Enterprise IT Project Prioritization | 2025–27

			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
TOTAL PROJECT SCORE (0-100)			**57**	**76**
CRITERIA	**WEIGHT**	**SCORING GUIDE**		
Technology and Strategic Alignment	**35%**	**WEIGHTED SUBTOTAL**	**17**	**23**
Alignment to Strategic Plans • Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)? • Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? • Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of date—investing in data justice and representation, visibility, and ethics to serve all Oregonians? • Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? • Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? • Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2	2

Technology Best Practices and Priorities
• Does this investment align with and support the following enterprise information technology priorities?
  - *Information Security .* Improving the security and resilience of the state's systems
  - *Modernization .* Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation
  - *A Better Oregon Through Better Data .* Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use.
  - *Cloud Forward .* Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure
• Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)?
• For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant?
• Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?
		3 - Fully Aligned (all applicable criteria addressed)
		
		2 - Mostly Aligned (most applicable criteria addressed)
		
		1 - Partially Aligned (some applicable criteria addressed)
		
		0 - Not Aligned (no or very few applicable criteria addressed)
			1	2

Enterprise IT Project Prioritization | 2025–27

			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
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CRITERIA	**WEIGHT**	**SCORING GUIDE**		
Business and People-Centered Approach	**25%**	**WEIGHTED SUBTOTAL**	**17**	**19**
People-Centered Approach • Does this investment put people first—the people who rely on essential services and those working to provide those services? • Does this investment help to eradicate racial and other forms of disparities in state government? • Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? • Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? • Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities? • Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? • If the investment is for agency use, does it improve the agency users' experience?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	1	2
Business Process Transformation • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2	2
Investment Risk • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? • Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? • Does this investment address an identified and documented highly probable agency risk?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3

Enterprise IT Project Prioritization | 2025–27

			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
TOTAL PROJECT SCORE (0-100)			**57**	**76**
CRITERIA	**WEIGHT**	**SCORING GUIDE**		
Agency Readiness and Solution Appropriateness	**40%**	**WEIGHTED SUBTOTAL**	**23**	**33**
Organizational Change Management (OCM) • Does the investment significantly impact operations throughout the organization? • Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? • Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? • Has the agency identified community engagement or community involvement as a component of the change management process? • Is external outreach or training planned to implement this change with constituents?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	1	3
Solution Scale and Approach • Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? • Does the investment fully address the agency's business problem, benefits and outcomes? • Is the solution of the appropriate size and scale? • Does this investment adhere to principles in *EIS Cloud Forward* (p.4) or *Modernization Playbook* (p.6), etc.? • Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2	2
Capacity • Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative? • Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources? • Will this investment impact the agency's ability to deliver on its core business functions? • Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities? • Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3

Enterprise IT Project Prioritization | 2025–27

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CRITERIA	WEIGHT	SCORING GUIDE		
Governance and Project Management Processes • Does the agency have formal IT governance in place that will oversee this investment? • Does the investment have executive sponsorship and steering committee in place? • Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage? • For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project? • Are agency DEI staff involved in the IT Governance and prioritization process? • Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)? • Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan? • Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project? • Does the agency use mature project management practices (PMBOK)?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	1	2

References:

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How Administrative Burdens Can Harm Health* . www.Healthaffairs.Org. Retrieved February 9, 2022, from https://www.healthaffairs.org/do/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacting%

Scores
3
2
1
0

Business Case for
Fire Protection IT System Upgrades
Fire Reporting and Debris Burning Applications

Oregon Department of Forestry, Protection from Fire

Date: July 1, 2024
Version: 2

Authorizing Signatures

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency

Agency Head or Designee	
Kyle Williams – Deputy State Forester Fire	Date
Signature	

Agency Executive Sponsor	
Chris Cline – Fire Protection Division Chief, Interim	Date
Signature	

Agency Chief Information Officer (CIO) or Agency Technology Manager	
Brent Grimsrud (CIO)	Date
Signature	

Project Manager	
Jamie Paul	Date
Signature	

Business Analyst	
Sande Albright	Date
Signature	

Table of Contents

Executive Summary

The Oregon Department of Forestry (ODF) initiated the **Fire Reporting** and **Debris Burning** project because of a business need to modernize agency IT systems through technological advancement, streamline agency processes, provide for business improvements, create new or enhanced services, improve public and stakeholder satisfaction, align with agency and state strategic priorities and make it easier for the public to do business with the state. The proposed duration of the project is estimated 10/1/2024 through 12/31/2027.

A successful outcome to replacing the fire reporting application will allow the agency to improve fire reporting statewide, provide integration with federal platforms and allow the agency to analyze statistical data with more detailed focus. Also, ODF will lead a collaborative approach with partner agencies and fire departments to procure an application and website to reduce careless human-caused wildfires. This portal will cover the entire state of Oregon and require alignment and coordination from multiple state agencies, counties, and fire departments. A successful outcome will show a decrease in illegal debris burning and a reduction of escaped debris burns statewide, leading to less human caused wildfires in Oregon.

The project aligns with the ODF Information Technology Strategic Plan by focusing on critical areas such as maximizing standardization within the agency, modernizing to meet the agency's needs, software and data life cycle management and monitoring efficiency.

The project aligns with the EIS Strategic Framework by delivering service excellence, maturing project transparence and accountability, improving the agency's cyber security posture, developing modernization strategies and to expand and mature data governance.

The project aligns with the Governor's Agency Expectations document (December 2023) by focusing on managing information technology progress and adopting a system that the agency can customize to specific needs.

The project aligns with the State of Oregon and agency commitment to DEI initiatives by taking active steps toward increasing and promoting diversity, equity, and inclusion values across procurement processes by reducing barriers to compete for and be awarded state contracts, considerations to ensure website accessibility and usability by individuals with disabilities.

The project aligns with change management framework to include commitment of leadership and development of an organizational structure to set the necessary change into motion, development of a strategic plan, providing governance, to operate under the fundamental principles of project management to implement change on time and on budget and to develop a communications and training plan to help employees transition.

An informal assessment to seek alternatives for the fire reporting system and a Request for Information (RFI) have been performed. Recommended action is to pursue a sole source procurement with a vendor the agency is currently under contract with for detection services.

ODF received a US Forest Service grant to initiate a pilot for a debris burning application in 2023 that brings all information, jurisdiction and permitting into a single location. Recommended action is to pursue a sole source procurement with the current vendor for an expansion to use by all counties.

Overview and Background

With the Fire Reporting and Debris Burning project, the agency intends to implement the use of two software application solutions to address current barriers, to improve policy and performance, and to expand and enhance service delivery to the benefit of all Oregonians. ODF is committed to share information and connect through interoperability and collaboration. The agency intends to procure applications that are customizable to the agency's needs, that meet the requirements of policy and performance measures, and have the capacity to grow with new technology and are intuitive to the user.

Fire Reporting

The legacy reporting application, known as FIRES (Fire Information Reporting System) was developed by ODF over 20 years ago and is the primary source of fire history data for the agency. The FIRES application was developed in-house using Microsoft Access. FIRES has limited functionality that will not provide for current and future agency needs. The application was governed by the FIRES Committee as part of the Protection Division, but that committee has been stood down as the system has reached an end stage in technology functionality and maintenance is problematic.

The existing FIRES application has been utilized throughout the agency as a method to track and report fire statistics recorded by ODF districts. The application stores a wide range of fire data including location, causes, dates and times, acreage, fuels, and costs. This information is used as a mechanism to facilitate decision making as well as keep our stakeholders informed of fire information statewide. The legacy application met the needs of the agency at that time with the understanding that the application would be updated to adapt to future needs. The current application has since become antiquated and can no longer meet our needs for future development and updates.

