

Oregon Department of Land Conservation and Development

Ways and Means Reference Document

February 3-4, 2025

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DLCD’s complete Governor’s Recommended Budget document is available through the DLCD website:

[DLCD 2025-27 Governor’s Recommended Budget](#)

Cover Photos:

Left – Painted Hills, Oregon

Right – Buckman Heights Townhomes, Portland, Oregon

Department Overview

As stewards of Oregon's land use planning program, the Department of Land Conservation and Development (DLCD) helps communities plan for, protect and improve the built and natural systems that provide a high quality of life. In partnership with Oregonians and local governments, we foster equitable, sustainable communities and protect our way of life and natural resources legacy.

Renowned for its comprehensive planning, Oregon has planned its economic growth and community development, deliberately. Oregon's statewide land use planning system directs growth into areas with infrastructure, services, and support while protecting our working lands and letting them continue to produce farm and forest products for Oregon's economy. The system has evolved over time and continues to evolve today.

DLCD and the policy-making Land Conservation and Development Commission (LCDC) operate under Oregon Revised Statutes, Oregon Administrative Rules and the statewide planning goals. The program rests on a foundation of 19 statewide planning goals that are implemented through city and county comprehensive plans. The goals are broad statements of adopted state policy for local governments to use in developing comprehensive plans and land use ordinances. At the program's creation, LCDC and DLCD conducted an extensive public outreach effort. More than 100 public hearings and workshops were held, and more than 10,000 Oregonians participated. Originally developed in the 1970's, the goals, which are adopted by Oregon Administrative Rule (OAR) and are mandatory, have been amended over time. Most of the goals are accompanied by guidelines that describe how a goal may be applied.

GOAL 1: COMMUNITY ENGAGEMENT -To develop a public involvement program that ensures the opportunity for the public to be involved in all phases of the land use planning process.

GOAL 2: LAND USE PLANNING -To establish a land use planning process and policy framework as a basis for all decisions and actions related to use of land and to assure an adequate factual base for such decisions and actions. Requires local governments to take into consideration social, economic, energy and environmental needs, and to keep plans up to date.

GOAL 3: AGRICULTURAL LANDS -To preserve and maintain agricultural lands.

GOAL 4: FOREST LANDS -To conserve forest lands by maintaining the forest land base and to protect the state's forest economy by making possible economically efficient forest practices that ensure the continuous growing and harvesting of forest tree species as

the leading use on forest land consistent with sound management of soil, air, water and fish and wildlife resources and to provide for recreational opportunities and agriculture.

GOAL 5: NATURAL RESOURCES, SCENIC AND HISTORIC AREAS, AND OPEN SPACES -To protect natural resources and conserve scenic and historic areas and open spaces for current and future generations. Promote a healthy environment that contributes to Oregon's livability.

GOAL 6: AIR, WATER AND LAND RESOURCES QUALITY -To maintain and improve the quality of the air, water and land resources of the state. Air quality maintenance plans should be based on state rules and include transportation and industrial facilities.

GOAL 7: AREAS SUBJECT TO NATURAL HAZARDS -To protect life and property from natural disasters and hazards.

GOAL 8: RECREATIONAL NEEDS -To satisfy the recreational needs of the residents of the state and visitors and, where appropriate, to provide for the siting of necessary recreational facilities including destination resorts.

GOAL 9: ECONOMIC DEVELOPMENT -To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare and prosperity of Oregon's residents. Base economic development plans on inventories of areas suitable for development.

GOAL 10: HOUSING -To provide for the housing needs of citizens of the state. Requires local governments to inventory buildable land and housing needs within urban growth boundaries.

GOAL 11: PUBLIC FACILITIES AND SERVICES -To plan and develop a timely, orderly and efficient arrangement of public facilities and services to serve as a framework for urban and rural development.

GOAL 12: TRANSPORTATION -To provide and encourage a safe, convenient and economical transportation system that considers all modes, including mass transit, air, water, rail, highway, bicycle, and pedestrian. Plans are required to consider the social consequences of local plan implementation and minimize adverse social, economic and environmental impacts and costs, conserve energy, and meet the needs of the transportation disadvantaged.

GOAL 13: ENERGY CONSERVATION -To conserve energy.

GOAL 14: URBANIZATION -To provide for an orderly and efficient transition from rural to urban land use, to accommodate urban population and urban employment inside urban growth boundaries, to ensure efficient use of land, and to provide to livable communities.

