FFY22 is estimated at \$31,000/yr.
2. Cost avoidance from fuel switch of propane to biomass at Rees Training Center is estimated at \$42,000/yr
3. Potable water usage (EO 15-09), OMD has further reduced water usage by an additional 7.2% FY21 – FY22
4. Energy Savings and Renewable Energy Projects Completed or nearing completion:
 - Solar energy upgrades at Anderson Readiness Center 250 kW, Grants Pass 54.7 kW.
 - Statewide Lighting Replacement Project Phase II
 - Rees Training Center Biomass phase II
 - Higher efficiency HVAC replacements at Kliever, LaGrande, Pendleton, Milton-Freewater, Ontario, Hermiston, Bend, Prineville
 - Energy reduction Direct Digital Controls (DDC) replacement at Kliever, Hermiston, Lane County
 - Nesmith (Dallas) battery addition for reduced energy demand charges and resiliency (14 day self-sufficiency during grid outage)
 - Anderson Readiness Center added resiliency with microgrid and Battery Storage w/ PGE
5. Energy Projects Underway or in Planning Stage
 - Salem Owen Summers Readiness Center HVAC replacement underway
 - Requesting Federal Funds from NGB for Umatilla Solar/Microgrid project
 - Requesting funds for Solar Photovoltaic arrays at 4 Readiness Centers
 - Additional HVAC planned



Long-Term Vacancies

50 vacant 12 months or longer
as of December 31, 2022

Count	Classification	Program	GF	OF	FF	Time vacant	Notes
13	Military Lease Agents	Installations		\$261,989		2.2 yrs avg	Hiring 1 pos
2	Custodial Services Coordinators	Installations		\$274,984		3.3 yrs avg	
1	Facility Operations Spec 1	Installations		\$27,741	\$157,202	1.6 yrs	Open recruitment
1	Operations and Policy Analyst 2	Installations		\$207,132		1.5 yrs	
1	Facility Maint Spec	Installations		\$30,019	\$120,074	1.5 yrs	Open recruitment
1	Information Systems Spec 4	Installations			\$198,275	2.1 yrs	
1	Construction & Facility Maint Supervisor 2	Installations			\$221,863	4 yrs	
1	Facility Maint Spec	Portland Air Base	\$30,019		\$120,074	1.3 yrs	Filled Feb 2023
5	4 Force Protection Officers/ 1 Leader	Portland and Kingsley Field Airbase			\$760,661	2.6 yrs avg	Hiring 3 pos



Long-Term Vacancies

50 vacant 12 months or longer as of December 31, 2022 (cont.)

Count	Classification	Program	GF	OF	FF	Time vacant	Notes
2	Training & Development Spec 1	STARBASE KF, RTC			\$356,738	2.5 yrs avg	
4	Administrative Spec 1 (Case Managers)	Youth Challenge		\$145,680	\$437,040	2.4 yrs avg	
1	Cook	Youth Challenge		\$33,704	\$101,111	1.3 yrs	Open recruitment
1	Group Life Supervisor	Youth Challenge		\$49,401	\$148,204	1.3 yrs	
13	Group Life Coordinator 2	Youth Challenge		\$520,936	\$1,562,821	2.4 yrs	
3	Group Life Coordinator 3	Youth Challenge		\$129,189	\$387,564	1.5 yrs	



Agency Sponsored Legislation

Russ Gibson

Director of Governmental & Legislative Affairs



OMD Proposed Legislation

Bill	Description	Status	Budgetary Impact
SB 994	Modifies who may be appointed as temporary Assistant State Judge Advocates from officers of organized militia to members of organized militia who are members in good standing of Oregon State Bar	Public Hearing held	None
SB 1032	The measure modifies the Oregon National Guard Student Tuition Assistance Program. It establishes a grant program for qualified dependents of current Oregon National Guard members	Public Hearing held	Yes - \$4 million
SB 1033	Modifies certain service status definitions related to the Oregon National Guard	Public Hearing held	None