Procuring advanced software will allow the agency to gather more detailed and specific fire data, analyze that data to find trends, and report fire statistics to internal and external audiences more accurately and completely. This enhances statistically driven work such as fire prevention, education, fire intelligence and behavior modeling. It also aids the agency to meet national fire reporting requirements that inform resource allocation for Oregon and the region and to leverage grant or other funding opportunities.

The agency began the process of examining feasibility for replacement of the legacy system through a needs assessment, which included a white paper and a briefing paper. A core project team was formed. This team performed outreach and market research, including vendor meetings and interviews with neighboring states to determine what product they used for the same purposes. A formal Request for Information (RFI) was processed through the Oregon Buys system in November of 2023 seeking interested vendors who could offer the suite of features the agency requires. There was one vendor response to the RFI.

The new product will satisfy the agency's objectives to procure a software service that houses statewide fire reporting data under a single platform. Scope includes mobile interoperability, enhanced data analysis, greater data display options and create true business continuity for this critical function. This new application will allow for more accurate capture and tracking of fire data for decision making. The new system will integrate state fire reporting into the federal Integrated Reporting of Wildfire Information (IRWIN) and Interagency Fire Occurrence Reporting Module (InFORM) platforms to meet interagency reporting requirements. Success will require collaboration with structural, other wildland, emergency management, the United States Forest Service (USFS), Bureau of Land Management (BKM) and other federal, regional state and county agencies. Ongoing training, support and maintenance will be provided by the vendor. The agency will seek a solution built on a robust platform that allows for agency informed customization with rich features for future growth, if desired.

Debris Burning

Debris burning is the #1 cause of human caused fires in Oregon. Public confusion regarding which agency is regulating what type of burning and what time of the year burning can take place creates a gap in understanding. ODF's protection districts encompass many fire departments across the State and ODF has the enforcement authority in those areas. Providing this service statewide will consolidate the question of when to burn into a single application, clearing up the confusion inherent in the complex and multiple layers of governance that vary within each county and make it easier for the public to do business with the state.

The agency began a five-county pilot project with an application developed by the Western Fire Chiefs Association (WFCA) and paid for using a one-time federal Landscape Scale Restoration (LaSR) grant through the

US Forest Service. The goal was to develop a comprehensive statewide burning permit platform. The platform aims to streamline and modernize the process of obtaining, managing, and regulating debris burning across the state of Oregon. WFCA already has existing applications in place with a handful of fire districts scattered throughout Oregon. The success of this platform serves as a mechanism to expand to multiple jurisdictions under one management system. The pilot project integrates each agency into the system, capturing relevant information and customizing the platform as per individual agency requirements. It brings all information, jurisdiction needs and permitting into a single location for the public to access. Rural fire departments do not have the funds or the capacity to implement the application on their own.

The debris burning portal project scope includes expansion of the pilot project from five counties to include all thirty-six Oregon counties, the consolidation of separately maintained and multi-jurisdictional public portals for debris burning information, provide for public education on fire causes in a prevention effort, improve the workflow for application and permitting processes, enhance public access to information and ease the ability for the public to do business with the government. The application will primarily inform users if burning is allowed where they are and whether or not a burn permit is required. Just as critical is the ability to communicate directly with subscribers through email and/or text when conditions change and to cease all burning. Success will require collaboration with dozens of structural and wildland fire jurisdictions, emergency management organizations, the Department of Environmental Quality (DEQ) and other federal, state, county and private agencies. Public interaction and satisfaction with the application will be a success indicator. The agency will seek a solution with a proven robust track record, has a user-friendly public web presence and has rich features for future growth, if desired.

IT Support, Maintenance, and Cybersecurity

The legacy fire reporting application, FIRES, was built in and relies on an outdated MS Access Database, which poses several vulnerabilities. The FIRES application is unable to grow with the agency due to the inability to interoperate with current technology or be available as web-based platforms and the outdated nature of the application makes it susceptible to compatibility issues with other operating systems as well. There is no legacy debris burning application.

It has been determined that ODF IT does not have the capacity or funding that would allow for in-house development of a replacement system for either a fire reporting or a debris burning application and web portal at this scale or to maintain them internally.

Data Needs and Use Cases

Data storage and web hosting needs for both platforms will be explored as the project progresses and potential solutions will be defined nearer to finalization. The data for the application must reside in the United States.

Fire Reporting

The legacy FIRES application and the replacement solution must meet specific use case needs to report to various stakeholders as required:

1. By agreement (Western Oregon Operating Plan: V(A)Fire notifications and reporting and (B) Dispatching, Initial status summary I-209 and Daily situation reporting https://www.fs.usda.gov/r6/fire/incident-business/documents-2019/20190520-western-oregon-operating-plan.pdf.

2. By statute (477.155(2) and (5) Wildfire response capacity, 477.365(1)(c) Duties and powers of wardens, and 477.777(3)(a) Agency request budget; expenditures; report).
https://www.oregonlegislature.gov/bills/laws/ors/ors477.html

Debris Burning

The Debris Burning application must meet specific use case needs to provide for the prevention of fires as required by statute:

1. ORS 477.365(1) Describes the duties and powers of wardens, of which is (a) "Take proper steps for the prevention and extinguishment of fires within the locations in which they exercise their functions."
2. ORS 526.041 states, "the forester, under the general supervision of the State Board of Forestry, shall: (5) Take action authorized by law to prevent and extinguish forest, brush, and grass fires."
3. OAR 629-047-0020 is the General Enforcement Policy for the Department and is described as, "The policy of the Oregon Department of Forestry to gain compliance with the fire prevention requirements of ORS Chapter 477 first through education and cooperation, and second through enforcement. Authorized fire wardens are to educate forest users on the need for the fire prevention requirements and to cooperate with the users in formulating solutions to compliance problems within the realm of these requirements." https://www.oregonlegislature.gov/bills/laws/ors/ors477.html

Potential Solutions

Fire Reporting

For the fire reporting project, the agency does not have the capacity to develop the platform in-house at the scope and scale required, nor provide the level of support and maintenance needed (24/7 during fire season months, May-October). It is the desired solution to procure a vendor-provided application through software licensing to satisfy this need.

The agency is currently under contract with a vendor that can provide this complete service through the agency's contract with the detection camera service, EnviroVision Solutions (EVS), and through license agreements of our partner fire entities, the Forest Protective Associations. ODF is utilizing an add-on service through the EVS contract that provides enhanced detection capability through the sub-contractor FireWeb. FireWeb adds a web service that allows camera imagery to be available outside of the local detection center. Previously camera imagery was only available via login at a local detection center and only for that center. The enhanced detection service provides an expanded suite of GIS functionality that allow detection staff to pinpoint fire origins more quickly and provide imagery to mobile and other web-based platforms such as the State of Oregon Fire Situation Analyst (SOFSA) tool. Detection centers are also utilizing portions of the FireWeb service which provides enhanced dispatch functions, resource tracking, and more.

There is an opportunity to expand the scope of the service provided by FireWeb to formalize use of its entire suite of features and capabilities and to include fire reporting at an enterprise level within the agency. All agency districts and non-agency associations must use the same fire reporting application, with the legacy FIRES system being used currently statewide.

In the early assessment work the project team did, FireWeb scored higher than all other applications assessed. These included applications in use by several neighboring state wildland agencies. In a formal RFI through OregonBuys, FireWeb was the only responding vendor and demonstrated the ability to meet the full scope of agency and association requirements. The functionality that FireWeb offers satisfies current service level as well as provides the opportunity to utilize the full features of the service and enhance performance.

The agency would like to explore if a sole source contract is the approach to take with this vendor and extricate the FireWeb service from the EVS contract. If sole source procurement is not an option, the agency will move to an open competitive process. The agency desires to be under contract no later than the end of 2025. Vendor training should be delivered in the spring of 2026 with the expectation that staff achieves a viable level of competency with implementation of the application for fire season of that year, April to October. The project would be considered completed and in maintenance/governance mode by 12/31/26.

