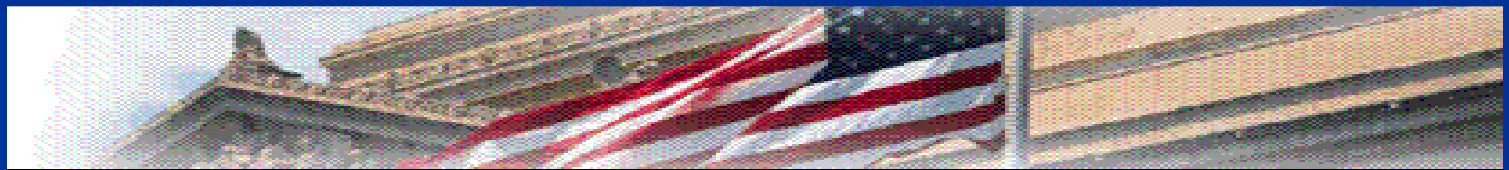


## 350 – Columbia River Gorge Commission Ways & Means Reference Document

- A hyperlink/URL to the agency's Governor's Budget published on its website. If the agency's Governor's Budget document is not completed prior to the deadline for submitting materials, the link/URL should be provided to your LFO analyst as soon as available.
  - [2025-27 Governor's Budget – LINK](#)
  
- Additional details, documents, and materials to support the budget information included in the agency's PowerPoint presentation.
  - **Attachment A**  
Bluecrane, Inc. – Quality Assurance Report, January 2025  
Access Database Replacement (ADR) Project
  
- Results of, and agency responses to, all audits on the agency conducted by the Secretary of State under ORS 297.070 during the current biennium and/or an external audit firm.
  - [Audit Reports – LINK](#)
  
  - **FY 2019-2023 Accountability Audit Report**  
*In those selected areas, Commission operations complied, in all material respects, with applicable state laws, regulations, and its own policies and provided adequate controls over safeguarding of public resources.*  
*Office of the Washington State Auditor*
  
  - **FY 2024 Financial Statement Audit Report**  
*No deficiencies in internal control considered a material weakness were identified.*  
*Office of the Washington State Auditor.*

- Description of how recent changes to agency budget and/or management flexibility affected agency operations.
  - There have been no recent changes to the agency budget or management flexibility affecting agency operations.
  
- Description of workforce challenges, including the impact to agency operations and services and additional costs incurred (e.g., overtime, contracted staffing).
  - **Administrative Support** The Finance and Administration Manager oversees all aspects of finance, budgets, IT security, and all administrative requirements for the agency required by Oregon and Washington. Currently, CRGC does not have any backup administrative support. No current staff member is able to take on additional work with records management and administration. Basic administration support is critical for the agency's success in complying with the requirements of the two states.
  - The agency has no deputy director.
  
- Program prioritization for 2025-27 (form 107BF23).
  - **Attachment B**
    - Agency Wide
    - Joint Account
    - Commissioner Account
  
- Summary of proposed information technology and capital construction projects.
  - **Policy Option Package 100**  
**Access Database Replacement – Phase 3**  
**Funding Request - \$350,000 (Oregon's share)**  
 CRGC seeks funding for ADR Phase 3 to cross the finish line by replacing the outdated Microsoft Access database with the new cloud-based Enterprise Permitting & Licensing Software (EP&L) database and document management system. Phase 1 *Feasibility and Diagnostics Analyses* was funded in 2021-23, and Phase 2 *Implementation* was funded in 2023-25.
  - **Capital Construction Projects**  
 The agency has no capital construction projects.

