STATEMENT OF JOHN BJORNSON, DIRECTOR, NORTH DAKOTA LEGISLATIVE COUNCIL, REGARDING SENATE BILL NO. 2001, JANUARY 20, 2025

Mr. Chairman and members of the Government Operations Division of the Senate Appropriations Committee:

I am here this morning appearing on Senate Bill No. 2001 on behalf of the members of the Legislative Assembly and the members of the Legislative Management to explain the budget requests for the Legislative Assembly, the Legislative Management, and the Legislative Council for the 2025-27 biennium. My presentation will follow the outline provided in the information you asked to be included in the presentation.

The Legislative Assembly is established in Article IV of the Constitution of North Dakota and North Dakota Century Code Chapters 54-03, 54-03.1, and 54-03.2. The Legislative Management and Legislative Council are established in Chapter 54-35.

The budget requests for these agencies are prepared using zero-based budgeting, meaning all amounts requested are calculated from a starting point of zero. The financial statements for the fiscal years ending June 30, 2023, and 2022, for the Legislative Assembly and Legislative Council had unqualified opinions. The Legislative Assembly had no audit findings and the Legislative Council had one finding related to an expenditure recorded in 2023 that should have been recorded in 2022. The finding was corrected.

The 2023-24 interim was a busy one for the legislative branch.

For the 2nd consecutive interim, we had a special session. The October 2023 Special Session was called by the Governor to consider legislation to implement the invalidated provisions of Senate Bill No. 2015 (2023) following the North Dakota Supreme Court decision in *Board of Trustees of The North Dakota Public Employees' Retirement System v. North Dakota Legislative Assembly.* The Legislative Assembly quickly accomplished its work in 3 days. We have continued to be involved in litigation related to the 2021 redistricting plan - one case has been resolved and the other remains on appeal at the Eighth Circuit Court of Appeals.

As a result of actions taken by the 2023 Legislative Assembly, we made various upgrades in committee rooms such as the Brynhild Haugland Room and in the chambers, including carpet replacement, refinishing of the rostrums, and replacement of chairs. In addition, we replaced legislators' computers and tablets. The Legislative Council continues to implement an upgraded bill drafting software system which will be completed this year.

As I reported last year, we continue to experience staff turnover. We onboarded 17 employees in 2024, including 3 of whom were added FTE positions, as a result of Emergency Commission approval for additional staff. The 3 FTE positions were added at the request of legislative leaders as a step toward expanding the Legislative Council staff to address policy and communications needs.

Our goals and plans for the next 2 years include retaining staff and helping them develop the expertise needed to effectively serve the legislative branch and provide institutional history as we transition to the reality of term limits. The Legislative Procedure and Arrangements Committee recommended the addition of 25 employees to address the needs of the Legislative Assembly in 3 main areas - policy, program evaluation, and information technology (IT). In addition, the plan includes additional administrative personnel to help manage the additional workload and dedicated human resources staff. A proposed organizational chart is attached as Appendix A.

LEGISLATIVE ASSEMBLY

Subdivision 1 of Section 1 of the recommended bill contains the recommended appropriation for the Legislative Assembly for the 2025-27 biennium which totals \$29,090,682 from the general fund. This amount includes \$8,451,000 of one-time funding requests from the general fund. The Legislative Assembly "ongoing" general fund request is \$2,202,836, or 12.0 percent <u>more than</u> the 2023-25 biennium "ongoing" appropriation. The amount requested is considered necessary for the organizational session and a 77-legislative-day (119-calendar-day) regular 2027 legislative session. The following schedule presents the number of legislative days for previous sessions:

Legislative Session	Legislative Days				
2023	75				
2021	76				
2019	76				
2017	77				
2015	79				
2013	80				
2011	78				
2009	79				
2007	78				
2005	76				
2003	76*				
2001	77				
1999	71				
1997	66				
*Excludes the 3 legislative days relating to the May 2003 special legislative session.					

The Legislative Assembly in 2023 provided funding for an estimated 77-legislative-day 2025 legislative session. The estimated cost per day is approximately \$95,000.