Debris Burning ('Before You Burn')

The agency is currently utilizing a vendor that can provide this complete service. The pilot project, known as Before You Burn, successfully organizes the complex structure of county and local jurisdictions and a myriad of rules and laws regarding debris burning into a single portal. The pilot project is funded under a short-term federal grant that targets five trial counties. Expansion will enhance a pilot product that has achieved proof of concept.

The agency has the opportunity to continue the current service level and expand the scope from five counties to thirty-six counties by retaining use of the current application and vendor.

The agency would like to explore if a sole source contract is the approach to take with this vendor. If sole source procurement is not an option, the agency will move to an open competitive process. The agency desires to be under contract no later than the end of 2025 with limited statewide implementation of the application for fall 2025 and spring 2026 burning seasons and full implementation of all counties by fall of 2026 and spring /fall of 2027. The project would be considered completed and in maintenance/governance mode by 12/31/27.

Desired Future State

The desired future state for Fire Reporting is for a robust and technology forward fire reporting application that allows for agency customization, mobile and web-based use and interoperability with federal fire platforms. A detailed and resilient platform will enable the agency to keep better statistics that allow the agency to target specific areas for fire prevention and analysis. An internal/external dashboard is required that allows for ease of use in a single website.

The desired future state for a debris burning application is for a robust and technology-forward public web portal that strengthens collaboration within Oregon's complex debris burning structure and complex administration into a single solution. This will make it easier for the public to access debris burning information, apply for and receive permits, inform the appropriate jurisdictional agencies of planned burns and provide critical public education on burning regulations and safe burning practices to help reduce the number of human-caused fires caused by public outdoor debris burning.

The project will meet the state of Oregon's commitment to taking active steps toward increasing and promoting diversity, equity, and inclusion values across procurement processes for minority, women, emerging small and service-disabled veteran owned businesses by reducing barriers to compete for and be awarded state contracts. Proposers will need to commit that they do not discriminate in their employment practices with regards to race, creed, age, religious affiliation, gender, sexual orientation, or national origin. In addition, considerations will be made to ensure website accessibility and usability by individuals with disabilities. The project is also committed to addressing the Oregon accessibility standards, section 8 and the web content accessibility throughout the applications. By completion of this project, both applications will successfully meet the standards of the State of Oregon: https://www.oregon.gov/pages/accessibility.aspx.

Measurable Business Benefits

Benefit	Measure
Fire Reporting	
Staff utilization: Vendor provides all development, support, and maintenance including Help Desk support 24/7 during critical fire season months for Fire Reporting.	*100% elimination of ODF IT Help Desk tickets for support of the system by 12/31/26.*
Staff utilization: Training on the Fire Reporting system is provided by the vendor, not agency staff, with in-person or remote and recorded remote delivery. This includes development of user guides and desk manuals.	*By 12/31/26, the vendor delivers training annually and in-person to a minimum of 90% of permanent and early seasonal dispatch, detection and fire management users. Agency center leads are brought to a level of competency commensurate to adequately train subordinate and late seasonal staff to accomplish delivery of curriculum to the remaining 10% of users, or any staff not previously trained by the vendor. User guides for complete feature use of the system are available to users online by the date of implementation.*

Streamlined processes: Inclusion of several fire reporting processes into a single login and common operating system. Reduces redundant data entry between functionalities.	*FIRES platform is archived no later than Dec. 31, 2026.*
Reduced processing times: Automate the workflow process for fire reporting and updating, a feature not available in the legacy system, with the use of required workflow alerting and check/balance features. Utilizes visual alerting when workflow is imminently about to expire and sends alerts via text and email to responsible agent and supervisor when information processing has passed the allowable time frame. The fire reporting workflow is improved by adhering to new ODF fire reporting guidelines that will be adopted in 2024.	*By 12/31/2027, 90% of reports are initiated, updated and completed in the system within the new agency timeline requirements. Exceptions will be only for mitigating circumstances (long term investigation or ongoing fire cost accrual).*
Reduced processing times: Bureau of Land Management (BLM) reporting is automated immediately from initial phases of an incident and can be delivered to BLM fire management in real time, meeting statutory timeframes for reporting under the Western Oregon Operating Plan (WOOP).	*New service capability of GIS integration, workflow checks, alerting of impending deadlines and built-in email messaging to supervisors brings compliance to all BLM reporting requirements to 90% by 12/31/26 and to 100% by 12/31/27.*
Improved internal controls: Platform tracks which user has interaction in the system to improve user accountability.	*A specific report is built and able to be utilized by 12/31/26 that show which user made data entry and the date/time it occurred.*
Achieved policy objectives: Oregonians will have access to a public facing dashboard updated by the fire reporting application that allows for fire information to be shared on the web, providing basic information and an interactive map format. An internal more detailed dashboard is created that internal users such as fire managers who do not require the full features of the dispatch function but need to have real-time situational awareness to make 'in the moment' decisions.	*The outward facing dashboard is developed and customized with information specific for public consumption and is utilized by the public at least once daily during the heaviest fire season months of July and August of 2027.* *The inward facing dashboard is developed and customized with information specific to fire manager needs. At December Leadership Team (LT) in 2025, users discuss with the project manager dashboard features, usefulness, improvements and lessons learned for utilization in fire season 2026.*
Achieved policy objectives: Connection to other federal platforms such as IRWIN and InFORM and interoperability with them provides new, real-time reporting of the statewide fire situation to satisfy reporting requirements and to inform resource allocation decisions.	*The connection from FireWeb to the IRWIN and InFORM platform is successful, resulting in 100% reporting of ODF Statistical (STAT) fires to the federal system by Fire Season 2027.*
A more stable IT environment: Provides for business continuity in fire reporting and data collection should one center have catastrophic failure, as data is accessible via the web, opposed to the current local server solution.	*Inclusion of the Fire Reporting system's redundancy features as specific language in the ODF Business Continuity plan in its next scheduled update.*
New or improved service: Automation of any process that can be informed by the inclusion of a GIS functionality.	*Enhanced early smoke detection geolocate features are present and utilized via camera imagery, fire reporting populated from marking point of origin on a map, ability to immediately establish and share with*

	aviation assets aviation hazard information without going to a separate map, and more. Permanent staff has achieved working competency by 7/1/2026.
Legislative or regulatory compliance: Supports state and agency strategy and mission by creating more accurate evidence that shows the agency is meeting Key Performance Measures (KPM).	*The Oregon legislature sets key performance measures for the agency that can only be determined to be met by collecting accurate data. The Fire Protection Division's key performance measure assesses initial attack effectiveness, and the target is to extinguish 98 percent of fires at 10 acres or less (APPR_ODF_2022 – KPM #1 Customer service to county, governments, and forest landowners, #6 Air quality protection, KPM #11 Fire suppression effectiveness and #12 Prevention of human-caused wildland forest fires). There is a direct correlation between decreased effectiveness in initial attack leading to significant large-fire costs and resource loss.* https://www.oregonlegislature.gov/lfo/APPR/APPR_ODF_2022-07-28.pdf
Debris Burning	
Streamlined processes: A complex matrix of state, county and local debris burning functionalities and jurisdictional rules are housed in a single repository. Collaboration is present from fire agencies across the state focused on project success.	*Limited county implementation (15+) of the application for fall 2025 and spring 2026 burning seasons and full county implementation (36) by fall of 2026 or spring /fall of 2027.*
Staff utilization: Vendor provides all development, support, and maintenance during and after the onboarding process. Training is provided by the vendor and includes onboarding ODF and all other participating agencies to system use. This includes development of user guides and desk manuals.	*By 12/31/26, the vendor has delivered training to staff from a minimum of 15 participating counties.*
Reduced processing times: New debris burning app subscription service on desktop and mobile devices allows for user friendly, less complex permitting processes and safe debris burning education for the public.	*A baseline public self-serve burn permitting level is established in 2026 that improves by a minimum of 50% in 2027.*
Achieved policy objectives: Oregonians will have access to a single, self-serve application covering all jurisdictions to find information on debris burning specific to where they live, and to either notify of burning activities or apply for and receive burn permits. And once subscribed, will open the door for two-way communication between managing jurisdictions and the public regarding weather alerts, burn bans and other critical fire prevention information.	*Achieves the fire prevention and public education requirements of ORS 476, 477, 478 and DEQ OARs on outdoor debris burning and air quality. Also provides safe burning practices education to reduce the number of illegal outdoor debris burning fires. After statewide implementation, prevention statistics indicate a minimum 10% reduction of human caused fire attributed to debris burning for fire year 2027.*
New or improved service: It is easier for the public to do business with the government through interagency partnership and collaboration.	*Debris burning application provides access for all Oregonians through a web portal that does not require presence in an agency or association office. Application is used to distribute a minimum of 25*

	burn permits from November 2025 through May 2026. This number increases by 2027.