- Summary of 10% reduction options requested by LFO.
  - **Attachment C**  
10% Reduction Options (ORS 291.206)
- Summary of long-term vacancy information requested by LFO.  
**Attachment D**
  - The agency has no vacant positions over 12 months. Washington authorizes all agency positions.
- Other Funds, Lottery Funds, and ARPA ending balance forms.  
**Attachment E**
  - **Revenue Forecast Narrative**
    - Funds received by the agency are state General Funds. The agency does not currently anticipate receiving funds from state lottery dollars or from federal funds. The agency may seek grants as appropriate.
  - **Detail Of Fee, License, or Assessment Revenue Proposed For Increase**
    - The agency does not collect any permit fees from citizens or local governments in carrying out its responsibilities. The agency also does not issue licenses. The agency is authorized to assess civil penalties on a discretionary basis in cases of egregious violations but does so very rarely. The funds paid for civil penalties are deposited directly to the General Funds of the states of Oregon and Washington and are not kept for use by the agency.
  - **Detail of Lottery Funds, Other Funds and Federal Funds Revenue**
    - The agency does not anticipate receiving any lottery funds, federal funds, or any other type of funding other than state general funds. The agency will continue its efforts to seek grant funding as it is able to pursue appropriate opportunities; no viable grant source has been identified at this time and the agency lacks staff capacity to devote to grant development.



***bluecrane***  
***Management Consulting***  
***for***  
***State and Local***  
***Governments***

***Quality Assurance***

***Executive Advisement***

***Project Oversight***

***Project Management***

***Independent Verification  
and Validation (IV&V)***

***Risk Reduction***

# **Quality Assurance Report**

for the

## **Columbia River Gorge Commission (CRGC)**

### **Access Database Replacement (ADR) Project**

**January 2025**

Prepared by  
**Bluecrane, Inc.**



bluecrane ®



Corporate Headquarters  
655 Deep Valley Drive, Suite 300  
Rolling Hills Estates, CA 90274  
www.bluecranesolutions.com  
310-793-0000

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January 31, 2025

Ms. Krystyna Wolniakowski  
Executive Director  
Columbia River Gorge Commission  
P.O. Box 730  
White Salmon, WA 98672

Dear Ms. Wolniakowski:

*bluecrane* is pleased to present our January 2025 Quality Assurance (QA) Monthly Report for the Columbia River Gorge Commission's (CRGC) Access Database Replacement (ADR) Project. This monthly report is provided to you in compliance with the State of Washington's QA policies.

Please contact me with any questions or comments.

Sincerely,

Allen Mills



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## 1. Executive Summary

### 1.1 Assessment Summary

This report provides the quality assurance (QA) assessment by Bluecrane, Inc. ("*bluecrane*") for the Columbia River Gorge Commission's (CRGC) Access Database Replacement (ADR) Project for January 2025.

With only three weeks remaining before the new system becomes operational, the Project's focus has been almost entirely on preparing for its February go-live. Our January assessment found that:

- Beginning this month, the Project has entered its Gate 8 phase which consists of the final tasks for go-live. The go-live is scheduled to occur between February 19 and February 23. At the time of our assessment, all Gate 8 activities were on schedule.
- The scope for go-live has been set.
- The Project has been testing the software with the converted data. At the time of our assessment, there were no reported data conversion-related defects.
- The Project has submitted the required security design documentation to WaTech and is now awaiting final approval, which is expected to occur by the end of this month.

In addition, the Project is continuing to test the software configuration and is expected to complete end-to-end testing by the end of this month. At the time of our assessment, there were 20 reported defects and 65 percent of those were considered medium to high priority. To date, Tyler Technologies has been prompt in addressing defects. However, if Tyler Technologies is unable to address all of those defects before the first week of February, we encourage the Project to have Tyler focus on resolving those defects that are "go-live critical" – meaning defects that would prevent CRGC from meeting its statutory and regulatory duties and for which there are no workarounds.

Overall, our January assessment found that the Project is exercising good project management practices and that it has the characteristics of a well-managed, healthy, and highly-supported project.

### 1.2 Change Management Assessment

Starting in November and continuing this month, our change management assessments have focused on how well-prepared CRGC is for its upcoming system transition. To that end, in January, we continued conducting extensive interviews with CRGC staff to assess their readiness for the new system. Our January interviews focused on understanding staff concerns regarding the transition to the new system and the upcoming go-live date. Below are the results of our assessment:

- **Staff Readiness:** The overall sentiment about the Project remains positive; however, there is a general apprehension among staff about the system change, particularly regarding the User Acceptance Test (UAT) phase and staff's ability to adapt to the new system. The training sessions that staff recently participated in appear to have alleviated some of the apprehension. Also, staff confidence appears to be increasing as the go-live date approaches. However, we



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CRGC ADR Project  
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Bluecrane, Inc.  
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note that ongoing management support and good help desk technical support will be necessary to maintain this trend.