Other Impactful Legislation

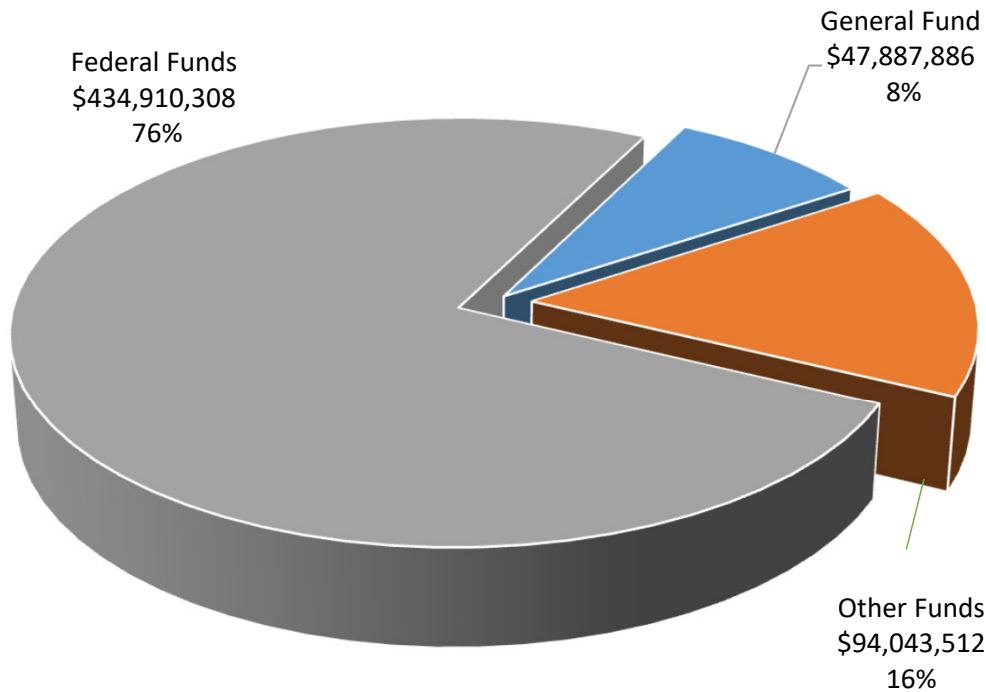
Bill	Description	Status	Budgetary Impact
SB 1034	Directs Department of Education to make biennial transfer to Oregon Military Department from the State School Fund for purpose of paying costs of educational services provided through programs operated by military department for at-risk youth	Public Hearing held	None