Assumptions & Constraints

Assumptions

- Agency has the capacity for change, is committed to success and engaged
- Web application will provide better functionality then any current application
- Standardized and combined applications are preferred to a separation of functions
- Resources will be available for the project
- Communication from executive leadership will be transparent and timely and will include engaged listening
- Funding will be reserved for the needs of the system into the future

Constraints

- Fire season will reduce stakeholder availability
- The timing of fire season is unknown year to year
- Resources can change at any time, due to fire season variability
- Unforeseen funding limitations

Alternatives

Fire Reporting

Do nothing, keep the existing FIRES reporting system: It is counterintuitive to agency needs to retain the legacy database as it has reached an end stage in functionality, making it difficult to enhance and maintain the application. The FIRES reporting system must function for fire season 2024 and 2025 but is expected to be archived at the end of 2026.

Develop new applications in-house: Creating products that would meet our comprehensive objectives will require the creation of a database that assimilates these functions into a single platform, is completely customizable to agency needs and must communicate with several federally owned and local fire jurisdiction-based servers, databases, and applications. The cost estimate for developing this in-house would be around $936,000 which would include four IT staff to complete the work, with a minimum 3-year timeframe. Based on a previously failed development of the current fires system, IT anticipates it would take the staff dedicated time to complete this work. The current workload of the staff would have to be set aside for the given duration of time. This would be a high risk for the agency when it comes to making mandated adjustments for other fire/burn related applications each year. The agency does not have the capacity or budget to develop or implement a new system in-house within the time frame requested by the program office. Currently the IT Applications team supports and maintains over 40 applications and would have to find additional funds to augment staff to support the current applications.

Vendor option - Contract externally for vendor-provided software as a service: It is most desirable to contract with a vendor who can provide a software service via software license. Support for the platforms would be provided by the vendor, with agency staff only needed to troubleshoot local agency hardware issues with equipment on a ticket basis. This alternative would likely produce the quickest response to replace the legacy fire reporting system and to stand up a usable debris burning web portal. This option would result in the highest quality products by creating robust and resilient systems with customizable features in a feasible timeline after funding is available.

Other options considered: The project team performed field research on fire reporting platforms used similarly by wildland agencies in neighboring states as well as platforms utilized by federal partners. Other states either

developed their own system using software applications available at the time and face the same need for updating and enhancement, deficiencies in integration with other platforms and technology shortcomings. Federal platforms are not utilized for fire reporting at the level of detail required by the agency. One federal vendor declined to participate in an assessment of any kind. An open RFI was executed through OregonBuys, resulting in a single vendor response.

Debris Burning

Do nothing, do not move forward with any consolidated burn permitting web application: It is counterintuitive to agency and partner needs at the local, county, state and region to continue use of individual platforms that are not interoperable and do not function collaboratively with partner agencies. Lack of action does not help address the critical fire prevention issue of human caused debris burning fire starts, the leading reasons for human caused fires across the state.

Develop new applications in-house: Creating a product that would meet our comprehensive objectives will require the creation of a database that assimilates these functions into a single platform, is completely customizable to agency needs, and must communicate with several federally owned and local fire jurisdiction-based servers, databases, and applications. The cost estimate for developing this in-house would be around $468,000 which would include three IT staff to complete the work within a 2-year timeframe. IT anticipates it would take the staff dedicated time to complete this work. The current workload of the staff would have to be set aside for the given duration of time. This would be a high risk for the agency when it comes to making mandated adjustments for other fire/burn related applications each year. The agency does not have the capacity or budget to develop or implement a new system in-house within the time frame requested by the program office. Currently the IT Applications team supports and maintains over 40 applications and would have to find additional funds to augment staff to support the current applications.

Vendor option - Contract externally for vendor-provided software as a service: It is most desirable to contract with a vendor who can develop and implement a software service as a software license. Support for the platform would be provided by the vendor. This alternative would likely produce the quickest response to stand up a usable web portal. This option would result in the highest quality product by creating a robust and resilient system with customizable features in a feasible timeline after funding is available.

Other options considered: The team explored the use of the DEQ 'Can I Burn' interactive map feature as well as the existing Public Fire Safety BurnPermits.app application used by structural fire jurisdictions in some Oregon counties. The need to tie ODF enforcement ability with the structural fire agencies led the team to determine that the **Before You Burn** application was best suited to collaboration specific to debris burning, as opposed to agricultural burning.

Organizational Change Management (OCM)

Effective organizational change management is critical for the successful implementation of new initiatives and achieving business objectives. It involves a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. This process ensures that changes are smoothly and successfully implemented, and that the lasting benefits of change are achieved.

The framework for this project includes:
- Commitment of the required leadership and organizational structure to set the necessary change into motion, development of a strategic plan and providing governance to do so.
- To operate the project under the fundamental principles of project management to implement change on time and on budget. Team representation includes a project manager and business analyst.

- To develop a communications and training plan to help employees transition from the legacy product, current state, to the desired future state. This will be achieved through inclusive, frequent, and open communication, offering in-person and remote training opportunities and by providing ongoing support.

This will be accomplished using the ADKAR methodology:

Awareness: communicate the need for change and the risks if no change happens.
- Clear, consistent, and transparent communication is essential to inform and engage all stakeholders. It helps to address concerns, reduce resistance, and build support for the upcoming changes. There is already strong support across the agency for a system that can support current and future needs as technology has changed. Communication will be a prioritized commitment from the project team, sponsors, and leadership. The agency intends to foster open communications and build inclusiveness in product development by listening to all stakeholders in a meaningful and intentional way. The agency will align messaging with other agencies for a mutually reinforcing vision. The need for change is apparent within the agency's culture and there is an appetite for movement into new technologies.

Desire: leadership support of the change and motivation for participation
- Strong leadership and active sponsorship from senior management for this project are crucial to drive the change and ensure alignment with organizational goals. Leaders visibly support the change and communicate its importance to all stakeholders. All project operations will move forward with urgency, transparency, and accountability.

Knowledge: an understanding of skills and behaviors required during and after the change
- Identifying and involving key stakeholders early in the process ensures their buy-in and mitigates resistance. Understanding their perspectives and addressing their needs is vital for smooth implementation. Several key stakeholders are members of the core team for the project and will continue to serve on a future governance group. Other subject matter experts and 'power users' are engaged to help build a solid foundation that serves all needs of the agency. Federal and other partners will be key to interagency coordination for data sharing and national reporting needs.