- **Testing:** While testing is underway, staff desire more involvement in defining test cases that reflect real-world scenarios to ensure the system's readiness for their specific tasks. Last month, Environmental Sciences Associates (ESA), who manages the Project and developed the current test cases, provided a walkthrough of how the testing would be conducted with the developed test cases. We encourage additional staff involvement in the development of UAT scenarios as it should enhance staff engagement and ensure the UAT process is aligned with practical needs.
- **Training Gaps:** In December, using change management assessment techniques, we found low staff training scores. In January, we found some improvements; however, there is a lack of ongoing support mechanisms post-implementation which could hinder system adoption. We recommend that CRGC implement a peer mentoring system to support new system users. Additionally, we suggest maintaining transparent communication about system benefits and integrating staff feedback to reduce resistance.
- **System Adoption:** Before the end of February, CRGC will be using its new system to meet its operational responsibilities. It will be important that management and staff become comfortable with the new ways of doing business. We recommend that over the coming months CRGC consider adopting the following practices:
  - Continue involving staff in designing test cases for UAT to ensure real-world applicability and gather real-time feedback during testing for immediate improvements
  - Implement role-specific training and establish a continuous learning path with post-implementation support to address staff concerns about self-sufficiency with the new system
  - Enhance the peer mentoring system and keep communication channels open for feedback to reduce change resistance
  - Establish a structured feedback mechanism for ongoing system input, ensuring the platform evolves with user needs





## 1.2 Executive “At-a-Glance” QA Dashboard

Area of Assessment	Risk Level			At-a-Glance Assessment
	January 2025	December 2024	November 2024	
<b>Project Management and Sponsorship</b>				
Schedule	No Risk Identified	No Risk Identified	No Risk Identified	For a project of this size, the project management approach being utilized is more than adequate.
Scope	Complete	Nearing Completion/ No Risk Identified	No Risk Identified	The Project’s scope has been stable for almost a year. Once end-to-end testing is completed in January and the go-live scope is confirmed, we expect to close this risk category in our next assessment.
Budget	No Risk Identified	No Risk Identified	No Risk Identified	The Project’s Investment Plan (IP) is approved, and the Project continues to perform within its original estimated budget.
Project Sponsorship and Governance	No Risk Identified	No Risk Identified	No Risk Identified	The Project’s current governance structure is providing adequate direction and guidance to the Project.
Project Management Processes	No Risk Identified	No Risk Identified	No Risk Identified	The approved Project Management Plan (PMP) is consistent with industry best practices and is in accordance with Project Management Body of Knowledge (PMBOK) standards.



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Area of Assessment	Risk Level			At-a-Glance Assessment
	January 2025	December 2024	November 2024	
<b>Project Management and Sponsorship (Continued)</b>				
<b>Risk and Issue Management</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	The Project is actively and consistently managing its current risks and issues.
<b>Project Staffing</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	The Project has implemented a project staffing approach that is reasonable and practical given CRGC's staffing constraints and ability to meet ongoing operational needs.
<b>Communication Strategy</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	The Project's strategy for communications is consistent with common project management practices.
<b>Acquisition Planning</b>	<b>Complete</b>	<b>Complete</b>	<b>Complete</b>	The Project's acquisition planning was completed in a prior phase.
<b>Vendor Management Planning</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	<b>No Risk Identified</b>	The Project is utilizing standard practices for managing its vendors.
<b>People</b>				
<b>Organizational Change Management (OCM)</b>	<b>Risk Being Addressed</b>	<b>Risk Being Addressed</b>	<b>No Risk Identified</b>	As a result of the recent training sessions, staff confidence in the new system has notably increased. As the Project moves forward, the focus is beginning to shift toward what will happen after the system goes live next month.