Salaries and Wages

The salaries and wages line item of approximately \$14.6 million includes funding for:

- Legislative employees' pay for the 2027 legislative session based on the 87 employees anticipated to be employed for the 2025 legislative session and 3 percent 1st year and 3 percent 2nd year salary adjustments.
- Legislators' salary of \$226 per day for a 77-legislative-day (119-calendar-day) regular session. This includes a 3 percent 1st year and 3 percent 2nd year increase. The statutory changes to provide for this increase are included in Section 6 of the recommended bill (an estimated cost of \$438,663).
- Increasing the additional compensation of \$15 per calendar day for the legislative leaders and \$10 per calendar day for chairmen of the standing committees and assistant legislative leaders by \$5 each, from \$15 to \$20 and from \$10 to \$15. The cost of this increase is \$21,778. These compensation rates were last increased by \$5 by the Legislative Assembly in 2011.
- Legislators' monthly compensation of \$610 per month for the 1st year of the biennium, an \$18, or 3 percent per month increase and \$628 per month for the 2nd year of the biennium, an \$18, or 3 percent per month increase (an estimated cost of \$98,355). The statutory changes for these increases are included in Section 6 of the recommended bill.
- Additional monthly compensation for House and Senate Majority and Minority Leaders of \$437 per month for the 1st year of the biennium, a \$13, or 3 percent per month increase; and \$450 per month for the 2nd year of the biennium, a \$13, or 3 percent per month increase (an estimated cost of \$2,724). The statutory changes for these increases are provided for in Section 6 of the recommended bill.
- Health insurance coverage for 133 legislators, the same number as the 2023-25 biennium. Current information indicates 127 legislators have requested health insurance.

Operating Expenses

The operating expenses line item of approximately \$14.0 million includes funding for:

- Legislators' travel costs for 18 trips at 67 cents per mile during the 2027 regular session and one trip for the 2026 organizational session. The mileage rate currently is 70 cents per mile.
- Lodging costs for 125 legislators for 4 months during the 2027 legislative session at an estimated reimbursement rate of \$2,079 per month. The reimbursement rate for the 2025 legislative session is \$2,022. The budget includes an additional \$112,163 relating to lodging.
- Contribution of \$15,000 annually to the International Legislator's Forum (Manitoba, Minnesota, North Dakota, and South Dakota).
- IT data processing of \$76,800, an increase of \$23,460 compared to the 2023-25 biennium. The increase relates to increases in the amounts ITD charges for ConnectND fees.
- IT software costs of \$870,348, an increase of \$327,408 which relates to increased maintenance and support of the LEGEND bill drafting software and Microsoft 365 software increases.

- Other IT-related operating expenses, including consulting, supplies, equipment, and telecommunications total \$1,201,598, an increase of \$168,282. Of the increase, \$96,480 relates to increases in consulting services, a portion of which relates to making the legislative branch website more accessible for people with disabilities as required by a change in federal law.
- Service contracts and repairs total \$665,720, an increase of \$93,637. These costs relate primarily to video streaming, archiving, indexing, and closed captioning of committee meetings and chamber sessions.
- One-time funding of \$8,451,000 is included in operating expenses for upgrading chamber lighting, chamber accessibility upgrades, digital document certification, and continuing the LEGEND computer system upgrade.

Capital Assets

The capital assets line item of \$226,000 includes \$6,000 of ongoing funding for unexpected equipment replacement needs during the 2025-27 biennium and \$220,000 for enhancing video stream quality and increasing storage capacity for audio and video.

National Conference of State Legislatures

The National Conference of State Legislatures (NCSL) line item of \$306,172 is an increase of \$23,102, or 8.2 percent from the 2023-25 biennium budget of \$283,070. This represents North Dakota's contribution to NCSL.

2023-25 Biennium One-Time Funding

For the current biennium, the Legislative Assembly received \$6,129,550 of one-time funding for the 2023 special session, chamber upgrades, including woodwork refinishing and replacement of carpet and chairs; replacing computers and iPads for legislators; the LEGEND computer system upgrade, and increased storage capacity for audio and video. All projects have been completed, except the LEGEND upgrade project is continuing into the 2025-27 biennium.

LEGISLATIVE MANAGEMENT AND LEGISLATIVE COUNCIL

Subdivision 2 of Section 1 of the recommended bill contains the appropriation for the Legislative Management and Legislative Council for the 2025-27 biennium which totals \$28,580,511, of which \$28,492,511 is from the general fund and \$88,000 is from the insurance regulatory trust fund. This amount includes \$655,000 of one-time funding requests. Ongoing funding from the general fund is \$8,702,802, or 45 percent more than the 2023-25 biennium ongoing general fund appropriation.

