

Section 7: Budget

a. Budget Detail and reasonableness of costs

See the attached budget spreadsheet for MPCA costs budgeted in budget categories, per EPA guidance. The following narrative is a detailed description of subawards used to implement each measure, with a focus on reasonableness of costs and expenditure of funds.

Total proposed budget is \$385,593,491.

Measure 1) *Leverage Minnesota Housing Finance Agency's financing processes to deeply decarbonize existing and new construction affordable multifamily, single family, and manufactured housing.*

Total budget for measure 1 is \$100,000,000, which is 26% of the total proposed budget.

Measure 1 will be implemented through a subaward to Minnesota Housing from MPCA. Per EPA instructions, this subaward to Minnesota Housing is listed as a single line on the budget spreadsheet. This narrative describes the anticipated details of the subaward by category, which may change based on final award details. The budget detail of the subaward was developed in collaboration with Minnesota Housing to reflect how the agency administers its financing programs. The table below describes each budget category.

Detailed Description	Total cost for 5 years. Costs are split evenly over 5 years.
Personnel and fringe Total in two categories - \$6,676,720 Note: Fringe rate of 31.7% covers FICA, retirement contributions, and insurance for Minnesota Association of Professional Employees (MAPE) staff. Fringe rate of 27.6% covers FICA, retirement contributions, and insurance for Middle Management staff.	
3 New MAPE FTEs to pay for Climate Policy staff assigned to lead three project categories – multifamily, single family and capacity building. MAPE fringe rate is 31.7% including FICA, retirement, and insurance.	\$1,837,735
2 MAPE FTEs to pay for existing multifamily staff to implement programs. MAPE fringe rate is 31.7% including FICA, retirement, and insurance.	\$1,225,190
2 MAPE FTEs to pay for existing single family staff to implement programs. MAPE fringe rate is 31.7% including FICA, retirement, and insurance.	\$1,225,190
3 middle manager FTEs to pay for existing management staff across the agency to oversee program administration. Middle Management fringe rate is 27.6% covering FICA, retirement, and insurance.	\$2,388,555
Equipment - \$3,323,280	
Operating costs, including technology systems to offer and track climate-focused programs	\$3,323,280
Supplies - \$5,000,000	
Marketing and communications including supplies, printing, mailing products to community partners, and costs associated with marketing at community events	\$5,000,000

Other - \$85,000,000	
Multifamily decarbonization investments: going to project support costs for multifamily projects	\$70,000,000
Single family decarbonization investments: going to project support costs for single family projects	\$14,000,000
Capacity building and technical assistance, covering both organizational and intermediary capacity building	\$1,000,000
Total	\$100,000,000

Measure 1 costs in the other category align directly with the three programs of work – multifamily decarbonization, single family decarbonization, and capacity building. The staffing is associated with running each of these parts of the program. Supplies and equipment are estimates of what it will cost to directly support the proposed programs.

Measure 1 – reasonableness of costs. Minnesota Housing determined the number and type of FTEs needed to run the RFPs and programs proposed in the work plan based on staffing levels of existing programs. All personnel and fringe costs for this measure were developed using average payroll costs for fiscal year 2024 in each category. MAPE employees are covered by MAPE union contracts with prescribed pay scales. Middle management employees have their own category of pay scales. These personnel and fringe costs were calculated in the same manner that Minnesota Housing calculates fiscal notes for legislative appropriations.

Equipment and supply costs were estimated based on Minnesota Housing expertise on how much it costs to run the types of funding programs and program additions proposed in the world plan narrative.

The other category – including decarbonization investments in multifamily, single family, and capacity-building – were estimated using Minnesota Housing expertise about programs costs along with estimates of decarbonization design, technology, and construction costs. These budget estimates were used to provide the estimated number of projects and housing units covered by each investment.

Measure 2) *Leverage the Department of Commerce’ Weatherization Assistance Program by establishing a set of manufactured homes decarbonization programs to address current barriers and allow for focused efforts to weatherize, electrify, and/or replace homes.*

Total budget for measure 2 is \$75,890,104, which is 20% of the total proposed budget.

Measure 2 will be implemented through a subaward to Commerce from MPCA. Per EPA instructions, this subaward is listed as a single line subaward to Commerce on the budget spreadsheet. This narrative describes the details of the subaward by category. The budget detail of the subaward was developed in collaboration with Commerce and key community collaborators. The table below describes each budget category.