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Area of Assessment	Risk Level			At-a-Glance Assessment
	January 2025	December 2024	November 2024	
<b>People (Continued)</b>				
<b>Agency Awareness</b>	No Risk Identified	No Risk Identified	No Risk Identified	The current state of agency awareness is adequate for the Project's current activities and stage in its lifecycle.
<b>Stakeholder Engagement</b>	No Risk Identified	No Risk Identified	No Risk Identified	To-date, the Project's stakeholder engagement activities have been consistent with common project management practices and appear to be adequate for its current activities.
<b>Solution</b>				
<b>Product Configuration</b>	Complete	Complete	Complete	The Project reports that the initial software configuration is now complete.
<b>Requirements Management</b>	Complete	Complete	No Risk Identified	The Project's requirements were defined in an earlier phase and there have been no documented changes in those requirements during Gate 7.
<b>Testing</b>	Risk Being Addressed	No Risk Identified	No Risk Identified	At the time of our assessment, there were 20 reported defects and 65 percent of those were considered medium to high priority. To date, Tyler Technologies has been prompt in addressing defects.
<b>Security</b>	No Risk Identified	No Risk Identified	No Risk Identified	The Project has submitted the required security design documentation to WaTech and is now awaiting final approval, which is expected to occur by the end of this month.



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Area of Assessment	Risk Level			At-a-Glance Assessment
	January 2025	December 2024	November 2024	
<b>Data</b>				
<b>Data Preparation</b>	No Risk Identified	No Risk Identified	No Risk Identified	To-date, the Project has reported that it has not encountered any significant data mapping issues with its first, second, and third data loads.
<b>Data Conversion</b>	No Risk Identified	No Risk Identified	No Risk Identified	Last month, the Project successfully completed its third data conversion. To-date, no significant issues have been reported. The production data load is expected to begin mid-February.
<b>Infrastructure</b>				
<b>Remote Data Center</b>	No Risk Identified	No Risk Identified	No Risk Identified	The CRGC reports that the (Software as a Service) SaaS is accessible and operational.



## 2. Detailed QA Assessment

Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Project Management and Sponsorship</b>			
<b>Schedule</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>• The Project is using a Gantt chart as its primary schedule tool. The Gantt chart schedule incorporates a spreadsheet with details on start/end dates, durations, progress reporting, and assigned responsibility.</li> <li>• Reviews and updates to the schedule occur on a weekly basis.</li> <li>• The Project completed its Gate 7 period of activities in December.</li> <li>• The Project is currently conducting its Gate 8 activities, which consist of:               <ul style="list-style-type: none"> <li>○ Solution and validation testing</li> <li>○ OCM tasks</li> <li>○ Readiness assessments</li> <li>○ Go-live</li> </ul> </li> </ul>	<p>In December, the Project completed its Gate 7 phase activities. Beginning this month, the Project has entered its Gate 8 phase which consists of the final tasks for go-live. The go-live is scheduled to occur between February 19 and February 23. At the time of our assessment, all Gate 8 activities were on schedule.</p>



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Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Project Management and Sponsorship (Continued)</b>			
<b>Scope</b>	<b>Complete</b>	<ul style="list-style-type: none"> <li>The Phase II project scope statement is included in the PMP, and the scope is being managed by the project manager.</li> <li>Any additions or modifications to the scope must be approved by the Project's Executive Sponsor and go through the Project's formal Change Management process.</li> <li>The Project's scope management practices are consistent with industry best practices and have been adequate for the size and complexity of the ADR Project.</li> </ul>	<p>The Project's scope has been stable for almost a year. The scope for go-live has been set. Given the solution's extremely low defect rate and the lack of scope changes for over a year, this risk category is closed.</p>
<b>Budget</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>The Project's 2023–2025 budget is defined in the Project's approved IP and in the PMP.</li> <li>The PMP describes the Project's budget processes and practices.</li> <li>The CRGC staff prepare monthly budget reports which are shared with the Project's governance structure.</li> </ul>	<p>The Project reported that it was continuing to perform within its approved budget. Our assessment found that the Project's budget is adequate to meet its remaining Phase 2 activities. Furthermore, in July, CRGC completed a Policy Option Package for its Phase 3 effort, which is primarily ongoing support activities.</p>