Ability: the skill to implement the change and determine any barriers that may inhibit implementation
- Providing adequate training and resources to staff, equipping them with the necessary skills and knowledge to adapt to the change. Ongoing support mechanisms, such as help desks and user communities, can further facilitate the transition. The agency will design cadence and coordination into product delivery. The expectation that vendor provides training is projected to take form via in-person, remote and Help Desk, with the latter expected to be available 24/7 during fire season. Train the trainer sessions will be emphasized, preparing power users to train subordinate and seasonal staff to a level of competency, ensuring that institutional knowledge persists and is proliferated. The agency will ensure internal support, technical assistance and training is available.
- Conducting a change readiness assessment helps to identify potential barriers and enablers of change. It allows for the development of targeted strategies to address gaps and leverage strengths. Touchbase sessions are expected to take place prior to the changeover allowing staff to share concerns and ask questions. Communication with steering committee members will ensure input is received as the project progresses and will be considered and integrated as project sprints occur. All policy changes will be focused on solving complex problems and improving service delivery. Resources will be applied based on where data shows they are most needed and effective.

Reinforcement: sustain the change by mechanisms to keep the change in place
- Continuous monitoring and feedback mechanisms enable the organization to track progress, identify issues, and make necessary adjustments. This iterative process helps to ensure that the change initiative remains on course and achieves its intended outcomes. It is the operating norm for the agency to perform after action reviews (AARs) on processes, incidents, and actions. Feedback will be sought from end users and others such as IT on this project to capture any potential change tickets, identify

processes that are working well, to capture lessons learned with the intention of providing for continuous improvement. At the end of the project, program governance will be assigned to a statewide committee designed to assure the platform meets agency needs at the enterprise level and to provide feedback to the vendor. Data will be utilized to prepare annual reports to establish accountability measures and benchmarks, show how funds are spent and their impact, to show compliance with performance measures set by agency, other state, federal partners, other stakeholders, and elected officials. Data may be used for culturally and linguistically responsive communications and to target resources for the most impacted communities across the state.

Combining processes that have resided in separate silos, are not implemented consistently, are under-supported and are not compatible with current technology will be a game changer for the agency. Efficacy of dispatching and our ability to gather, analyze and act upon data trends will provide for a more comprehensive picture of agency workload, allow us to determine tendencies that can be acted upon and help us interface holistically with our federal partners in the state, region and nationally with accuracy and timeliness. By incorporating these elements into our organizational change management strategy, we can enhance our capacity to adapt to new challenges, improve operational efficiency, and drive sustained business growth. Emphasizing change management in our business case underscores our commitment to fostering a culture of agility and resilience, positioning us for long-term success in a dynamic business environment.

Conclusions

Improving fire reporting metrics and reducing human caused fires is vital to our agency so that we can enhance our fire prevention efforts and conduct vital fire business analysis that will guide our future decision making and communicate our statistics to our cooperators.

Processes currently in place for the project include:
- An Executive Sponsor is in place from the ODF Protection Division
- A project core team is in place; includes a Project Manager, Business Analyst, Policy Manager, Procurement Specialist, and several Subject Matter Experts (SMEs).
- Active engagement with the Department of Administrative Services (DAS) which allows for project oversight and assistance

Next steps will include:
- Development of a communications plan interface with internal and external stakeholders, end users, federal (US Forest Service, Bureau of Land Management), other partners and agency leadership to ensure shared vision and goals.
- Procurement processes will begin, including development of the scope of work and preparation for OregonBuys processes.
- A steering committee will be formed to provide input into project functionality and features
- A future governance team will be formed and assigned ongoing support and improvement in direct link to the vendor.

Procurement processes include developing documents to begin a workflow through OregonBuys for eventual contract award. Project will be classified by timing and scope clarity, becoming iterative as details become more available, with a core team ready to scale project scope as work progresses. Timing is essential to the project to ensure that a new software service has been contracted and developed, onboarding and training has been delivered and users have achieved full competency prior to fire season and debris burning season implementations.

The agency has committed staffing for the core team. Some of these team members will join other end users and subject matter experts (SMEs) on the steering committee and the future governance committee to see this solution into the future. Leadership is committed to the project success and available to provide guidance and

make decisions. There is a sense of urgency among the project team, stakeholders, and leadership to reach a solution.

Risks, such as time frame, results of bidding processes, stakeholder engagement, product acceptance, etc., will be mitigated by a flexible and committed core team and stakeholder communication. Risks will be determined early, and issues resolved as quickly as possible to not hinder project movement. Opportunities will be pursued as they present themselves, and funding is committed to begin work.

Fire Reporting: Inability to act on this project, or failure to implement it in the time frame required would result in further reliance on outdated and inadequate legacy systems as well as hinder the agency's ability to report fire information in an accurate and timely manner.

The legacy FIRES reporting system will need to be archived as soon as is feasibly possible, with expectation for it to be removed by Dec. 31, 2026. Other systems currently siloed in standalone platforms, such as Cost Recovery and Citation & Enforcement Tracking will likely be integrated into the fire reporting solution if feasible.

The agency would take advantage of all available features of a successful new vendor such as detection enhancements, computer-aided dispatch, resource tracking, and financials if available. The project will end one year after implementation when a governance committee takes over ongoing review, reporting, and engagement with vendor for the future; estimated to be December 31, 2026.

Debris Burning – "Before You Burn": Inability to act on this project, or failure to implement it in the time frame required would result in continued instability and confusion for the public, a lack of interoperability between fire jurisdictions and a missed opportunity to affect critical change in fire prevention efforts targeted at debris burning. The agency would take advantage of all the available features of a successful new vendor. The project will end one year after implementation when a governance committee takes over ongoing partner collaboration, review, reporting, and engagement with vendor for the future; estimated to be December 31, 2027.

Appendixes and References

Appendix A: ODF Pkg. 11-p3 2025/27 Charter
Appendix B: ODF Pkg. 114-p3 2025/27 Budget Spreadsheet
Appendix C: ODF Pkg. 114-p3 2025/27 IT Project Prioritization Matrix
Appendix D: FIRES Replacement Issue Paper 2022
Appendix E: FIRES Replacement Assessment Comparative Tool
Appendix F: RFI ODF FIRES Replacement 100223
Appendix G: FIRES Replacement Briefing Paper
Appendix H: ORS 477 Fire Reporting
Appendix I: OAR ORS Debris Burning Fire Prevention
Appendix J: 25/27 Protection POP Summary
Appendix K: ODF IT Strategic Plan DRAFT 11.29
Appendix L: APPR ODF 2022 07/28 Performance Report
Appendix M: ODF Mission/Vision/Core Values
Appendix N: 20190520 Western Oregon Operating Plan
Appendix O: ODF Strategic Plan DRAFT
Appendix P: Oregon Agency Expectations Governor Letter

Reference A: ORS 476 Oregon Department of the State Fire Marshal
https://www.oregonlegislature.gov/bills_laws/ors/ors476.html
Reference B: ORS 477 Fire Protection of Forests and Vegetation
https://www.oregonlegislature.gov/bills_laws/ors/ors477.html
Reference C: ORS 478 Rural Fire Protection Districts
https://www.oregonlegislature.gov/bills_laws/ors/ors478.html
Reference D: ORS 468A Department of Environmental Quality – Air Quality
https://www.oregonlegislature.gov/bills_laws/ors/ors468A.html
Reference E: Oregon Department of Environmental Quality – Air Quality Chapter 340
https://secure.sos.state.or.us/oard/displayDivisionRules.action?selectedDivision=1433

Information Technology Project Budget Spreadsheet

Policy Group	Agency Name	IT Project Name	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description	Start Date	End Date	Policy Option Package Request (Y/N)	POP #
Natural Resources	ODF Forestry	Pkg. 114 Fire Protection IT Systems Update		FIRES Reporting Application Procurement	None	Procure a new IT system to replace the outdated FIRES reprting database	2023-10-01	2026-12-31	Yes	114
				Debris Burning Application Procurement	None	Procure a comprehensive portal design application for statewide burn permitting	2023-12-01	2027-12-31	Yes	114