Detailed description	Total cost for 5 years
Personnel - \$2,404,232	
Manufactured Home Project Manager 1 FTE, 5 years, starting salary of \$119,000/year, 3% annual salary increase	\$631,788
Project Staff 2 FTE, 5 years, starting salary of \$80,000 w/ 3% salary increases	\$849, 461
Grants & contracting staff 1 FTE, 5 years, starting salary of \$70,000, w/ 3% salary increases	\$371, 640

Office Director 0.1 FTE, 5 years, starting salary of \$150,000, w 3% salary increases	\$79,638
Unit Director 0.1 FTE, 5 years, starting salary of \$120,000 w/ 3% salary increases	\$63,710
Monitoring & Evaluation 1 FTE, 4 years, starting salary of \$98,000 w/ 3% salary increase	\$409,995
Fringe - \$721,870	
Fringe for all full-time salaries listed above. Fringe rate is 30% and covers FICA, retirement contributions, and insurance	\$721,870
Travel - \$80,000	
In-state travel - estimate for \$350/overnight * 10/year. Includes lodging, mileage @0.67/mile, and per diem	\$17,500
Instate travel - no overnight. Includes mileage @0.67/mile and per diem; split evenly among years	\$17,500
Outstate travel - estimate \$3,000/trip *2/year. Includes lodging, transportation, and per diem	\$60,000
Employee development, \$3000/year. Covers conference and training fees for development opportunities related to decarbonizing manufactured homes	\$15,000
Supplies - \$645,800	
Computer Services, Rent, Supply costs, etc. associated with each employee. Calculated as \$25,000/employee plus estimated increases.	\$645,800
Contractual - \$71,149,000	
Tribal & Resident-owned communities (ROC). Contracts for weatherization, including appliance replacement (1200 homes @\$23,000, including 700 homes in ROCs and 500 homes in Tribal communities). Split evenly over 5 years	\$27,000,000
Tribal and Resident-owned communities. Revolving mortgage fund for home replacement (100 homes@\$149,000) replacing pre-1977 homes or FEMA trailers with energy-efficient homes. Split evenly over 5 years.	\$14,900,000
Resident-owned communities: Contract for community-scale geothermal (3 communities @\$1,400,000). 1 project each in years 2, 3, and 4	\$4,200,000
Other LIDAC communities. Contract for basic weatherization blitzes serving 4,000 homes in 70 manufactured home parks in Justice40 tracts (including personnel & fringe for coordinating and implementing outreach blitzes; basic weatherization supplies; travel; and printed and digital materials) and for providing supplemental coordination and support to workforce development, weatherization, and renewable energy implementation efforts outside resident-owned communities. Year 1 starts at \$380,000 and each year after annual cost increases \$10,000/year. Covers all 5 years.	\$2,000,000
Tribal communities. Contracts to manage engagement, coordination of energy audits, weatherization & appliance replacement, home replacement, and renewable energy deployment. Split evenly over 5 years.	\$1,500,000
Tribal communities. Contracts for workforce development coordination. Split evenly over 5 years.	\$1,500,000
Resident-owned communities. Contract to manage engagement, workforce development, coordination of energy audits, weatherization & appliance	\$7,084,000

replacement, home replacement, and renewable energy deployment. Split evenly over 5 years.	
Tribal & resident-owned communities. Contract for training weatherization contractors, sub-contracting with social services to provide wrap-around services, vetting contractors, identifying community action partnership (CAP) partners, and quality control (13 trainings @\$200,000). \$800,000 in year 1. \$800,000 in year 2. \$600,000 in year 3. \$600,000 in year 4. \$200,000 in year 5.	\$3,000,000
Resident-owned communities. Revolving line of credit to place homes in advance of demolishing pre-1977 homes. \$3,000,000 all in the first year.	\$3,000,000
Indirect Costs - \$887,202	
Commerce statewide indirect cost rate 18%. Calculated based as a percentage of salaries+fringe+the first \$25,000 of each contract	\$887,202
Total	\$75,890,104

Measure 2 – Reasonableness of costs. The number and type of FTEs were determined by Commerce management, based on the work outlined in the work plan, contract management, measurement/reporting requirements, and experience with existing, similar programs. All personnel and fringe costs for this measure were developed using the relevant salary schedules for each category of employee, starting in middle range, and assuming a 3% salary increase per year. Fringe costs were calculated using the Commerce standard fringe rate multiplied by all personnel salary costs.