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Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Project Management and Sponsorship (Continued)</b>			
<b>Project Sponsorship and Governance</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>The Project's governance structure is defined in the IP and the PMP. The Project's governance structure includes an Executive Steering Committee which meets on a monthly basis.</li> <li>The Project's Executive Sponsor provides oversight and guidance to the Project. Additionally, most authorities reside with the Executive Sponsor.</li> </ul>	The Project's current governance structure is providing adequate direction and guidance to the Project. The Executive Sponsor demonstrates commitment to the Project and is actively engaged in its activities.
<b>Project Management Processes</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>The Project is being managed by ESA and includes a project manager and project coordinator.</li> <li>The Project has an approved PMP which is in place and being adhered to.</li> </ul>	Our assessment found the PMP to be consistent with industry best practices and in accordance with PMBOK standards.
<b>Risk and Issue Management</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>The Project's PMP describes the Project's risk and issue management process.</li> <li>The Project has developed a risk and issue log.</li> <li>Risks are reviewed on a weekly basis during the project status meeting.</li> </ul>	The Project's written risk and issue management process is consistent with industry best practices. Additionally, the risk and issue log format should be adequate for managing risks and issues.



**QA Monthly Report  
CRGC ADR Project  
January 2025**

Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Project Management and Sponsorship (Continued)</b>			
<b>Project Staffing</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>The Project is being managed by ESA and includes a project manager and project coordinator.</li> <li>The Project's primary staffing resources will consist of ESA and Tyler Technologies resources.</li> <li>The Project has defined the roles for the ESA and CRGC Project resources to ensure that both sets of resources are used in an efficient manner.</li> </ul>	<p>The Project reports that it has adequate resources to meet its scope and time commitments. Based on current schedule and budget projections, we agree that the Project is adequately staffed to meet its final commitments.</p>
<b>Communication Strategy</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>The Project's PMP includes a communications plan which is focused on the Project's activities.</li> <li>The communications plan identifies roles and responsibilities and includes the frequency and type of communications that are expected to occur.</li> </ul>	<p>The Project's communications practices are consistent with industry best practices and are more than adequate for the Project's size and complexity.</p>





**QA Monthly Report  
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January 2025**

Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Project Management and Sponsorship (Continued)</b>			
<b>Acquisition Planning</b>	<b>Complete</b>	<ul style="list-style-type: none"> <li>The Project has completed its acquisition planning.</li> <li>All of the Project's core contracts for its current phase are in place.</li> <li>In March, the Project decided to utilize Tyler Technologies' Enterprise Content Management software and services to meet its document management needs.</li> </ul>	The Project has completed its acquisition planning activities.
<b>Vendor Management Planning</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>The Project's PMP includes a vendor management plan.</li> <li>The plan includes compliance standards, monthly reporting, and enforcement practices.</li> </ul>	The Project is utilizing standard practices for managing its vendors.



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Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>People</b>			
<b>Organizational Change Management (OCM)</b>	<b>Risk Being Addressed</b>	<ul style="list-style-type: none"> <li>Several training sessions have been provided by Tyler Technologies. Specifically, in February, CRGC staff attended a three-day, on-site meeting with Tyler Technologies which included some training activities and process discussions. Also in February, the Project team participated remotely in Tyler Technologies' Solutions Orientation Training to increase understanding of the software's capabilities and the activities that will occur during the upcoming current and future state analysis. In September, CRGC participated in Tyler Technologies' software configuration training.</li> <li>In October, the Project completed its OCM plan.</li> </ul>	<p>In January, we continued our extensive interviews with CRGC staff to assess their readiness for the new system, focusing on their concerns regarding the transition and the upcoming go-live date. As a result of the recent training sessions, staff confidence in the new system has notably increased. As the Project moves forward, the focus is beginning to shift toward what will happen after the system goes live. It is important to start to planning for post-go-live protocols and processes to ensure a smooth transition and continuous support for CRGC staff. This proactive approach aims to maintain the momentum of staff confidence and readiness into the operational phase of the new system.</p>
<b>Agency Awareness</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>Agency awareness is being managed through the Project's communications efforts.</li> </ul>	<p>The current state of agency awareness is adequate for the Project's current activities and stage in its lifecycle.</p>
<b>Stakeholder Engagement</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>Stakeholder engagement is occurring through the Executive Steering Committee and communications to various subject matter experts as appropriate.</li> </ul>	<p>To-date, the Project's stakeholder engagement activities have been consistent with common project management practices and appear to be adequate for its current activities.</p>