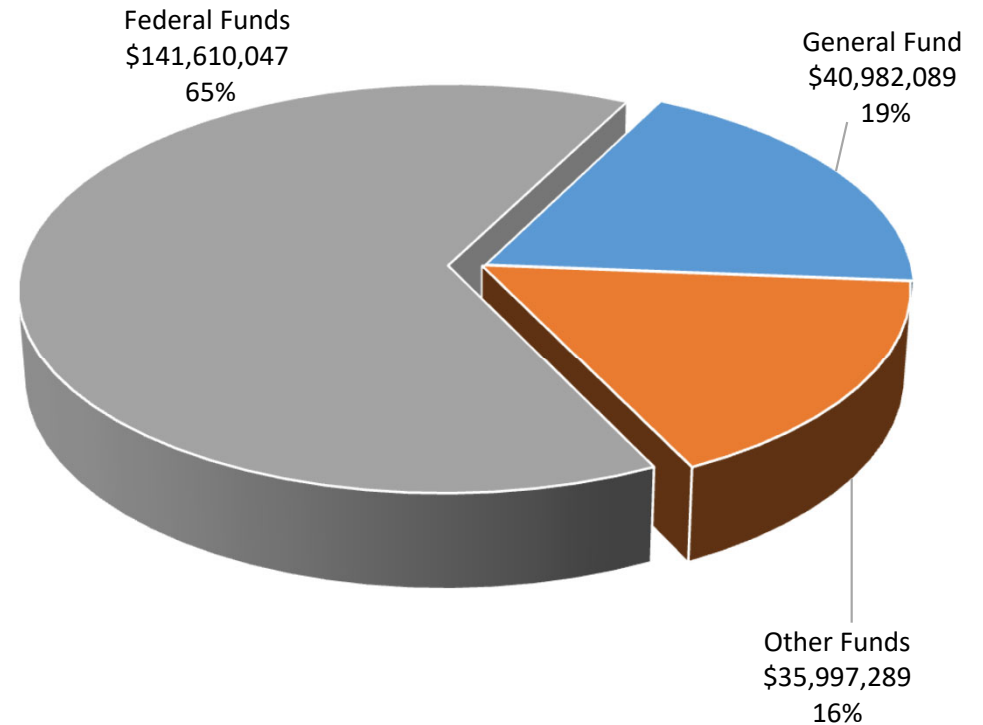
2023-25 Governor's Budget



2023-25 Governor's Budget By Fund Type



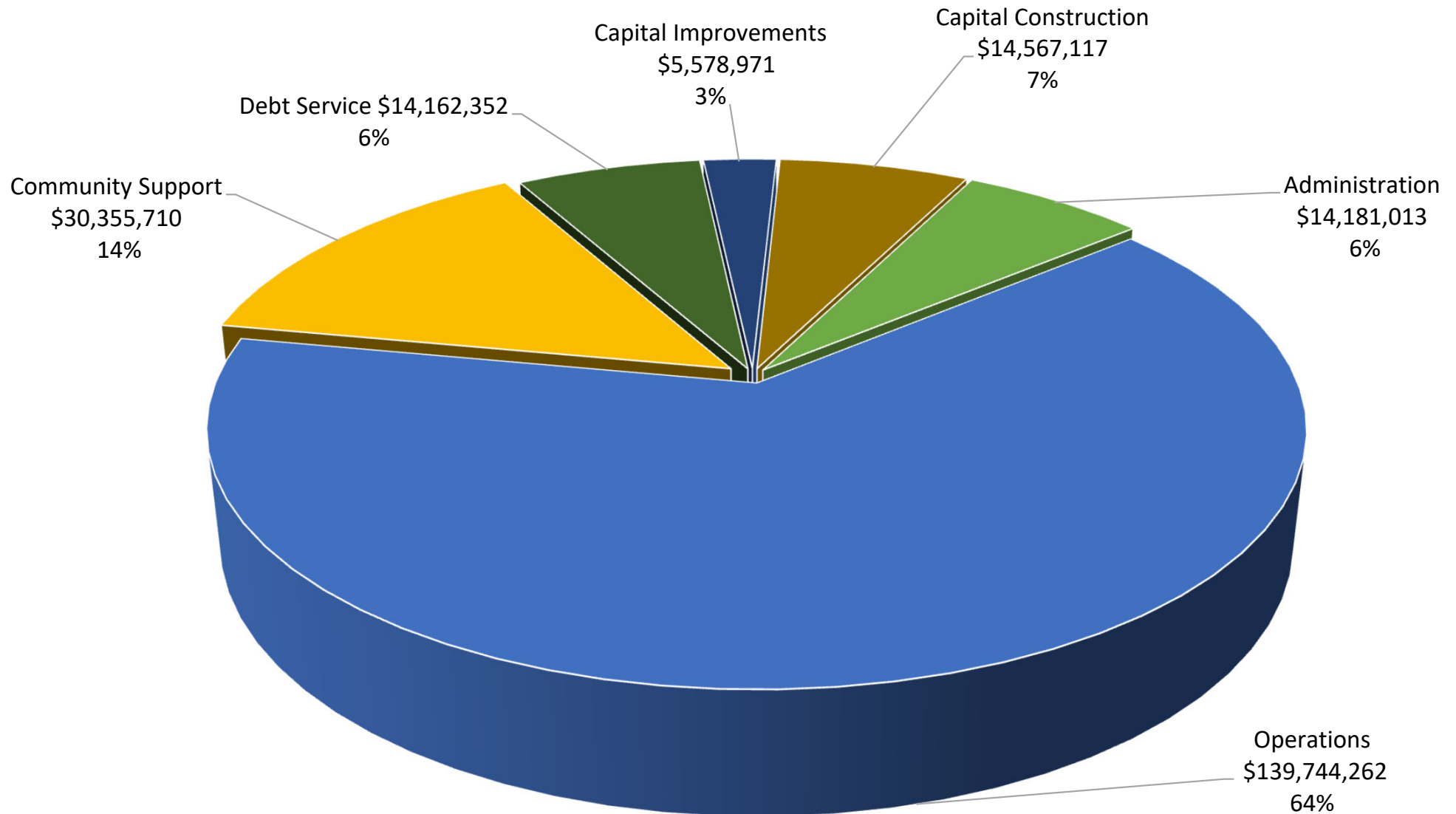
2021-23 Legislatively Approved Budget
\$576,841,706 All Funds