Estimates for contract costs for delivering each part of the measure align with program descriptions in the work plan narrative and are referenced in detail in the cost table above for clarity. The priorities for funding and costs were determined through a collaborative process with Commerce management, community-based groups who organize in and work with manufactured home communities, community-based clean energy groups, tribal partners (including tribal colleges), and businesses that provide relevant services and/or technologies.

Measure 3) *Decarbonize and improve buildings in which the State of Minnesota houses people to reduce GHG emissions and create healthier living situations.*

Total budget for measure 3 is \$70,027,338, which is 18% of the total proposed budget.

Measure 3 will be implemented through a subaward to the Department of Administration (Admin). Per EPA instructions, this subaward is listed as a single line subaward to Admin on the budget spreadsheet. This narrative describes the details of the subaward by category. Admin is the Agency responsible for facilities across the State of Minnesota Enterprise. The budget costs were developed in collaboration with MPCA staff and Admin staff.

Detailed description	Total cost for 5 years
Personnel - \$146,238	
Energy Manager 0.25 FTE, 5 years, starting salary of \$90,848, 3% annual salary increases	\$146,238
Fringe - \$58,495	
Fringe calculated with 40% rate on salary. Covers FICA, retirement, and insurance benefits	\$58,495

Travel - \$5,738	
Stillwater - 3 Trips (pre-bid, kick-off, data gathering meeting), mileage @0.67/mile, meals	\$706
St. Peter - 3 Trips (pre-bid, kick-off, data gathering meeting), mileage @0.67/mile, lodging, meals	\$1,508
Luverne - 3 Trips (pre-bid, kick-off, data gathering meeting), mileage @0.67/mile, lodging, meals	\$2,064
Fergus Falls - 3 Trips (pre-bid, kick-off, data gathering meeting), mileage @0.67/mile, lodging, meals	\$1,459
Contractual - \$69,816,868	
Stillwater Correctional Facility Construction. Ground source heat pumps and onsite solar to replace an aging natural gas boiler system. Air handler(s), additional economizing and heat exchanging of exhaust and intake, and full digital controls to replace and expand on the existing pneumatic control system. Budgeted in year 4.	\$35,000,000
St Peter State Hospital Design and Construction. More efficient boilers, ground source heat pumps, air handler(s), additional economizing and heat exchanging of exhaust and intake, and full digital controls. Budgeted in year 4.	\$17,076,868
Fergus Falls Veterans Home Design and Construction. Ground source heat pump, air handler(s), additional economizing and heat exchanging of exhaust and intake, and full digital controls	\$11,500,000
Luverne Veterans Home Design and Construction. Ground source heat pump, air handler(s), additional economizing and heat exchanging of exhaust and intake, and full digital controls	\$6,000,000
Building Operation Certificate training. 30 people/year for 5 years. 150 total people trained. \$1,600/person trained	\$240,000
Total	\$70,027,388

The bulk of costs in the measure 3 budget support four projects to decarbonize buildings in which the State of Minnesota houses people, which includes both contractual costs and travel costs associated with each project. Additional contractual costs are for training that will enable 150 people to gain building operator certification to support effective operation of buildings constructed with technologies to reduce GHG emissions. The 0.25 FTE is for an energy manager to liaison with each of the proposed projects. Other staff costs for the projects are covered under normal Admin staffing for managing enterprise construction projects.

Measure 3 reasonableness of costs. The need for 0.25 FTEs was based on the expertise of the Director Office of Enterprise Sustainability who partners closely with Admin RECS to bring sustainability measures into state facility construction. Personnel and fringe costs for this measure were developed using the relevant salary schedules and assuming a 3% salary increase per year. Fringe costs were calculated using the Admin standard fringe rate multiplied by all personnel salary costs.

Travel costs were calculated assuming three trips to each project site – Stillwater, St Peter, Luverne, and Fergus Falls – using standard lodging, mileage, and meal reimbursement (per diem) rates.

Estimates for the contract costs for each project were developed based on project scope, building size, building age, and expertise of Admin RECS and the OES. In the case of the two Veteran Home projects, the team looked at a similar project to further refine costs.

Measure 4) *Building on Commerce' pilot Energy Navigator Program, pairing with City and Tribal efforts across the state, localize, scale, and sustain equitable residential decarbonization by working with a coalition of two state agencies, 20 community-based organizations, eight local governments and three Tribal governments as part of a collective impact approach to REACH every home in our state.*

Total budget for Measure 4 is \$137,703,724, which is 36% of the total proposed budget.