**QA Monthly Report  
CRGC ADR Project  
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Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Solution</b>			
<b>Product Configuration</b>	<b>Complete</b>	<ul style="list-style-type: none"> <li>The Gate 7 product configuration activities consist of finalizing the business process flow and finishing the software configuration.</li> <li>The Project's activities associated with product configuration are consistent with common practices for configuring SaaS systems. The Project reports that activities are occurring consistent with Tyler Technologies' methodology.</li> </ul>	<p>The Project reports that the initial software configuration is now complete. To-date, no significant defects have been identified. However, we do acknowledge that testing of this initial configuration will continue until the end of the year. Regardless, we have designated the product configuration as complete.</p>
<b>Requirements Management</b>	<b>Complete</b>	<ul style="list-style-type: none"> <li>The Project has established an Requirements Traceability Matrix (RTM) which is based on the Request for Proposal (RFP) and Tyler Technologies' response to that RFP.</li> <li>Requirements are grouped into three categories: (1) performance, (2) technical, and (3) business. The RTM describes how each requirement is expected to be tested.</li> <li>In February, during the on-site visit, CRGC, ESA, and Tyler Technologies reviewed the documented requirements and learned how the software will meet those requirements.</li> </ul>	<p>The Project's requirements were defined in an earlier phase and there have been no documented changes in those requirements during Gate 7.</p>



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January 2025**

Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Solution (Continued)</b>			
<b>Testing</b>	<b>Risk Being Addressed</b>	<ul style="list-style-type: none"> <li>In Gate 5, Tyler Technologies conducted a number of preparatory activities during the first 60 to 90 days of their engagement. Those activities are complete.</li> <li>Gate 6 testing activities were comprised of mainly creating testing materials such as use cases and test scripts and conducting some early business requirements testing. These activities are complete.</li> <li>Gate 7 testing activities consist of validating the configuration with converted data. These activities are expected to complete this month or in early January.</li> <li>Full Regression and UAT will occur in early 2025. We do note, however, that it is not the traditional UAT which typically concludes with software acceptance. The Project's testing methodology consists of three periods of UAT—one after each data load. The final acceptance of the software will occur early next year.</li> </ul>	<p>The Project has been testing the software with the converted data. At the time of our assessment, there were no reported defects.</p> <p>In addition, the Project is continuing to test the software configuration and is expected to complete end-to-end testing by the end of the month. At the time of our assessment, there were 20 reported defects and 65 percent of those were considered medium to high priority. To date, Tyler Technologies has been prompt in addressing defects. However, if Tyler Technologies is unable to address all of those defects before the first week of February, we do encourage the Project to have Tyler focus on resolving those defects that are “go-live critical”, meaning there are no work arounds and the defects would prevent CRGC's ability to meet its statutory and regulatory duties.</p>
<b>Security</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>According to the Project's high-level schedule, security design reviews and processes are expected to occur from the fall of 2023 through the beginning of 2025.</li> </ul>	<p>The Project has submitted the required security design documentation to WaTech and is now awaiting final approval, which is expected to occur by the end of this month.</p>



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Area of Assessment	January 2025 Risk Level	Status	<i>bluecrane's</i> Observations/Findings and Recommendations
<b>Solution (Continued)</b>			
<b>Tools</b>	<b>Complete</b>	<ul style="list-style-type: none"> <li>The Project is using Egnyte Collaborate for file sharing and Confluence for tracking and storing meeting notes and other administrative items.</li> </ul>	The Project's tools have been in place and operational for its entire lifecycle. Those tools have been adequate for managing the Project's activities and are not expected to change for the Project's duration.
<b>Implementation</b>	<b>Not Started</b>		
<b>Data</b>			
<b>Data Preparation</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>Data preparation activities (i.e., requirements, mapping, and cleansing) began in Gate 5 and will end in Gate 7.</li> <li>The data preparation activities for Gate 8 will consist of the final cleansing</li> </ul>	To-date, the Project has reported that it has not encountered any significant data mapping issues with its first, second, and third data loads. Starting with the first conversion and continuing this month, the Project and business owners are verifying the accuracy of the data mapping using the new system. At the time of our assessment, there were no reported data conversion defects.
<b>Data Conversion</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"> <li>During Gate 7, the Project plans to conduct three data conversions starting in August and concluding prior to go-live.</li> <li>Gate 8 data conversion activities will consist of the production data load.</li> </ul>	Last month, the Project successfully completed its third data conversion. To-date, no significant issues have been reported. The production data load is expected to begin mid-February.