The \$88,000 from the insurance regulatory trust fund is for expenses relating to legislator involvement with the National Conference of Insurance Legislators

The Legislative Council is requesting 70 FTE positions, 25 FTE positions more than the 2023-25 biennium. The organizational chart reflecting the current staff structure is attached as Appendix B. The Emergency Commission/Budget Section authorized 3 new FTE positions in September. We currently have 1 vacant FTE position that became vacant in early January. Information on vacant positions and use of the new and vacant FTE pool is attached as Appendix C.

Salaries and Wages

The salaries and wages line item of approximately \$23.3 million includes funding for:

- 45 FTE positions authorized by the 2023 Legislative Assembly, 3 FTE positions authorized by the Emergency Commission/Budget Section, and 22 additional positions being requested. The additional funding being requested for the 25 new FTE positions totals \$6,023,296 including \$5,590,796 for salaries and wages and \$432,500 for operating expenses, \$375,000 of which is for one-time costs. See Appendix D for additional detail on the new positions.
- The 4 percent 1st year and 3 percent 2nd year state employee salary increase as recommended by Governor Burgum.
- Health insurance premiums based on a monthly premium of \$1,893.
- Temporary employees' pay for the 2027 legislative session.
- Legislators' per diem for interim meetings of \$1,080,438, \$5,851 more than the 2023-25 budgeted amount. This request is based on the same number of committees budgeted for the 2023-24 interim and assumes an 87 percent attendance rate at committee meetings. The budgeted amount includes a proposed increase for legislators' interim meeting pay of 3 percent the 1st year and 3 percent the 2nd year from the current level

of \$213 per day to \$219 per day effective July 1, 2025, and \$226 per day effective July 1, 2026 (an estimated cost of \$39,844). These increases are provided for in Section 7 of the recommended bill.

- The additional pay for interim committee chairman, which is requested to increase from \$5 per day to \$10 per day (an estimated cost of \$728). This increase is also provided for in Section 7 of the recommended bill. This rate of pay has not been changed since 1985, when it was increased from \$3 to \$5 per day.
- Similar to the classification system for the executive branch and the compensation step system for the judicial branch, the Legislative Council has a session retention program. The program is intended to retain key staff members for legislative sessions by providing step-type increases for completing a legislative session. The program started after the 2019 session. Although over the last year we have lost some key staff members, we feel this system helps to encourage staff to continue to work for the legislative branch. We have some very talented employees who are attractive targets for other employers. We need to retain them.

Operating Expenses

The operating expenses line item of approximately \$5.0 million includes funding for:

- Travel expenses relating to meetings during the interim of \$1,591,071, which is \$7,047 more than the 2023-25 budget. The funding request is based on the same number of committees budgeted for the 2023-24 interim and assumes an 87 percent attendance rate at committee meetings. Funding for mileage reimbursement is included at a rate of 67 cents per mile. The current rate is 70 cents per mile.
- Dues of \$38,400 paid annually to the Energy Council, the same as the 2023-25 biennium.
- Professional services of \$770,000, an increase of \$500,000 compared to the 2023-25 budget. The \$770,000 includes funding for consulting services to assist with interim committee studies when required and other potential services, \$8,000 for contracting for the Legislative Council audit, and \$20,000 for contracting for the State Auditor's office audit.
- IT-related costs of \$1,728,918, which is an increase of \$248,815 primarily due to software licensing and support cost increases, ConnectND fee increases paid to ITD, and website accessibility improvements for individuals with disabilities due to federal requirements.
- Professional development for 23 of the 25 new positions of \$57,500.
- One-time funding of \$375,000 is included in operating expenses for furniture and IT equipment for the 25 new FTE positions.
- Other operating expenses changes are based on the Office of Management and Budget's guidelines as they are applicable, and anticipated needs in other areas.

Capital Assets

The capital assets line item of \$286,000 includes \$6,000 for unanticipated equipment replacement needs during the 2025-27 biennium and one-time funding of \$280,000 for tape library and video encoder hardware replacement.