The measure 4 budget costs were developed collaboratively among MPCA staff and management, Commerce staff and management, and sustainability staff from each of the coalition governments.

The following are budget costs for MPCA. Further details on MPCA costs are in the attached spreadsheet.

Personnel - \$916,092

- \$451,277. Communications, MPCA 1 FTE, mid-level, annual salary increase of 3%, starting salary of \$85,000
- \$464,815. Cohort learning & technical assistance, MPCA Planner Principal, 14L, 1 FTE, annual salary increases of 3%, starting salary of \$87,550

Fringe - \$311,471

- \$153,434. Communications, 1 FTE, mid-level, fringe rate of 34% covers FICA, retirement, and insurance
- \$158,037. Cohort learning & technical assistance, 1 FTE, fringe rate of 34% covers FICA, retirement, and insurance

Travel - \$8,135

- \$3,790. 4 people to annual convening, 2 times outside Twin Cities metro. 8 nights lodging @\$150/night, mileage @0.67/mile, per diem 8 days @ \$45/day
- \$4,345. MPCA staff trips to visit coalition governments, 10 trips total, lodging @\$150/night, mileage at 0.67/mile, per diem @\$45/day

Contractual - \$1,865,000

- \$80,000. Contract for Davis-Bacon small contractor compliance stakeholder process, all costs in first year
- \$1,350,000. Contract for 3 cohorts of 25 for training in clean energy, home energy, and/or energy navigator workforce with wrap-around services, includes stipend for participants. \$450,000/contract
- \$435,000. Contract for REACH communications campaign design, website, and paid advertising. \$175,000 in first year for campaign development and website development + paid advertising. \$65,000 for subsequent 4 years for paid advertising

Indirect - \$374,407

- \$374,407. MPCA (Salary+Fringe)*30.5% fringe rate

Other - \$134,228,519 (includes MPCA costs plus all subawards in table below)

MPCA will manage the following budget costs in the other category.

- \$1,500,000. Davis Bacon small contractor compliance recommendations implementation, all funding allocated in the first year
- \$9,000. Printing for 4 annual stock-take convenings. \$3,000 in the first year. \$2,000 in each of 3 years after
- \$24,000. Space rental and catering for 4 annual stock-take convenings. \$6,000/event. 4 events.
- \$25,000,000. Funding for second cohort of local and Tribal governments for staff and program implementation. All funding allocated in second year.

The table below details the rest of the costs in the “other” category, which are subawards under measure 4. These subawards go to Commerce as well as local and Tribal governments in the coalition.

Detailed description	Cost for 5 years
Other – subawards to Commerce and coalition governments.	
Subaward to Commerce: REACH Program Coordinator 1 FTE, including salary, fringe and other personnel costs. SPA Principal 14L, \$165,641 first year cost. 3% annual increases assumed.	\$879,411
Subaward to Commerce: Energy Navigator Program Coordinator, 0.5 FTE, including salary, fringe, and other personnel costs, SPA Principal 14L. First year cost \$82,821, assume annual increase of 3%	\$439,705
Subaward to Commerce for Energy Navigator Travel. 2 trips/year for 10 trips total. 1 night lodging/trip @\$150/night. Mileage @0.67/mile, Per diem 2 days/trip @\$45/trip	\$4,400
Subaward to Commerce: Energy Navigator staff at CBOs (20 CBOs, \$75,000/year), RFP process to award to CBOs	\$7,500,000
Subaward to Commerce: one time implementation grant for Energy Navigator activities, 20 CBOs, \$50,000/CBO. All allocated in the first year	\$1,000,000
Subaward to Commerce: Indirect costs. Calculated as 18% (salary + Fringe+other personnel costs+ travel costs + the first \$25K of each contract).	\$328,230
Subaward to Crookston. 1 FTE: Empower Crookston Program Administrator: Total starting compensation of \$88,312/year with starting salary of \$75,000 and fringe rate of 17.75%, 3% salary increases \$4 million for equitable residential decarbonization program implementation	\$4,468,833
Subaward to Duluth. 2 FTEs both with title Residential Decarbonization Project Coordinator Total starting compensation of \$109,600/year based on starting salary of \$80,000/year and fringe rate of 37%, 3% annual increases. \$9 million for equitable residential decarbonization program implementation	\$10,163,763
Subaward to Minneapolis. 2 FTEs. Program Coordinator Contracts: Residential Decarbonization Specialist: Starting compensation of \$99,698/year including salary & fringe rate of 36%, 3% annual increases Manager of Healthy Homes and Decarbonization: Starting compensation of \$145,895 including salary and 36% fringe rate. 3% annual increases. \$10 million for equitable residential decarbonization program implementation	\$11,303,887