GOAL 15: WILLAMETTE RIVER GREENWAY -To protect, conserve, enhance and maintain the natural, scenic, historical, agricultural, economic and recreational qualities of lands along the Willamette River as the Willamette River Greenway.

GOAL 16: ESTUARINE RESOURCES- To recognize and protect the unique environmental, economic, and social values of each estuary and associated wetlands; and to protect, maintain, and where appropriate develop and restore, the long-term environmental, economic, and social values, diversity and benefits of Oregon's estuaries.

GOAL 17: COASTAL SHORELANDS- To conserve, protect, and where appropriate, develop and restore, the resources and benefits of all coastal shore lands, recognizing their value for protection and maintenance of water quality, fish and wildlife habitat, water-dependent uses, economic resources and recreation and aesthetics. The management of these shore land areas shall be compatible with the characteristics of the adjacent coastal waters; and to reduce the hazard to human life and property, and the adverse effects upon water quality and fish and wildlife habitat, resulting from the use and enjoyment of Oregon's coastal shore lands.

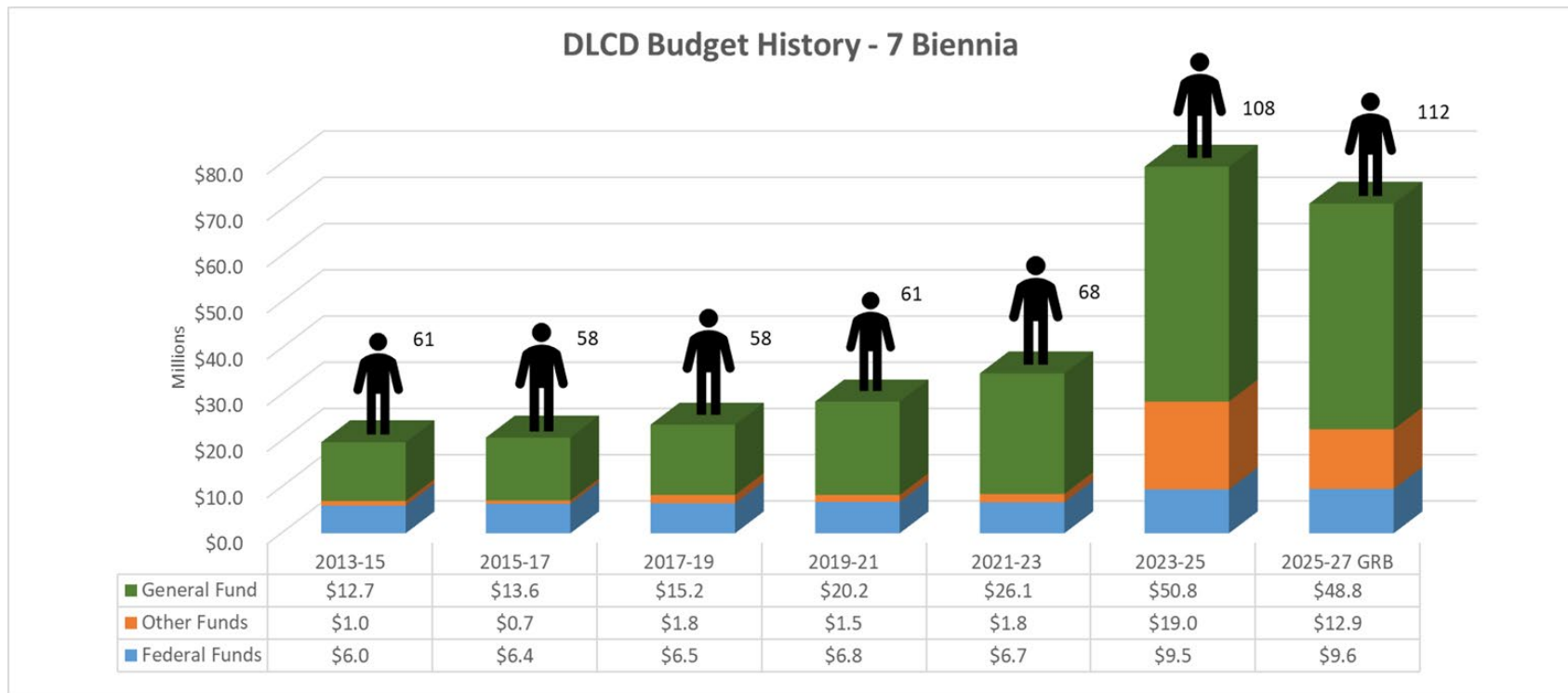
GOAL 18: BEACHES AND DUNES- To conserve, protect, and where appropriate, develop and restore the resources and benefits of coastal beach and dune areas; and to reduce the hazard to human life and property from natural or man-induced actions associated with these areas.