2023-25 Governor's Budget
\$218,589,425 All Funds

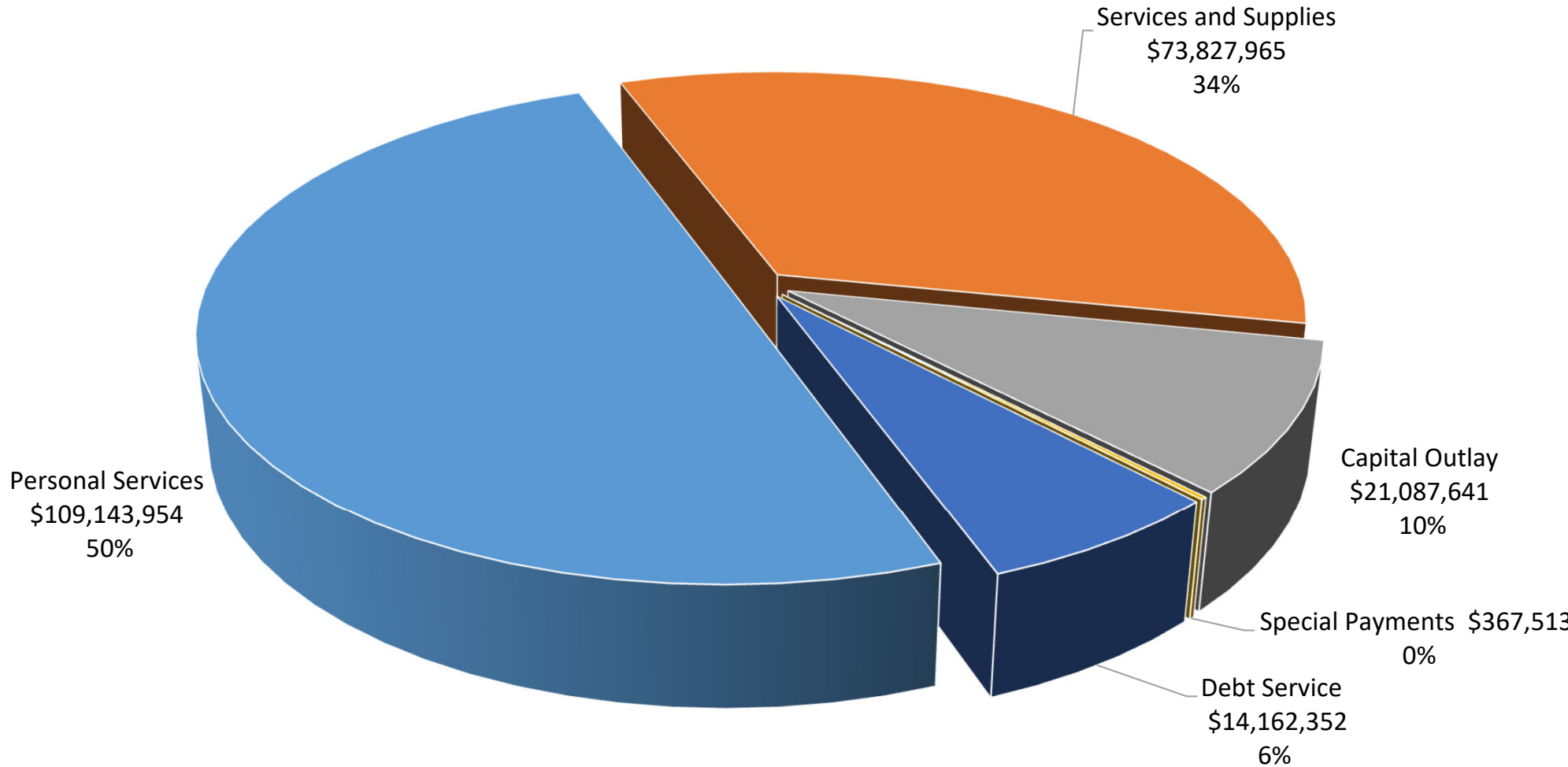


2023-25 Governor's Budget By Program \$218,589,425 All Funds





2023-25 Governor's Budget By Expenditure Category \$218,589,425 All Funds





Historical and Projected Spending General Fund

Program	2019-21 Actuals	2021-23 Legislatively Approved	2023-25 Governor's Budget
Administration	\$5,489,498	\$9,242,709	\$10,707,486
Operations	\$8,197,935	\$15,393,020	\$14,705,755
Emergency Management	\$12,052,898	\$8,540,816	\$0
Community Support	\$1,298,626	\$1,217,876	\$1,406,496
Cap Improvements	\$0	\$0	\$0
Cap Construction	\$0	\$0	\$0
Debt Service	\$11,317,429	\$13,493,465	\$14,162,352
Totals	\$38,356,386	\$47,887,886	\$40,982,089

Note: The decrease between 2021-23 Legislatively Approved & 2023-25 Governor's Budget is the phase out of OEM and some reductions to Deferred Maintenance dollars



Historical and Projected Spending Other Funds

Program	2019-21 Actuals	2021-23 Legislatively Approved	2023-25 Governor's Budget
Administration	\$2,042,283	\$3,212,270	\$3,473,527
Operations	\$4,554,037	\$6,055,441	\$7,234,112
Emergency Management	\$103,389,948	\$74,495,721	\$0
Community Support	\$8,588,856	\$10,179,170	\$10,722,533
Cap Improvements	\$0	\$200,000	\$0
Cap Construction	\$21,927,000	\$14,990,840	\$14,567,117