2023-25 Biennium One-Time Funding

For the current biennium, the Legislative Council received one-time funding of \$775,500 for a performance audit of the State Auditor's office, computer replacement for the staff, and replacement of backup servers. These projects are all complete.

OTHER AREAS

Sections 4 and 5 of the bill relate to authorizing line item transfers as necessary and the cancellation of previous unspent appropriations.

RELATED BILLS

Other bills under consideration which may affect the budget of the legislative branch include:

- Senate Bill No. 2187, which increases the in-state lodging rate for state employees and legislators;
- House Bill No. 1257, which requires a 5-day organizational session; and
- House Bill No. 1408, which provides for annual legislative sessions.

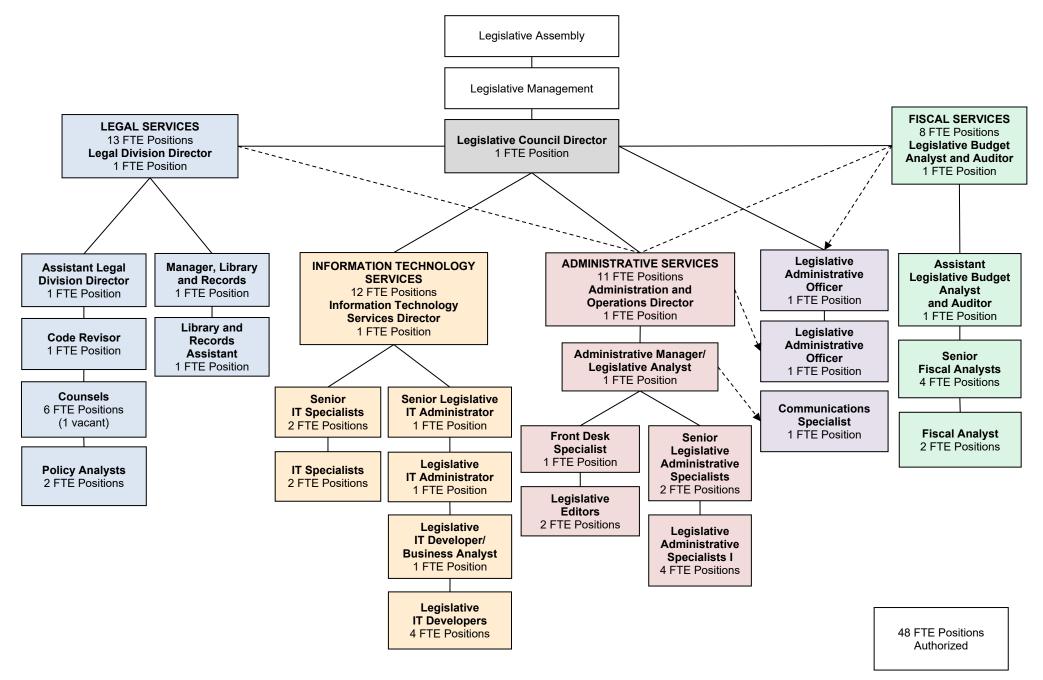
CURRENT AND PROPOSED NORTH DAKOTA LEGISLATIVE COUNCIL POSITIONS

Legislative Council Director Information Technology Services Director Administration and Operations Director Legal Division Director Policy and Evaluations Director Legislative Budget Analyst and Auditor Administrative Manager/Legislative Analyst Assistant Legal Policy Analyst* Assistant Legislative Budget Senior Assistant Information Legislative IT **Technology Manager Division Director** Analyst and Auditor Administrator Communications Specialist* Policy Analyst* Senior Fiscal Analyst Code Revisor Senior Information Legislative IT **Technology Specialist** Front Desk Specialist **Policy Analyst** Administrator Senior Fiscal Analyst Counsel Senior Information Front Desk Specialist **Technology Specialist** Legislative IT Policy Analyst Senior Fiscal Analyst Counsel Developer/ Information **Business** Senior Legislative Administrative Specialist **Policy Analyst** Counsel **Technology Specialist** Senior Fiscal Analyst Analyst Senior Legislative Administrative Specialist **Program Evaluator** Legislative IT Information Counsel **Fiscal Analyst** Developer **Technology Specialist** Legislative Administrative Specialist I **Program Evaluator** Counsel Legislative IT Information **Fiscal Analyst** Developer **Technology Specialist** Legislative Administrative Specialist I **Program Evaluator** Counsel **Fiscal Analyst** Legislative IT Web Platform Legislative Administrative Specialist I **Program Evaluator** Developer Counsel Administrator Senior Legislative Legislative Administrative Specialist I Legislative IT Administrative Officer Cybersecurity Library and Records Developer Specialist Manager Legislative Administrative Specialist I Legislative Administrative Officer Legislative IT **Applications Support** Library and Records Developer Specialist Assistant Legislative Editor Legislative Editor Human Resources Specialist **Applications Support** Legislative Editor Legislative Editor Specialist * Proposed positions include three positions approved by the Emergency Commission in September and temporarily funded with existing funds.