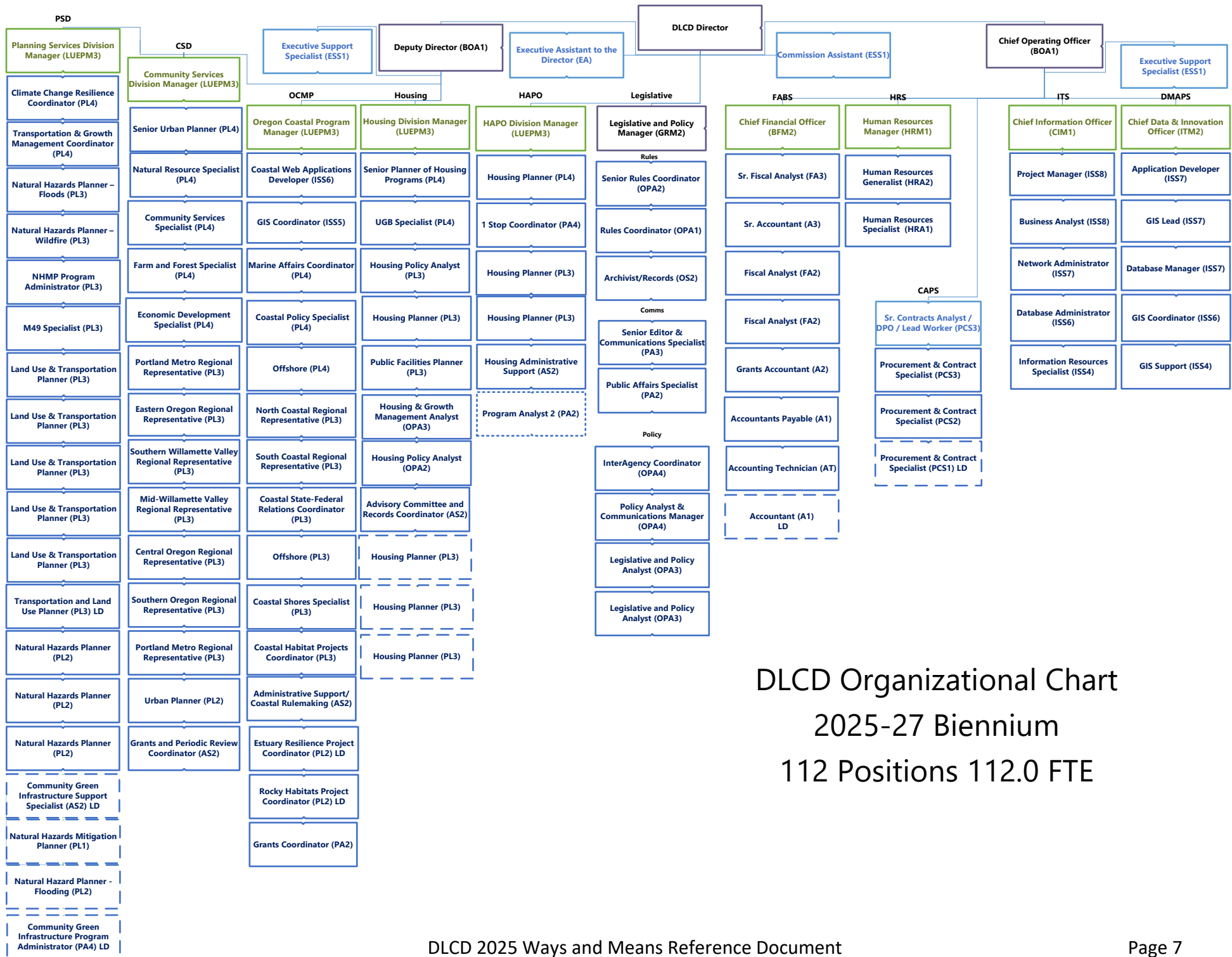
GOAL 19: OCEAN RESOURCES -To conserve marine resources and ecological functions for the purpose of providing long-term ecological, economic, and social value and benefits to future generations.