Total Budget $ (PPM)	Total Cost	Previous Biennium (2023 -2025) GF Cost	Previous Biennium (2023 -2025) OF Cost	Previous Biennium (2023 -2025) LF Cost	Previous Biennium (2023 -2025) FF Cost	Current Biennium (2025-2027) GF Cost	Current Biennium (2025-2027) OF Cost	Current Biennium (2025-2027) LF Cost	Current Biennium (2025-2027) FF Cost	Future Biennia (2027 - and ongoing) GF Cost	Future Biennia (2027 - and ongoing) OF Cost	Future Biennia (2027 - and ongoing) LF Cost	Future Biennia (2027 - and ongoing) FF Cost
1,700,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,700,000.00		$ -	$ -
$ 500,000.00										$ 500,000.00			

Oregon Department of Forestry (ODF)
2025-27 Biennium

Detail of Reductions to 2025-27 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Dept	**Prgm/ Div**														
Agency Administration	Resource Planning	629	008	NRS-4 Biomass Specialist Fund Shift to Federal Funds	(145,569)		(110,003)		255,572		$ -				Fund Shift will utilize Federal Grant fimds and reduce Admin Prorate
Agency Administration	Communications Program	629	008	Fund Shift General Fund AVL program to Other Funds Communications Assessment	(734,451)		734,451				$ -				Fund shift will result in an increase to Equipment Pool admin rate which will increase landowner protection rates at the District level.
Agency Administration	Executive Administration	629	008	Operations and Policy Analyst 3 - Vacant	(290,727)		(219,695)				$ (510,422)	(1)	(1.00)		Position Reduction and Related S&S. Duties will be absorbed at the District level to maintain G2G relationships.
Agency Administration	Financial Services	629	008	Eliminate Accountant 1 - Vacant	(193,658)		(146,342)				$ (340,000)	(1)	(1.00)	Yes	Eliminating this position would move fiscal duties to other accountants and would impact the workload of the program.
Forest Resources	Federal Forest Restoration	629	050	Technical Analysis & Science Support	(500,000)						$ (500,000)				Reduces funding to provide indirect technical assistance to local collaborative groups, thereby reducing the effectiveness and timeliness of the program.
Forest Resources	Small Forest land Grant Program (SB 762)	629	050	Grant Program elimination	(2,500,000)						$ (2,500,000)				Eliminates funding for small forest landowner program as outlined in SB 762, ending the grant program and reducing matching funds available for federal grants. Will also impact the ability to implement Shared Stewardship and the 20-year Strategy.
Forest Resources	Resource Planning Program	629	050	Reduce the Resources Planning biennial Research Budget	(240,000)		(160,000)				$ (400,000)				Reduces research projects conducted by the department on emerging issues which hinders the departments ability to mitigate future forest and social impacts.
Fire Protection	Rangeland FPA	629	010	Rangeland Association Program Reduction	(700,338)						$ (700,338)				Will force the RFPAs to either find alternative funding for insurance or will not be able to continue their programs.
Forest Resources	20 Year Planning	629	050	Reduction in General Fund Service & Supply Support for Program	(475,000)						$ (475,000)				Reduce S&S in 20Year Strategy Appropriation. Limit ability to establish the needed tracking dashboard.
Agency Administration	Agency Administration	629	008	Operations and Policy Analyst 3	(194,141)		(146,707)				$ (340,848)	(1)	(1.00)		Eliminating this postition would require distributing duties accross admin program managers further exhausting their capacity to effectively manage thier programs.
Forest Resources	Federal Forest Restoration	629	050	FFR Program Reduction	(2,250,000)						$ (2,250,000)				Program will be restructured and services will be diminished.
Forest Resources	Federal Forest Restoration	629	050	Fund shift Program FMT positions from GF to OF	(1,516,275)		1,516,275				$ -	0	0.00		Fund shift FMT positions in the program from GF to OF.
Agency Administration	Procurement Program	629	008	Position Reduction in Program	(202,254)		(152,838)				$ (355,092)	(1)	(1.00)		Procurement would become reliant on DAS Procurement Services to complete all projects in the timeliest manner, increasing DAS fees. Customers with project requests will experience at LEAST a 25% delay in the completion of their procurements.
Agency Administration	Financial Services	629	008	Position Reduction in Program	(137,514)		(103,916)				$ (241,430)	(1)	(1.00)		Eliminates One Poistions that Signifigantly reduces services and processing in Financial Services.
Fire Protection	Fire Protection Pgm	629	010	Salem Division, Area and District Service & Supply Reduction	(500,000)		(1,500,000)				$ (2,000,000)				Division and Field General Fund S&S Reduction
Fire Protection	Fire Protection Pgm	629	010	Forest Protection Association General Fund Transfer Reduction	(500,000)						$ (500,000)				Association 5% General Fund reduction
Forest Resources	Federal Forest Restoration	629	010	Program wide S & S reduction	(1,000,000)						$ (1,000,000)				Program will be restructured and services will be diminished.

Oregon Department of Forestry (ODF)
2025-27 Biennium

Detail of Reductions to 2025-27 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority **(ranked most to least preferred)**		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Dept	Prgm/ Div														
Fire Protection	Fire Protection Pgm	629	010	Salem Division Staffing and Position Related S&S Reduction	(664,443)		(682,535)				$ (1,346,978)	(4)	(4.00)		Reduce Staff Capacity
Forest Resources	Urban Community Forestry	629	010	Reduce Urban and Community Forests Assistance, Eliminate funding for 2 Community Assistance Forester positions	(614,562)						$ (614,562)	(2)	(2.00)		Eliminates two positions in program. Significantly reduces services and assistance to communities.
Agency Administration	Resource Planning	629	008	Resource Planning Staffing and Position Related S&S Reduction	(443,200)		(334,915)				$ (778,115)	(2)	(2.00)		Eliminating these positions jeopardizes fulfilling special projects in progress with GNRO, reduce capability to fulfill statutory obligations & reporting, representation on various councils & committees, and decision support for agency director.
Agency Administration	Agency Administration	629	008	Service and Supply Reduction for all Agency Administration Programs. Fund shift GF and OF to FF on two positions.	(1,150,395)		(654,949)		549,650		$ (1,255,694)				Service and Supply Reduction for all Agency Administration Programs. Fund shift GF and OF to FF on two positions.
Forest Resources	Forest Resources	629	050	Division Federal Fund Reduction					(5,930,773)		$ (5,930,773)				Division Federal Fund Reduction
State Forests	State Forests	629	030	Division Other Funds Reduction			(35,407,389)				$ (35,407,389)				Division Other Funds Reduction
		629									$ -				
		629									$ -				
		629									$ -				
		629									$ -				
											$ -				
											$ -				
				TOTAL	(14,952,527)	-	(37,368,563)	-	(5,125,551)	-	$ (57,446,640)	(13)	(13.00)		