Debt Service	\$4,118,091	\$100,910	\$0
Totals	\$144,620,215	\$109,234,352	\$35,997,289

Note: The decrease between 2021-23 Legislatively Approved & 2023-25 Governor's Budget is the phase out of OEM



Historical and Projected Spending Federal Funds

Program	2019-21 Actuals	2021-23 Legislatively Approved	2023-25 Governor's Budget
Administration	\$0	\$30,450	\$0
Operations	\$99,037,784	\$113,885,741	\$117,804,395
Emergency Management	\$532,445,678	\$303,502,495	\$0
Community Support	\$11,780,480	\$17,491,622	\$18,226,681
Cap Improvements	\$5,130,704	\$5,354,100	\$5,578,971
Cap Construction	\$63,060,000	\$39,814,099	\$0
Debt Service	\$0	\$0	\$0
Totals	\$711,454,646	\$480,078,507	\$141,610,047

Note: The decrease between 2021-23 Legislatively Approved & 2023-25 Governor's Budget is the phase out of OEM



Summary of Revenues Estimated

Other Funds	Revenue in Gov Budget	% of Total
Q-bonds for Construction	\$14.8 million	42%
Facility Rental Revenue	\$6.2 million	18%
State Active Duty reimbursements (mainly from ODF)	\$5.8 million	16%
Student Success Fund Transfers from ODE (YCP)	\$4.3 million	12%
Centralized Personnel Plan Transfers	\$2.8 million	8%
Misc (interest, interagency transfers, etc.)	\$1.4 million	4%
Total Other Funds Revenue	\$35.3 million	100%