DLCD supports local implementation of Oregon's statewide land use planning program through regional representatives who offer direct community support in all parts of the state. Oregon communities maintain comprehensive plans consistent with the 19 Statewide Land Use Planning Goals, which reflect the unique landscape and local values of each area of the state. DLCD's core functions include managing urban growth, conserving natural resource lands, enabling affordable housing choices for Oregonians, creating opportunities for economic growth, and helping steward the state's climate change adaptation initiatives — all of which contribute to more equitable and resilient communities.

DLCD has experienced recent, sizable growth in funding and staffing levels. In the 2021-23 biennium, DLCD was staffed with 68 positions. The 2023 and 2024 Legislative Sessions provided the department with additional staff to meet requirements of the Oregon Housing Needs Analysis (OHNA) and to establish the Housing Accountability and Production Office (HAPO). DLCD’s 2025-27 Current Service Level Budget includes 103 positions.

The December state revenue forecast projects stable funding, which makes way for the Governor’s Recommended Budget to fully fund agency programs at their current service level, and to continue and expand a handful of new programs in Oregon’s top priority areas, including housing and homelessness. The 2025-27 Governor’s Recommended Budget allows DLCD to continue its core functions with no proposed reductions to existing programs or positions. Additional investments through Policy Option Packages in the Governor’s Budget add nine positions, bringing the department’s FTE for 2025-27 to 112.





DLCD Organizational Chart
 2025-27 Biennium
 112 Positions 112.0 FTE



PROPOSED SUPERVISORY SPAN OF CONTROL REPORT



In accordance with the requirements of ORS 291.227, Department of Land Conservation and Development (DLCD) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2023-25 biennium.

Supervisory Ratio for the last quarter, September-December 2024:

The agency actual supervisory ratio as of 09/30/2024 is 1:8.5

(Date) (Enter ratio from last Published DAS CHRO)

The Agency actual supervisory ratio is calculated using the following calculation:

$$\frac{12}{\text{(Total supervisors)}} = \frac{12}{\text{(Employee in a supervisory role)}} + \frac{1}{\text{(Vacancies that if filled would perform a supervisory role)}} - \frac{1}{\text{(Agency head)}}$$

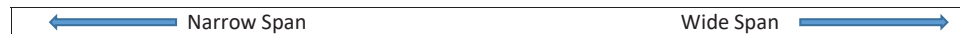
$$\frac{102}{\text{(Total non-supervisors)}} = \frac{79}{\text{(Employee in a non-supervisory role)}} + \frac{23}{\text{(Vacancies that if filled would perform a non-supervisory role)}}$$

The agency has a current actual supervisory ratio of-

$$1: \frac{8.5}{\text{(Actual span of control)}} = \frac{102}{\text{(Total non-Supervisors)}} / \frac{12}{\text{(Total Supervisors)}}$$

Supervisory Ratio)

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.



High	RISK TO PUBLIC/EMPLOYEE SAFETY	Low
Dispersed	GEOGRAPHIC LOCATION(s) OF SUBORDINATES	Assembled
Complex	COMPLEXITY OF DUTIES/MISSION	Not complex
Low	BEST PRACTICES/INDUSTRY STANDARDS	High
Small	AGENCY SIZE/HOURS OF OPERATION	Large
Many	NON AGENCY STAFF/TEMPORARY EMPLOYEES	Few
High	FINANCIAL RESPONSIBILITY	Low

Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Department of Land Conservation and Development is responsible for local comprehensive plans to address Oregon’s natural hazards. Protecting people and property from natural hazards requires knowledge, planning, coordination, and education. We have been planning for some of Oregon's natural hazards since the program began over 50 years ago. River and coastal floods, landslide, wildfires, and coastal erosion are a constant threat in Oregon. By guiding where Oregonians build and setting Urban Growth Boundaries, DLCD ensures access to essential emergency services and utilities like roads, water and sewer systems, parks, schools, and fire and police protection.