Oregon Department of Forestry
2025-27 Biennium

Long-term vacancies as of December 31, 2024

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Agency	SCR	DCR	Pos No	WDID	Position Class Comp		Position Title	Pos Type	GF Fund Split	LF Fund Split	OF Fund Split	FF Fund Split	FTE	2025-27 GF PS Total	2025-27 LF PS Total	2025-27 OF PS Total	2025-27 FF PS Total	2025-27 Total Bien PS BUDGET	Vacant Date	Position eliminated in GRB? Y/N	Reason for vacancy	In 23-25 PFP	In 25-27 POP	On Reduction Spreadsheet
62900	008	08	0000037	000000004980	MMN	X0872 AP	Operations & Policy Analyst 3 - SR30 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$290,848	$0	$290,848	11/01/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	Yes
62900	008	08	0000150	000000031294	MMS	X7464 AP	Natural Resource Protection and Sustainability Manager 2 - SR33 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$315,955	$0	$315,955	11/03/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	PFP 23-25-23 Abolished	No	No
62900	008	08	0000213	000000042944	OAO	C4033 AP	Facility Energy Technician 2 - SR22 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$198,630	$0	$198,630	12/02/2021	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	020	31	0000285	000000063394	OAO	C4419 AP	Automotive Technician 2 - SR23 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$205,767	$0	$205,767	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	020	31	0000351	000000063399	OAO	C8222 AP	Aircraft Pilot - SR27 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$239,750	$0	$239,750	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	020	31	0000484	000000010477	OAO	C4438 AP	Heavy Equipment Technician 2 - SR26 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$270,099	$0	$270,099	06/30/2021	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	030	51	0000492	000000063408	OAO	C0103 AP	Office Specialist 1 - SR13 - Non Exempt	PP	0.00	0.00	1.00	0.00	0.45	$0	$0	$75,082	$0	$75,082	05/24/2021	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	030	51	0000713	000000063427	OAO	C8211 AP	Forest Management Technician - SR16 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$184,608	$0	$184,608	12/14/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	030	51	0000915	000000016126	OAO	C8501 AP	Natural Resource Specialist 1 - SR21 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$205,767	$0	$205,767	08/14/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	030	51	0000920	000000063465	OAO	C8501 AP	Natural Resource Specialist 1 - SR21 - Non Exempt	PF	0.00	0.00	1.00	0.00	0.78	$0	$0	$161,607	$0	$161,607	01/23/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	030	52	0000920	000000063465	OAO	C8501 AP	Natural Resource Specialist 1 - SR21 - Non Exempt	PF	0.00	0.00	1.00	0.00	0.22	$0	$0	$45,931	$0	$45,931	01/23/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	010	11	0000930	000000063466	MMS	X8260 AP	Forest Manager 2 - SR30 - Exempt	PP	0.32	0.00	0.68	0.00	0.42	$36,907	$0	$79,371	$0	$116,278	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	050	50	0000930	000000063466	MMS	X8260 AP	Forest Manager 2 - SR30 - Exempt	PP	0.60	0.00	0.40	0.00	0.08	$13,953	$0	$9,302	$0	$23,255	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	010	11	0001114	000000063529	OXNO	C8257 AP	Forest Officer - SR23 - Non Exempt	PF	0.36	0.00	0.64	0.00	0.50	$40,290	$0	$70,457	$0	$110,747	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	010	72	0001114	000000063529	OXNO	C8257 AP	Forest Officer - SR23 - Non Exempt	PF	0.00	0.00	1.00	0.00	0.50	$0	$0	$110,747	$0	$110,747	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	010	11	0001256	000000063548	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PP	0.28	0.00	0.72	0.00	0.27	$16,185	$0	$41,641	$0	$57,826	01/02/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	050	47	0001256	000000063548	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PP	0.00	0.00	0.00	1.00	0.40	$0	$0	$0	$86,387	$86,387	01/02/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	020	31	0001302	000000063565	OAO	C4419 AP	Automotive Technician 2 - SR23 - Non Exempt	PP	0.00	0.00	1.00	0.00	0.25	$0	$0	$51,442	$0	$51,442	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	010	11	0001303	000000018644	OAO	C8501 AP	Natural Resource Specialist 1 - SR21 - Non Exempt	PF	0.41	0.00	0.59	0.00	1.00	$83,439	$0	$122,328	$0	$205,767	12/01/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	030	51	0002128	000000106574	MMS	X7464 AP	Natural Resource Protection and Sustainability Manager 2 - SR33 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$315,955	$0	$315,955	05/01/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	010	11	0003053	000000063681	OAO	C8501 AP	Natural Resource Specialist 1 - SR21 - Non Exempt	PF	0.42	0.00	0.58	0.00	1.00	$85,949	$0	$119,818	$0	$205,767	01/21/2021	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	010	11	0003203	000000063751	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.37	0.00	0.63	0.00	0.44	$35,113	$0	$59,251	$0	$94,364	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	050	50	0003203	000000063751	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.60	0.00	0.40	0.00	0.56	$72,643	$0	$48,428	$0	$121,071	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	010	72	0003225	000000063761	OXNO	C8257 AP	Forest Officer - SR23 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$221,495	$0	$221,495	10/31/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	010	11	0003342	000000063797	OXNO	C8257 AP	Forest Officer - SR23 - Non Exempt	PF	0.41	0.00	0.59	0.00	0.54	$48,651	$0	$71,326	$0	$119,977	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	010	45	0003342	000000063797	OXNO	C8257 AP	Forest Officer - SR23 - Non Exempt	PF	0.00	0.00	0.00	1.00	0.46	$0	$0	$0	$101,518	$101,518	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	010	65	0003431	000000012240	MMS	X7465 AP	Research, Analysis, and Statistics Supervisor 2 - SR28 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$256,992	$0	$256,992	04/30/2021	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	050	47	0003537	000000064682	OAO	C8503 AP	Natural Resource Specialist 3 - SR27 - Exempt	PF	0.00	0.00	0.00	1.00	1.00	$0	$0	$0	$239,750	$239,750	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	010	11	0003573	000000063840	OAO	C0103 AP	Office Specialist 1 - SR13 - Non Exempt	PP	0.36	0.00	0.64	0.00	0.38	$23,759	$0	$41,801	$0	$65,560	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	050	50	0003573	000000063840	OAO	C0103 AP	Office Specialist 1 - SR13 - Non Exempt	PP	0.60	0.00	0.40	0.00	0.22	$22,603	$0	$15,069	$0	$37,672	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	020	31	0003747	000000065037	OAO	C4419 AP	Automotive Technician 2 - SR23 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$205,767	$0	$205,767	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	010	72	0004564	000000065732	OXNO	C8264 AP	Wildland Fire Dispatcher - SR15 - Non Exempt	PP	0.00	0.00	1.00	0.00	1.00	$0	$0	$29,668	$0	$29,668	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	010	45	0004656	000000054990	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.00	0.00	0.00	1.00	1.00	$0	$0	$0	$213,662	$213,662	06/21/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Pending Classification Review	No	No	No
62900	010	45	0004703	000000065885	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.00	0.00	0.00	1.00	1.00	$0	$0	$0	$213,662	$213,662	04/11/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	010	45	0004705	000000009122	OAO	C8501 AP	Natural Resource Specialist 1 - SR21 - Non Exempt	PF	0.00	0.00	0.00	1.00	1.00	$0	$0	$0	$205,767	$205,767	03/01/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	030	51	0004855	000000066000	MMS	X8259 AP	Forest Manager 1 - SR27 - Exempt	PF	0.00	0.00	1.00	0.00	0.35	$0	$0	$88,387	$0	$88,387	05/01/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	030	51	0004861	000000012147	MMS	X8260 AP	Forest Manager 2 - SR30 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$279,069	$0	$279,069	10/09/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Pending Classification Review	No	No	No
62900	050	11	0004867	000000052105	OAO	C8501 AP	Natural Resource Specialist 1 - SR21 - Non Exempt	PP	1.00	0.00	0.00	0.00	0.75	$154,325	$0	$0	$0	$154,325	05/15/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	010	73	0005306	000000066372	OAO	C0860 AP	Program Analyst 1 - SR23 - Non Exempt	PP	0.00	0.00	1.00	0.00	0.50	$0	$0	$102,883	$0	$102,883	01/01/2019	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	030	51	0005589	000000109135	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$213,662	$0	$213,662	12/01/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Budget Freeze/Vacancy Savings	No	No	No
62900	030	51	0005590	000000109138	MMS	X7465 AP	Natural Resource Protection and Sustainability Manager 1 - SR31 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$290,848	$0	$290,848	11/30/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Finance Another Position	No	No	No
62900	050	50	0005933	000000146397	MMS	X8260 AP	Forest Manager 2 - SR30 - Exempt	PF	0.84	0.00	0.16	0.00	1.00	$234,418	$0	$44,651	$0	$279,069	05/20/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	050	50	0005936	000000146401	MMS	X8260 AP	Forest Manager 2 - SR30 - Exempt	PF	0.84	0.00	0.16	0.00	1.00	$234,418	$0	$44,651	$0	$279,069	05/20/2022	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	050	90	0006000	000000164555	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.00	0.00	0.50	0.50	1.00	$0	$0	$106,831	$106,831	$213,662	11/28/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Pending Classification Review	PFP 23-25-10 Fund Shift	No	No
62900	050	90	0006001	000000163746	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.00	0.00	0.50	0.50	1.00	$0	$0	$106,831	$106,831	$213,662	07/01/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	No	No	No
62900	050	90	0006002	000000164556	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.00	0.00	0.50	0.50	1.00	$0	$0	$106,831	$106,831	$213,662	11/28/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Pending Classification Review	PFP 23-25-10 Reclass Up	No	No
62900	050	90	0006007	000000164532	OAO	C8502 AP	Natural Resource Specialist 2 - SR24 - Non Exempt	PF	0.00	0.00	0.50	0.50	1.00	$0	$0	$106,831	$106,831	$213,662	11/28/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Pending Classification Review	PFP 23-25-10 Reclass Up	No	No
62900	050	90	0006009	000000163918	OAO	C8211 AP	Forest Management Technician - SR16 - Non Exempt	PF	0.00	0.00	0.50	0.50	1.00	$0	$0	$86,288	$86,288	$172,576	07/01/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Pending Classification Review	No	No	No
62900	008	08	0006036	000000164578	MMN	X7086 AP	Business Operations Supervisor 2 - SR28 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$256,992	$0	$256,992	11/29/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	PFP 23-25-23 Abolished	No	No
62900	008	08	0006038	000000164579	OAO	C0855 AP	Project Manager 2 - SR30 - Exempt	PF	0.00	0.00	1.00	0.00	1.00	$0	$0	$270,099	$0	$270,099	11/29/2023	N	Freeze Position, Headcount, or Job Group > Freeze > Hold for Organization Structure Review	PFP 23-25-23 Abolished	No	No
							TOTAL		7.40	0.00	34.10	8.50	39.07	$1,102,653	$0	$6,169,756	$1,574,358	$8,846,767						