45 Current - Listed in Color 25* Proposed - Listed in White

APPENDIX B

LEGISLATIVE COUNCIL ORGANIZATIONAL CHART



	LEGISLATIV	E COUNCIL N	NEW AND \	ACANT FTE PC	OOL REPORT TH			024	y 2025
C							eneral Fun		
Summary	I				New FTE		/acant FTI	E	Total
Funding available in p		ing now ETE			\$243,000		\$236,137		\$479,137
Amount transferred to Amount transferred to		-	acant ETE		(209,000)		0		(209,000
Other amounts transfe		-					0		(
Funding remaining in		2			\$34,000		\$236,137	<u> </u>	\$270,137
								=	
New FTE Number of new FTE au	uthorized			1.00					
				FTE	General Fund	0	ther Fund	ls	Total
Funding removed for New FTE					(\$270,000)				(\$270,000)
New FTE hired and am	nounts transf	ferred from	pool	1.00	209,000			_	\$209,000
Excess transfer (balan	ce remaining	g)			(\$61,000)		\$0		(\$61,000)
Number of new FTE h	ired and am	ounts transf	erred from	n pool:					
Year 1	FTE	From Pool		Year 2	FTE	From Pool			
July		\$0		July		\$0			
August		\$0		August		\$0			
September		\$0		September		\$0			
October		\$0		October		\$0			
November		\$0		November		\$0			
December		\$0		December		\$0			
January		\$0		January					
February	1.00	\$0		February					
March		\$0		March					
April		\$209,000		April					
May		\$0		May					
June		\$0		June					
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APPENDIX C

North Dakota Legislative Council

Prepared for the Legislative Procedure and Arrangements Committee LC# 25.9282.01000 July 2024

LEGISLATIVE COUNCIL PROPOSED STAFF EXPANSION -POSITION DESCRIPTIONS AND COMPENSATION

This memorandum provides information regarding the duties and compensation levels for the positions proposed to be added to the Legislative Council during the 2025-27 and 2027-29 bienniums. The proposed additional positions will be added under the legal services, fiscal services, information technology services, and administrative services and operations areas of the Legislative Council.

DESCRIPTION OF ADDITIONAL STAFF POSITIONS Legal Services Positions

Legal Counsel

Legislative Council

An individual in this position will serve as the primary contact on an assigned portfolio of statutory topics; draft and review bills, resolutions, amendments, and memorandums; conduct general and specialized legal research; prepare reports and analysis on findings; provide staff services to interim committees; provide testimony and procedural assistance to standing committees; analyze legal documents and provide legal counsel; interpret and provide guidance on legislative rules; and supervise legislative interns.

One individual in 2025, and one individual in 2027, are proposed to be added for this position.

Policy Analyst

An individual in this position will research, analyze, and develop policy proposals for legislators upon request, prepare summaries of bills and amendments, prepare information requests, draft reports and data visualizations, produce source materials to add to the Legislative Council's website, prepare title summaries, and assist in staffing interim and standing committees.

Six individuals in 2025, and four individuals in 2027, are proposed to be added for this position.

Policy Director

An individual in this position will supervise a team of 10 policy analysts to ensure comprehensive research and analysis is provided to legislators, coordinate and oversee the addition of policy and research source materials to the Legislative Council's website, draft strategic reports, and provide occasional testimony and presentations to interim and standing committees.

One individual in 2027 is proposed to be added for this position.