This work is highly complex and technical, playing a crucial role in ensuring public safety in Oregon. Given its professional nature and the significant impact on public safety, it is essential to have greater supervisory oversight. This will ensure exceptional work to protect the safety of every resident throughout the State of Oregon.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The Department of Land Conservation and Development operates from Regional Solutions office locations in Portland, Salem, Bend, Eugene, and Newport, while our work directly impacts every Oregonian. Though most of our employees are based in Salem, we have regional representatives who travel and collaborate with communities throughout the state. Our efforts span all areas across the State of Oregon. We also have specific environmental areas we focus on specifically, up to three miles off the Oregon Coastline, lands bordering estuaries, lakes, agricultural and forest lands, and the Willamette River Greenway.

This work demands extensive travel, meeting with Oregonians statewide, and close coordination with every county and city to support their land-use planning goals. Employees occasionally work independently in remote locations, requiring a manager who understands the nature of their work. Given the localized focus of each project, this geographical diversity necessitates greater supervisor oversight, to have supervisors who are both knowledgeable and have the capacity to provide essential support for these critical efforts.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The nature of the work assigned to DLCD by the 2023 and 2024 Legislature is highly technical and much of our workforce is AICP certified (American Institute of Certified Planners). Land use law and policy has specialties, necessitating separate managers for coastal, housing, natural hazard / federal, and community support programs. Their work is vital to the present and future success of the state, adhering to industry standards while allowing for a significant degree of independent decision-making, which must be overseen to ensure consistency.

In addition to land planners, the agency includes specialized teams in GIS, Operations, Communications, and Legislative Affairs, all of whom make high-level decisions and require supervisors who understand the nature of their work. Each of these teams makes decisions that are integral to the agency's overall mission, and their work requires supervisors who possess not only management skills but also a deep understanding of the technical and strategic aspects of their respective functions. This variety of specialized work demands that DLCD have more supervisors with expertise in each specific field. These supervisors are essential for providing the guidance, oversight, and support needed to ensure that the technical work being done meets the department's standards and serves the needs of the people of Oregon.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Business Services Operations follow best practices for separation of duties within contracts, billing, and account payable duties, which is why relatively small teams of procurement / contracting and fiscal / accounting / budget report to two different managers. In addition, HR deals with confidential and professional issues and reports to a manager who has been training in HR management, with a specialty in investigations. Finally, Best practices in IT and Data governance require specialized managers who can help DLCD grow quickly in the housing, flood management, offshore wind development, industrial / tech development priorities of the Governor and Legislature.

Programmatically DLCD's work is highly specific and varied. The work being done is focused on comprehensive planning and zoning ordinances are the guiding documents for local government land use decisions. They help create predictable outcomes for the people that live and operate businesses in the community for development of residential homes, and industries. Comprehensive plans also guide public development streets, municipal water, sewer, and parks and conservation of natural resources.

While we operate within established laws and guidelines, our work also involves making significant independent decisions that require careful evaluation, balancing various concerns and priorities. These decisions are non-routine and demand technical expertise. To effectively support staff in making these complex judgments, supervisors with specialized knowledge are essential, necessitating a greater number of supervisors to provide the necessary oversight and guidance.

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The Department of Land Conservation and Development primarily operates during standard business hours, from 8 a.m. to 5 p.m., and we have recently surpassed 100 employees and open positions combined.

Because of the Governor's housing, offshore wind, high tech, wildfire, and other emerging priorities, the department is growing rapidly and has set up new teams with managers to modernize how we do business—transparently, accurately, and quickly.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Although the Department of Land Conservation and Development is a relatively small agency, we are consistently entrusted with high-level, complex projects that have significant impacts at the city, county, and state levels. Our role involves providing expert guidance to local governments and state agencies on critical land-use planning, environmental protection, and housing development efforts.

However, the scope of the work we are tasked with often exceeds our internal capacity due to its breadth and complexity. In such cases, we supplement our in-house expertise by hiring specialized contractors to help complete these projects. This allows us to maintain the high standards expected of us while meeting the growing demands placed on the agency. DLCD is also responsible for managing and funding grants awarded to recipients to help achieve goals that our agency cannot accomplish on its own. This requires oversight of the grants, a strong understanding of the projects being carried out, and collaboration with external vendors, cities, and grant recipients.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Although the Department of Land Conservation and Development is relatively small compared to other state agencies, we manage a substantial biennial budget of \$79 million and Technical Assistance grants program (includes planning TA, Housing TA, and one-time funds for CFEC and CGI) for an additional \$15 million. We have been instrumental in implementing the Governor's housing initiative, which supports cities and counties in planning and developing additional housing. This pivotal role has significantly increased both our budget and the funding we are directly and indirectly responsible for.