0227/2025

Agency: Oregon Department of Forestry
Contact Person (Name & Phone #):   William Fallihee 971-375-0326

(a)	(b)	(c)	(d)	(e)	2023-25 Ending Balance		2025-27 Ending Balance		(j)
					(f)	(g)	(h)	(i)	
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or Statutory reference	In LAB	Revised	In CSL	Revised	Comments
Limited	008-00-00-00000 Agency Administration	00579/Agency Administration	Operations/Administrative Prorate of All Non General Fund programs . Operations/Internal Service Fund/Billable cost of goods and services provided by the department under the Agency Administration program.	ORS.526.111, ORS.526.06 Chapter 754, (2),(1), Oregon Law 2007	1,496,730	0	376,974	0	Timing of revenue and expenditures of Cooperative work can create a negative or positive ending balance which will net to zero over time. Projections have not changed.
Limited	010-00-00-00000 Fire Protection	00579/Forest Patrol, Slash, Smoke Mgmt, Coop, OFLPF	Operations/Landowners assessment for the cost of providing local fire protection, slash abatement, private landowner burn fees, coop work and Emergency Fire Cost (EFC).	ORS.477.270(2), 526.122	0	0	4,220,576	22,500,000	Any balance in this account is used to calculate the landowner rate for the next Fiscal Year (FY). A positive balance lowers the land owner rate for the next FY. Reimbursements from federal sources can take more than a biennia to collect, creating negative ending balances until realized. This Ending Balance also contains portion of the OFLPF for Emergency Fire Cost (EFC). Ending balance will also include funds deposited into the State Forestry Department Cash Flow Repayment Fund.
Limited	020-00-00-00000 Equipment Pool	00579/Motor & Communications Pools	Operations/Special Purpose internal fund dedicated for vehicle & communications equipment replacement and repair.	ORS.526.144, 146	313,332	478,132	213,010	323,775	The revenue for this account is derived by assesing the operating programs. These funds are dedicated to vehicle maintenance & replacement. Replacements have been deferred and vehicle manufacturer have not delivered vehicles for 2021-23.
Limited	030-00-00-00000 State Owned Forests	00579/Forest Development Operating Fund, Common School Lands, and Seed Orchard	Operations/Timber Sales contracts from the Board of Forestry lands; cash balances include pending distributions to counties. Operations/Timber Sales from Common School Lands. All proceeds go to Division of State Lands, and the Department is reimbursed for expenditures incurred to manage the CSL. The sale of seedlings to private, state and other public owners of forest nurseries or forestland.	ORS.530.110, ORS.530.520, ORS.526.470	541,274	21,300,000	0	3,100,000	The Forest Development Operating Fund is almost entirely funded through the sale of timber. The counties receive 63.75 percent of the revenue, with the remaining 36.25 percent retained by the Division. The Division's share of this revenue is used to plan and implement core business. The Division strives to maintain a prudent Forest Development Operating Fund balance of six to twelve months of operating expenditures, allowing the Division to continue operations during market fluctuations.
Limited	050-00-00-00000 Forest Resources	00579/Federal Forest Restoration	Operations	ORS 526.275	0	12,674,068	0	13,750,000	These are Federal Funds as Other Funds come from the Forest Service through the Good Neighbor Authority agreement. The Good Neighbor Authority (GNA) was authorized in the 2014 Farm Bill. It allows federal and state agencies to work in partnership to implement watershed and forest management activities on federal lands. These funds can only be spent within the Federal Forest for which the revenue was generated.
Limited	050-00-00-00000 Forest Resources	00579/Forest Practices, Coop Forestry	Operations. A privilege tax levied for the purpose of administering the Oregon Forest Practices Act in an amount not to exceed 40 percent of the total expenditures approved by the Legislative assembly. Operations/Pass through grants from other state agencies and private individuals for cooperative work related agreements.	Chapter 852,(10, (3) Oregon Laws 2007 and ORS.321.005 to ORS. 321.185, ORS.526.515 and ORS.469.634	242,865	944,763	3,087,521	623,100	Harvest Tax Revenue is transferred from the Department of Revenue to the Department's account every quarter. The rate is re-computed each biennium and approved by the Legislature.
Limited	050-00-00-00000 Private Forests	00658/Forest Resources Trust	Trust Fund/Loan Program used for loans to individual private landowners to encourage reforestation; loans are payable within 25 years. Cash Balance represents donations from private companies and individuals for the Carbon Credit offset program.	ORS526.720	0	0	0	0	All earnings on moneys in the fund shall be retained in the fund. All moneys in the fund are appropriated continuously to the State Forestry Department to carry out the duties, functions and powers of the Forest Resource Trust, including State Forestry Department administrative expenses.
Limited	080-00-00-00000 - Facilities Maintenance and Development - FOCIA	00795/FOCIA Operating Fund	Operations/Purpose of this account is to pay expenses related to construction, operation, maintenance, repair, replacement, equipping, improving, acquiring and disposing of real property and facilities.	ORS.276.285(2)	6,416,253	10,904,619	6,411,694	11,400,000	Funding set aside by multiple programs for the maintenance, preservation and development of state-owned property.
Limited	050-00-00-00000 Private Forests	00805/Urban Forestry	Donations from private individuals	ORS.526.515 and ORS.469.634	0	0	(13,453)	0	