Legislative Editor

An individual in this position will review and edit bills, resolutions, amendments, meeting minutes, reports, memorandums, and other documents prepared by Legislative Council's legal and fiscal staff for consistency in tone, style, grammar, and readability. This individual also will support the Code Revisor by assisting in the review of North Dakota Century Code volumes scheduled for replacement and the review of subject indexes and Session Law indexes during the legislative session.

Two individuals in 2025, and one individual in 2027, are proposed to be added for this position.

Human Resources Specialist

An individual in this position will support Legislative Council and Legislative Assembly employee recruitment and retention efforts, onboard new employees, assist with payroll and benefits administration, and maintain accurate human resource records.

One individual in 2025 is proposed to be added for this position.

Human Resources Manager

An individual in this position will supervise the human resource specialist, develop and implement policies to attract and retain a skilled Legislative Council and Legislative Assembly workforce, assist with onboarding new employees, foster a positive workforce culture, address employee grievances, assist in staff performance management, and monitor labor laws to provide guidance to managers on hiring and termination regulations.

One individual in 2027 is proposed to be added for this position.

Fiscal Services Positions

Fiscal Analyst An individual in this position will conduct budget analyses; monitor state revenues and state agency budgets; prepare budget-related memorandums, reports, bills, and amendments; and staff the appropriations committees during the legislative session and budget-related committees during the interim.

One individual in 2025, and one individual in 2027, are proposed to be added for this position.

Program Evaluator

An individual in this position will conduct evaluations of state-operated programs, including designing and planning evaluations, reviewing program policies and procedures, collecting and analyzing data, assessing program results and outcomes, and reporting findings and recommendations.

Four individuals in 2025, and one individual in 2027, are proposed to be added for this position.

Program Evaluations Director

An individual in this position will have management authority over five program evaluators and will conduct, oversee, and supervise evaluations of state-operated programs, including designing and planning evaluations, reviewing program policies and procedures, collecting and analyzing data, assessing program results and outcomes, and reporting findings and recommendations.

One individual in 2027 is proposed to be added for this position.

Accounting Specialist

An individual in this position will assist in payroll, accounting, financial reporting, and budget preparation for the Legislative Assembly and the Legislative Council.

Two individuals in 2027 are proposed to be added for this position.

Information Technology Services Positions

Website Platform Administrator

An individual in this position will manage the design, enhancement, development, and support of website applications, Legislative Council's public website, and mobile software applications; oversee platform performance; and implement updates to maintain dependable functionality.

One individual in 2025 is proposed to be added for this position.

Cybersecurity Specialist

An individual in this position will design, monitor, and support information technology infrastructure, endpoint, and business application security; conduct vulnerability assessments; ensure compliance with industry standards; and respond to security-related issues or incidents.

One individual in 2025 is proposed to be added for this position.

Application Support Specialist

An individual in this position will design and test legislative information technology applications, including manual and automated application unit, system integration, regression, performance, usability, security, and functional testing.

Two individuals in 2025 are proposed to be added for this position.

Assistant Information Technology Manager

An individual in this position will assist the information technology manager in overseeing application development, server administration, and information technology specialist staff; manage various ongoing information technology projects; and onboard new staff.

One individual in 2025 is proposed to be added for this position.

North Dakota Legislative Council

Information Technology Specialist

An individual in this position will administer business applications; provide user support and training to legislators, Legislative Council staff, and Legislative Assembly staff on desktops, mobile devices, and information technology systems; provide audio and video support; conduct troubleshooting on server issues; and provide installation, maintenance, and support for numerous systems and the applications that run on those systems.

One individual in 2025, and one individual in 2027, are proposed to be added for this position.

Legislative Information Technology Developer

An individual in this position will perform information technology business application analysis, design, and development for the legislative branch; create new information technology business processes and applications; create enhancements to existing information technology business processes and applications; and research and evaluate new development tools and libraries, and apply industry best practices and principles, to software development work.

One individual in 2025, and three individuals in 2027, are proposed to be added for this position.

Business Analyst

An individual in this position will work closely with developer and server administration staff to analyze business processes and procedures to translate business needs into information technology solutions by formulating requirements for software application systems.

One individual in 2027 is proposed to be added for this position.

Server Administrator

An individual in this position will perform information technology security, server, and infrastructure administration; support and training for the legislative branch; installation, maintenance, and technical support for server systems and the applications that run on those systems; and ensure backup and disaster recovery plans are in place.