Federal Funds	Revenue in Gov Budget	% of Total
National Guard Bureau- Limitation for Federal/State Cooperative Agreements	\$144.5 million	100%
Total Federal Revenue	\$144.5 million	100%



15% Reduction Options

Reduction options submitted to LFO January 2023	GF	OF	FF
Installations Div – Reduce Deferred Maintenance**	(\$1,419,299)		(\$1,419,299)
Installations Div – Reduce Deferred Maintenance**	(\$852,312)		(\$852,312)
Command Group - Reduction of S&S	(\$298,124)		
Public Affairs – Reduction of S&S	(\$24,908)		
Kingsley Field - Reduction of S&S	(\$68,366)		(\$387,407)
Portland Air Base – Reduction of S&S	(\$83,882)		(\$335,528)
Kingsley Field – Abolish 1 Position	(\$21,218)		(\$120,235)
Portland Air Base – Abolish 1 Position	(\$29,136)		(\$116,544)
Installations Div – Abolish 1 Position	(\$41,354)	(\$8,542)	(\$149,688)
OYCP – Reduce GF	(\$75,232)		(\$225,696)
Administration Programs – Fund Shift 2 Positions	(\$140,850)	\$140,850	
Administration Programs – Fund Shift 1 Positions	(\$81,903)	\$81,903	



15% Reduction Options (Continued)

Reduction options submitted to LFO January 2023	GF	OF	FF
Installations Div – Reduce Deferred Maintenance**	(\$945,911)		(\$945,911)
Kingsley Field - Reduction of S&S	(\$8,932)		(\$50,615)
Portland Air Base – Reduction of S&S	(\$9,274)		(\$37,096)
Kingsley Field – Abolish 1 Position	(\$24,043)		(\$136,246)
Kingsley Field – Abolish 1 Position	(\$21,852)		(\$123,828)
Kingsley Field – Abolish 1 Position	(\$22,514)		(\$127,579)
Portland Air Base – Abolish 1 Position	(\$32,058)		(\$128,231)
Portland Air Base – Abolish 1 Position	(\$56,730)		(\$226,920)
Total Reduction Options (** = included in Package 090/091)	(\$4,257,898)	\$214,211	(\$5,383,135)



2023-25 Governor's Budget Analyst Adjustments: Additions



Policy Package 093

Operations Program Increase

Description:

- Increase GF Services & Supplies
 - Installations Division: \$1,459,976



Impacts:

- Provide funding to pay for increased space within the **Anderson Readiness Center**

Cost:

- General Fund \$1,459,976



2023-25 Governor's Budget Analyst Adjustments: **Reductions**



Policy Package 090

Operations Program Reductions

Description:

- Reduce GF Deferred Maintenance
 - Installations Division: (\$1,657,320)



Impacts:

- Reduce ability to leverage federal funds
- Reduce ability to maintain facilities
- Increase deferred maintenance

Cost:

- General Fund (\$1,657,320)
- Federal Funds (\$1,657,320)



Policy Package 091

Operations Program Reductions

Description:

- Reduce GF Deferred Maintenance
 - Installations Division: (\$1,703,159)



Lane County AFRC exterior painting

Impacts:

- Reduce ability to leverage federal funds
- Reduce ability to maintain facilities
- Increase deferred maintenance

Cost:

- General Fund (\$1,703,159)
- Federal Funds (\$1,703,159)



Policy Package 092, 093 DOJ, DAS Charges Adjustments

Description:

- Package 092: Reduces DOJ fees by 4.62%
- Package 093: Adjusts various government service charges and assessments

Impact:

- Reduces DAS assessments and estimated usage fees for DAS and DOJ



Cost:

- **Package 092:**
 - (\$5,527) GF, (\$257) OF, (\$3,404) FF
- **Package 093 (excludes rent increase):**
 - (\$289,667) GF, (\$23,033) OF, (\$67,557) FF