Our work in land planning also carries financial risks, particularly if we fail to effectively mitigate natural disasters for Oregonians. While these risks may not represent direct costs, the success of our agency has a profound impact on every community in Oregon. Managing this potential, though less visible risk is crucial for the long-term success and resilience of our state.

Given the significant budget relative to our staff size and the high stakes associated with our work, it is essential to have more knowledgeable supervisors. These supervisors will ensure effective oversight and support, helping us manage the complexities and risks inherent in our mission.

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1:
8.5.

Unions Requiring Notification ASCME

Date unions notified 10/11/2024

Submitted by: Department of Land Conservation and Development Date: 10/11/2024

Signature Line *Tyler Potter*, Tyler Potter HR Manager Date 10/10/2024

Signature Line _____ Date _____

Program Prioritization for 2025-27

Agency Name:		Department of Land Conservation and Development																			
2025-27 Biennium		Agency Number: 66000																			
Program/Division Priorities for 2025-27 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	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, 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	1	DLCD	001-60 Admin	Administration	660-01 through 660-12	6	18,953,551	1,563,001	972,387	\$ 21,488,939	51	50.89	N	Y	S	ORS Chapters 197, 215, 503		POP 100 DLCD Budget Adjustments \$38,001 GF, 0.11 FTE POP 101 Repurpose CGI Grant Funds \$476,126 OF, 2.0 FTE POP 500 HH-Create GIS Capacity for Housing \$1,787,620 GF, 7.04 FTE POP 501 HH-HAPO Budget Adj & Continue Grants \$147,612 GF, -\$1,563,000 OF			
1	1	DLCD	001-61 FSD	Planning Services Division	660-01 through 660-12	6	3,596,249	1,935,190	752,925	\$ 6,284,364	14	14.00	N	Y	S	ORS Chapters 195, 197, 215, 227; 44 CFR 60.25		POP 100 DLCD Budget Adjustments \$402,303 GF, \$162,733 OF, \$281,074 FF, 3.0 FTE POP 101 Repurpose CGI Grant Funds \$631,615 OF, 2.0 FTE			
1	1	DLCD	001-62 CSD	Community Services Division	660-01 through 660-12	6	5,808,352		70,956	\$ 5,879,308	15	14.70	N	Y	S	ORS Chapters 197, 274, 197, 319 et seq., 197, 626 et seq., 197, 652 et seq., 197, 717		POP 100 DLCD Budget Adjustments \$68,096 GF, \$38,272 FF, 0.3 FTE POP 502 HH-Train Planners & Permit Reviewers \$860,305 GF, 2.64 FTE			
1	1	DLCD	001-63 OCS	Ocean and Coastal Services Division	660-01 through 660-12	6	883,228		7,910,431	\$ 8,793,659	14	14.00	N	Y	S FO	ORS Chapters 197, 215, 227, 196.405 to 196.485, 15 CFR Parts 923 and 930; 16 USC Sec 1451 et seq. & Contractual agreements with federal government	States choosing to participate in the National Oceanic and Atmospheric Administration (NOAA) program are required to submit grant applications annually.	POP 100 DLCD Budget Adjustments -\$385,023 FF, -1.0 FTE			
1	1	DLCD	001-64 HSD	Housing Services Division	660-01 through 660-12	6	3,635,723			\$ 3,635,723	9	9.00	N	Y	S	ORS Chapters 195, 197, 215, 227		POP 502 HH-Train Planners & Permit Reviewers \$472,958 GF, 1.38 FTE POP 503 HH-Increase Housing Planning TA Funding \$200,000 GF POP 505 HH-Eliminate Middle Housing Barriers \$1,881,245 GF, 0.88 FTE POP 506 HH-Track Housing Production by Program \$300,000 GF POP 508 HH-Utility Franchise Study \$300,000 GF POP 101 Repurpose CGI Grant Funds -\$1,197,741 OF POP 500 HH-Create GIS Capacity for Housing \$3,000,000 GF POP 501 HH-HAPO Budget Adj & Continue Grants \$3,000,000 GF, \$5,063,000 OF POP 502 HH-Train Planners & Permit Reviewers \$875,000 GF POP 503 HH-Increase Housing Planning TA Funding \$1,500,000 GF POP 504 HH-TA Funding for Wetlands Planning \$1,000,000 GF POP 505 HH-Eliminate Middle Housing Barriers \$2,500,000 GF POP 507 HH-Support Housing Planning in Metro UULs \$300,000 GF			
1	1	DLCD	003-02 GRANTS	General Fund Grants	660-01 through 660-12	6	5,502,894	5,731,000		\$ 11,233,894	0	0.00	N	Y	S	ORS Chapter 197, 197A					
							38,379,997	9,229,191	9,706,699	\$ 57,315,887	103	102.59									