Two individuals in 2027 are proposed to be added for this position.

Information Technology Trainer

An individual in this position will design, implement, and conduct technology training for legislators, Legislative Council staff, and Legislative Assembly staff; provide training and assistance to the public on legislative technology systems and applications; evaluate the effectiveness of training programs; and assist the information technology specialist staff.

One individual in 2027 is proposed to be added for this position.

Administrative Services and Operations Positions

Front Desk Specialist

An individual in this position will answer phones; greet walk-ins; pick up, drop-off, and distribute mail; sort and scan office documents and assist in the long-term archiving and document storage project; cover lunches, breaks, and time off for the other receptionist; and eliminate the need to hire a temporary receptionist from October through May of session years, which is becoming increasingly more difficult.

One individual in 2025 is proposed to be added for this position.

Administrative Specialist I

An individual in this position will proofread and process documents, including letters, notices, agendas, meeting minutes, memorandums, bills, amendments, and administrative rules; conduct post-session processing duties to codify passed legislation; scan documents and assist in the long-term archiving and document storage project; and maintain website and database content.

One individual in 2025, and two individuals in 2027, are proposed to be added for this position.

Communications Specialist

An individual in this position will develop and implement communication plans with stakeholders in the legislative branch, write and issue press releases, manage media relations, respond to requests for information including open records requests, and develop and implement communication approaches and monitor effectiveness.

One individual in 2025 is proposed to be added for this position.

Communications Specialist - Graphic Designer

An individual in this position will supplement the other communications specialist position; create images for the website and other media; and design visual aids, booklet covers, report covers, newsletters, digital signage, posters, and informational brochures.

One individual in 2027 is proposed to be added for this position.

Webmaster

An individual in this position will maintain, develop, and organize website pages, views, and content; monitor the website for broken links; fix error codes; run updates and migrations; and ensure Americans with Disabilities Act compliance of content and format.

One individual in 2027 is proposed to be added for this position.

COST OF ADDITIONAL STAFF POSITIONS

The following table provides the estimated salary range for each of the positions proposed to be added to the Legislative Council staff in 2025-27 and 2027-29 bienniums.

Additional Positions Proposed for 2025 and 2027								
Number		Position Title	Solony Bongo					
2025	2027	Position Title	Salary Range					
	Legal Services Positions							
1	1	Legal Counsel	\$90,000 - \$105,600					
6	4	Policy Analyst	\$64,800 - \$85,800					
	1	Policy Director	\$85,000 - \$105,000					
2	1	Legislative Editor	\$48,200 - \$59,400					
1		Human Resources Specialist	\$64,800 - \$79,200					
	1	Human Resources Manager	\$86,400 - \$105,600					
	Fiscal Services Positions							
1	1	Fiscal Analyst	\$85,000 - \$105,600					
4	1	Program Evaluator	\$64,800 - \$85,800					
	1	Program Evaluations Director	\$85,000 - \$105,000					
	2	Accounting Specialist	\$49,500 - \$60,500					
Information Technology Services Positions								
1		Website Platform Administrator	\$81,000 - \$99,000					
1		Cybersecurity Specialist	\$81,000 - \$99,000					
2		Application Support Specialist	\$64,800 - \$79,200					
1		Assistant Information Technology Manager	\$124,200 - \$151,800					
1	1	Information Technology Specialist	\$54,000 - \$72,600					
1	3	Legislative Information Technology Developer	\$64,800 - \$85,800					
	1	Business Analyst	\$81,000 - \$99,000					
	2	Server Administrator	\$75,600 - \$92,400					
	1	Information Technology Trainer	\$54,000 - \$66,000					
Administrative Services and Operations Positions								
1		Front Desk Specialist	\$45,000 - \$52,800					
1	2	Administrative Specialist I \$45,000 -						
1		Communications Specialist	\$54,000 - \$66,000					
	1	Communications Specialist - Graphic Designer	\$64,800 - \$79,200					
	1	Webmaster	\$64,800 - \$79,200					

The total estimated cost of adding 25 staff members in 2025 is approximately \$6 million. The total estimated cost of adding an additional 25 staff members in 2027 is approximately \$6 million. These estimates are inclusive of all costs, including salary, benefits, training, and equipment.