Summary of Reductions

Package	General Fund	Other Funds	Federal Funds	Total
090 – Analyst Adjustments	(\$1,657,320)	\$0	(\$1,657,320)	(\$3,314,640)
091 – Analyst Adjustments	(\$1,703,159)	\$0	(\$1,703,159)	(\$3,406,318)
092 – Statewide AG Adjustments	(\$5,527)	(\$257)	(\$3,404)	(\$9,188)
093 – Statewide Adjustments to DAS Charges	(\$289,667)	(\$23,033)	(\$67,557)	(\$380,257)
Total Analyst Reductions	(\$3,655,673)	(\$23,290)	(\$3,431,440)	(\$7,110,403)
% of Current Service Level	(8.9%)	(0%)	(2.4%)	(3.5%)



2023-25 Governor's Budget Agency Policy Packages



Policy Package 101-Administration New CIO Position

Description:

- Establish a permanent CIO
- 1 Position, FTE: 1.00



Impacts if not approved:

- Inability to meet technology demands of the agency
- Would require absorbing the cost within an already reduced budget
- Continuation of delays in implementing streamlined processes

Cost:

- General Fund \$536,064



Policy Package 103-Administration New Payroll Officer

Description:

- Establishment of a third payroll officer to support an agency of over 500 positions
- Positions: 1, FTE: 1.00



Impact if not approved:

- Delays payroll support to employees
- Increases stress on existing payroll staff

Cost:

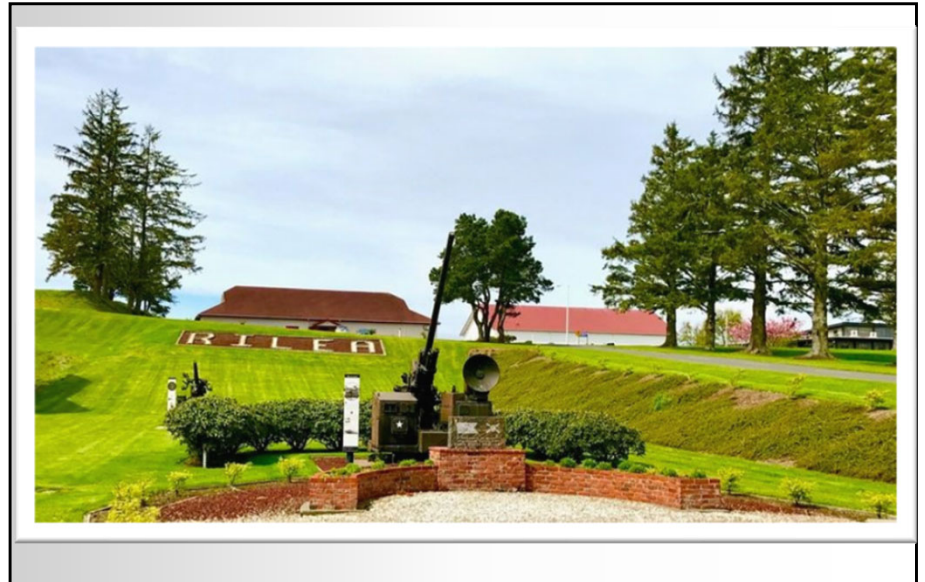
- General Fund \$93,383
- Other Funds \$83,383



Policy Package 204-Operations LD to Permanent, Reclassifications

Description:

- **Camp Rilea:** One ISS4 to ISS6, two NRS 1 to NRS 2, one OS1 to OS2. Four LD OS2 to Permanent OS2
- **Rees Training Center (RTC):** One ISS4 to ISS6. Two LD OS2 to Permanent OS2
- **Salem:** One LD PCS3 to Permanent PCS3 (Real Property Manager)
- Positions: 7, FTE: 7.00



Impact if not approved:

- Negative impact on billeting/lodging operations and revenues at Camp Rilea and RTC, as LD positions are difficult to recruit and retain
- OMD could lose its Real Property Manager (Procurement and Contract Specialist 3) if not made permanent

Cost:

- Other Funds \$969,157
- Federal Funds \$284,927



Policy Package 205-Operations New Positions

Description:

- Establish 15 new positions:
 - 4 Facility Maintenance Specialists
 - 3 Custodians
 - 3 Ground Maintenance Workers
 - 2 Natural Resource Specialists
 - 2 Wildland Fire Supervisors
 - 1 Supply Specialist
- Positions: 15, FTE: 15.00



Rees Training Center
Regional Training Institute Schoolhouse

Impact if not approved:

- Decline in facility management and maintenance
- Reduction in ability to conduct necessary environmental assessments
- Reduced leadership capabilities for Wildland Fire Teams

Cost:

- Federal Funds \$2,504,970



Policy Package 401-YCP Funding Structure Change

Description:

- Source of funding change to cover 25% non-federal match requirements from National Guard Bureau
- Funding to be provided via a Direct Transfer from the State School Fund (Fund for Student Success)
- SB 1034 (2023 Session) authorizes the Direct Transfer to OMD



Impacts if not approved:

- OYCP would be required to close due to lack of state matching funds

Revenues (no impact to expenditures):

- Other Funds \$4,268,766



Policy Package 480 New Debt Service

Description:

- Increases General Fund Debt Service and Other Funds bond issuance S&S
- Debt Svc on 3 bonds to be sold May 2024:
 - McMinnville ASLEP/REEP- \$596,738
 - Newport ASLEP/REEP- \$506,941
 - Owen Summers ALSEP - \$276,783



McMinnville Armory

Impact if not approved:

- OMD would be unable to perform the McMinnville, Newport and Owen Summers (Salem) Service Life Extension Projects and Regional Emergency Enhancements Projects to increase emergency preparedness in those communities and enhance the useful life of the facilities

Cost:

- General Fund \$1,380,462
- Other Funds \$242,883 (Cost of Issuance)



Policy Packages 490, 491, 492

Capital Construction

Package 490

Owen Summers Armory Service Life Extension

- Built 1988
- \$2,909,970 Other Funds (Q-Bonds)
- Additional to \$5.8M Q-Bonds approved in 2019.

Package 492

McMinnville Armory Service Life Extension/ Regional Emergency Enhancement

- Built 1978
- \$6,329,665 Other Funds (Q-Bonds)

Package 491

Newport Armory Service Life Extension

- Built 1962
- \$5,327,482 Other Funds (Q-Bonds)
- Currently undergoing a Regional Emergency Enhancement project for seismic resiliency.



Policy Package Recap

Additions

Policy Packages in Priority Order

1. 101: CIO - \$536K GF
2. 401: YCP Financing Change - \$4.26M OF rev
3. 103: Payroll Officer - \$93K GF / \$83F OF
4. 204: AGI LD to PF Positions, Reclasses - \$969K OF/ \$285K FF
5. 205: AGI New Positions - \$2.5M FF
6. 490: Owen Summers ASLEP - \$2.9M OF
7. 491: Newport ASLEP - \$5.32M OF
8. 492: McMinnville ASLEP - \$6.33M OF
9. 480: New Debt Service-\$1.4M GF/\$243K OF
10. 093: Analyst Adjust (rent)- \$1.46 M

Reductions

Analyst Adjustments

1. 090: Analyst Adjustments - (\$1.66M) GF/ (\$1.66M) FF
2. 091: Analyst Adjustments - (\$1.70M) GF/ (\$1.70M) FF
3. 092: Atty General Adjustments - (\$5.52K) GF/ (\$257) OF/ (\$3.40K) FF
4. 093: DAS Charges Adjustments (non-rent) – (\$290K) GF/ (\$23K) OF/ (\$68K) FF



Why Oregon Needs OMD





2023 Joint Ways and Means Public Safety Sub-Committee Presentation

March 27, 28, and 29, 2023

Thank You

Oregon Military Department