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Department of Land Conservation and Development (DLCD)
2025-27 Biennium

Detail of Reductions to 2025-27 Current Service Level Budget											
1	2	3	4	5	6	12	13	14	15	16	
Priority (ranked most to least preferred)	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes		
						\$ -					
5%	1	1	660	003-00	Grants Program	(1,919,000)	\$ (1,919,000)	0	0.00	No	Reduction to Planning Technical Assistance grants, which provide land use planning assistance to local governments. Reduction to Housing Technical Assistance grants, which provide funding to support local government housing and urbanization-related planning projects. This would decrease the department's ability to provide needed funding assistance to local governments.
						\$ -					
10%	1	1	660	003-00	Grants Program	(1,013,910)	\$ (1,013,910)	0	0.00	No	Reduction to Planning Technical Assistance grants, which provide land use planning assistance to local governments. Reduction to Housing Technical Assistance grants, which provide funding to support local government housing and urbanization-related planning projects. This would decrease the department's ability to provide needed funding assistance to local governments.
	2	1	660	001-00	Planning Program	(905,090)	\$ (905,090)	(3)	(3.00)	No	Reduction would eliminate up to three staff positions.
						\$ -					
						\$ -					
					TOTAL	(3,838,000)	\$ (3,838,000)	(3)	(3.00)		

Target (10%) \$ (3,838,000)
Difference \$ -

Department of Land Conservation and Development (DLCD)
2025-27 Biennium

Contact Person (Name & Phone #): Brandy Nichols, 971-718-3719

Updated Other Funds Ending Balances for the 2023-25 and 2025-27 Biennia									
(a)	(b)	(c)	(d)	(e)	(f)		(g)		(j)
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or statutory reference	2023-25 Ending Balance		2025-27 Ending Balance		Comments
					In LAB	Revised	In CSL	Revised	
Limited	001-00 Planning Program	0020 Other Funds Operations	Operations	HB 5027 (2023)	297,950	297,950	163,060	163,060	Natural Hazards Mitigation Program funding from ODEM. Transportation Grant Management Program funding from ODOT. Public records requests and non-dedicated fund interest.
Limited	001-00 Planning Program	0023 Soils Assessment Fund	Operations	ORS 215.211	196,121	196,121	228,750	228,750	Historically, this fund has been under-utilized. A consistent procedure for charging staff time spent on application review work to this fund will be implemented.
Limited	003-00 Grants Program	0028 Housing Accountability and Production	Grant Fund	SB 1537 (2024)	0	1,563,000	0	0	Revised 2023-25 amount is the estimated carryover funding into the 2025-27 biennium.
Limited	003-00 Grants Program	0074 Community Green Infrastructure	Grant Fund	SB 5506 (2023)	0	5,731,000	0	0	Revised 2023-25 amount is the estimated carryover funding into the 2025-27 biennium.

Objective: Provide updated Other Funds ending balance information for potential use in the development of the 2025-27 legislatively adopted budget.

Instructions:

Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.

Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2023-25 legislatively approved budget. If this changed from previous structures, please note the change in Comments (Column (j)).

Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).

Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.

Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.

Columns (f) and (h): Use the appropriate, audited amount from the 2023-25 legislatively approved budget and the 2025-27 current service level at Governor's Budget.

Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. The revised column (i) should assume 2025-27 current service level expenditures, considering the updated 2023-25 ending balance and any updated 2025-27 revenue projections. Do not include adjustments for reduction options that have been submitted. Provide a description of revisions in Comments (Column (j)).

Column (j): **Please note any reasons for significant changes in balances previously reported during the 2023 session.**

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