<p>Subaward to Saint Paul. -2 FTEs both with title Residential Decarbonization Coordinator</p> <p>Total starting compensation of \$123,300/year based on starting salary of \$90,000/year and fringe rate of 37%. 3 % annual increases.</p> <p>\$10 million for equitable residential decarbonization program implementation</p>	\$11,309,232
<p>Subaward to Winona. 1 staff person. Residential Energy Specialist</p> <p>Total starting compensation of \$91,000/year with starting salary of \$70,000 and fringe rate of 30%. 3% salary increases.</p> <p>\$4 million for equitable residential decarbonization program implementation</p>	\$4,483,131
<p>Subaward to Metropolitan Council. 4 FTEs in the first year, 1 program design, 1 program grants management, 2 technical assistance.</p> <p>3 FTEs in years 2-5, 1 program grants managements, 2 technical assistance</p> <p>Cost of FTE is \$118,688/year covering salary, fringe, and other personnel costs.</p> <p>\$28M for equitable residential decarbonization program</p>	\$29,898,998
<p>Subaward to Region 5. 2 FTEs both with title Residential Energy Coordinator</p> <p>Total starting compensation of \$98,000/year with starting salary of \$70,000/year and fringe rate of 40%. 3% annual salary increases.</p> <p>\$6 million for equitable residential decarbonization program implementation</p>	\$7,041,190
<p>Subaward to Region 9. 2 FTEs with title Energy and Sustainability Planner</p> <p>Total starting compensation of \$90,300/year with starting salary of \$70,000 and fringe rate of 29%. 3% annual increases.</p> <p>\$6M for equitable residential decarbonization program implementation</p>	\$6,958,830
<p>Subaward to Bois Forte Band of Chippewa</p> <ul style="list-style-type: none"> - 1 FTE with title Home Decarbonization Manager - Total starting compensation of \$101,500/year with starting salary of \$70,000/year and fringe rate of 45%. 3% annual increases. - \$10,000 for Legal services to support RFPs and contracts, 40 hours at \$250/hour - \$100,000 for contract for creating housing decarbonization plan - \$4 million to implement equitable residential decarbonization plan - \$464,889 for indirect costs, calculated with 10% indirect cost rate on total direct costs of \$4,648,877 	\$5,115,765
<p>Subaward to Mille Lacs Band of Ojibwe</p> <ul style="list-style-type: none"> - 1 FTE with title Home Decarbonization Manager - Total starting compensation \$84,825 with starting salary of \$65,000/year and fringe rate of 30.5% - \$4M for implementation of equitable residential decarbonization - \$591,896 for indirect costs, calculated with 13.3% indirect cost rate on total direct costs of \$4,450,347. This indirect cost rate was provided by the Mille Lacs Band and reflects an agreement with the Department of the Interior. 	\$5,042,244
<p>Subaward to Shakopee Mdewakanton Sioux Community.</p> <ul style="list-style-type: none"> - \$100,000 for contract for creating housing decarbonization plan - \$1.5 million for implementing equitable residential decarbonization plan - \$160,000 for indirect costs, calculated with 10% indirect cost rate on total direct costs of \$1.6 million. 	\$1,760,000

For measure 4, the MPCA personnel and fringe costs cover the two FTEs expected to run the cohort and collective impact components of the measure. These MPCA staff will coordinate and work closely with

the Commerce staff person who will manage the Energy Navigator component of the measure and another staff person who will coordinate with the coalition of all local and Tribal governments. Together, these staff members will ensure that all partners in the measure are aware of and taking advantage of clean energy programs run through Commerce.

Travel costs for both Commerce and MPCA staff are associated with the annual stock-take events (which will likely be held outside of the Twin Cities Metro two times) and will cover visiting coalition partners and energy navigator partner CBOs to ensure effective working relationships and oversight.

Contractual costs are to address two workforce and business development issues – namely a stakeholder process to address small residential contractor challenges around Davis Bacon compliance and adopting high-road labor practices and 25 people trained/year in the first 3 years (including stipends and wrap-around services). The third contract is to implement REACH campaign communications, which will serve to elevate the collective impact work of the coalition and invite more Minnesotans into the work of decarbonizing their homes.

Measure 4 – Reasonableness of costs: The costs for measure 4 FTEs were determined by MPCA and Commerce management assessments of staff needed to run the proposed programs and projects in the measure. The salary costs under personnel were determined using standard salary tables and each agency fringe rate was calculated using the agency's standard fringe rate.

Travel cost used standard overnight, mileage, and per diem costs and cover key programmatic travel – including attending the annual stock-take and conducting visits with coalition governments and energy navigator sites.

Contractual costs were developed using estimates determined through conversations with energy training and communications professionals, aligning with each contract's purpose.

Subawards were developed in collaboration with the local and Tribal governments in the coalition. Each coalition member submitted their standard personnel and fringe costs for each FTE and through conversation with MPCA staff determined the overall size of allocation for implementation and the number of homes expected to be served through that allocation. Tribal budget costs were developed through one-on-one conversation with MPCA staff, including the budget specifics and implementation allocations and work expected.

Grant Administration

Total budget for grant administration is \$1,972,325, which is 1% of the total proposed budget.

MPCA will administer the projects proposed for CPRG funding. Managing the overall REACH proposal will require two FTEs – a climate unit supervisor to manage all staff MPCA staff associated with REACH as well as provide grant oversight. In addition, MPCA will hire an FTE to manage measurement and reporting, including working with partner agencies and coalition governments. Finally, the Climate Director (who manages all climate units at MPCA) is expected to spend 20% of their time on CPRG REACH activities. All personnel, fringe (34%), and indirect costs (30.5% on personnel and fringe) were estimated and calculated using standard MPCA costs. The total grant administration costs are \$1,972,325. Grant administration costs are reasonable because they align with staff that is necessary to

manage, measure, provide oversight, and report on proposed measures. Associate personnel, fringe, and indirect costs were calculated using standard amounts.

Expenditure of awarded funds

MPCA's comprehensive approach to workflow ensures that the terms and conditions, budgetary allocations, spending restrictions, reporting requirements, and key performance indicators of the grant are applied in accordance with the grant agreement and the project's objectives and deliverables. MPCA has a dedicated grant management team comprised of financial assistance and budgeting, procurement, accounting, grants service unit (GSU), and internal audit programs. This team works with grant managers to ensure timely and accurate reporting.

MPCA follows state statutes, policies, and procedures as established by law, Minnesota Management & Budget, Office of Legislative Auditor, and the Department of Administration. Grants and subawards are administered by dedicated staff at MPCA according to policies set forth by the Department of Administration's Office of Grants Management and Office of State Procurement, and MPCA follows established state procurement process and practices to solicit, award, and distribute grants.

The State of Minnesota uses a cost accounting system to provide financial accountability by work activity for tracking federal funding, expenditures, payroll, and project start and end dates to ensure spending aligns with the terms and conditions of grants. These practices support effective expenditure of awards through all state agencies including MPCA, Minnesota Housing, Commerce, and Admin.

MPCA understands that a significant majority of proposed work will happen through subawards to other agencies and other governments. Each of these subrecipients has submitted letters of commitment (agencies) or letters of intent (local and Tribal governments), and MPCA will ensure that effective expenditure of award funding is covered in the relevant interagency agreements and memoranda of agreement as well as subaward contracts.

Each local and Tribal government except one will have dedicated staff paid for with CPRG funds. These staff people will serve as liaisons with each coalition government to ensure requests for information about and documentation of fund expenditure.

In the case of two agencies – Minnesota Housing and Admin – each agency is responsible for a measure (1 and 3) that will use a well-established process to expend funds while adding in the less-established GHG measures. Adding new GHG emissions reduction aspects to established processes will enable effective expenditure of CPRG funds.

The agencies involved in the REACH proposal have recent and ongoing experience expending an influx of funding and managing associated work to stand up and grow programs. In addition to recent significant federal funds, Minnesota's most recent biennial budget expended a \$15 billion+ surplus. This budget resulted in new funding and associated program starting in July 2023. As a result, MPCA and collaborating agencies have ramped up the staffing to enable the human resources, management, and finance support to enable timely, efficient, and well-documented use of an influx of new funds.