**QA Monthly Report  
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<b>Area of Assessment</b>	<b>January 2025 Risk Level</b>	<b>Status</b>	<b><i>bluecrane's</i> Observations/Findings and Recommendations</b>
<b>Infrastructure</b>			
<b>Remote Data Center</b>	<b>No Risk Identified</b>	<ul style="list-style-type: none"><li>• The permit management software that CRGC will utilize is provided by Tyler Technologies as SaaS, which is hosted at one of their data centers.</li><li>• The SaaS solution became available to CRGC staff in February 2024.</li></ul>	To-date, CRGC reports that the SaaS solution is accessible and operational.
<b>Technical Help Desk</b>	<b>Not Assessed</b>		



## **Appendix A: ADR Project Background**

To implement the National Scenic Area Act, the bi-state CRGC is responsible for tracking implementation of the National Scenic Area (NSA) Management Plan, including:

- *Ensuring* compliance with all aspects of the Management Plan and land use rules among the six counties in the NSA
- *Monitoring* development trends, implementation effectiveness, and agency activities in the six counties in the NSA
- *Tracking* all the development that occurs in the six counties in the NSA
- *Enforcing* compliance and issuing notice of violations if landowners are out of compliance with permit conditions, and working with them to resolve the violations
- *Tracking* and comparing scenic, natural, cultural, recreational, and economic data to create a Climate Change Action Plan for the NSA to respond to priorities of the governors of both Washington and Oregon to address and mitigate climate change
- *Responding to* public records requests easily and efficiently within a short timeframe
- *Satisfying* Performance Measures (for both Oregon and Washington)

For at least 15 years, the CRGC has relied upon Microsoft Access as the main database system to store, maintain, and track the information needed to fulfill these requirements. Over time, the Access database has been altered and adapted to include additional data fields while other fields have been “orphaned.” There are currently over 100 fields in the Access database, many of which have not been used consistently over time. Thus, values for a given field may vary widely as different users have entered data with different meanings. This variability and inconsistency make searching data and performing analytical work difficult at best. Many data fields require information from CRGC’s Geographic Information System (GIS) but, since it is not possible to integrate Access and GIS, fields cannot be automatically populated with accurate and consistently-formatted data. Instead, the data must be manually entered which requires more time and is susceptible to human error. The CRGC also stores hundreds of boxes of historic paper documents that have not been digitized and indexed, making earlier records practically impossible to retrieve without countless hours of searching.

The ADR Project is intended to make CRGC data easily searchable and linked to the agency’s GIS. The envisioned new solution will be configured for CRGC’s current and future needs, providing better organized information and allowing CRGC to be more responsive to stakeholder needs. The CRGC will be able to better serve residents and county planning departments who need information about specific parcels of land and development impacts on resources.



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Specifically, replacing the Access database will improve efficiency by standardizing CRGC's operating procedures in digital/online forms and eliminating cumbersome manual data entry/re-entry work for CRGC's planners, county planners in the NSA, and landowners who require timely permits. The new solution will allow CRGC to centralize historic case work, land use permit files, and correspondence to enable both CRGC's planners and legal team to respond to requests for development reviews, permits, and public records more quickly and accurately. It will also facilitate reporting of metrics used to assess how well CRGC is implementing the NSA Act to protect Gorge resources and support economic development.

The Project is being implemented in two phases. Phase 1 is completed and consisted of:

- Conducting a needs assessment
- Design of a new cloud-based workflow and data management system
- Completion of a feasibility study
- A feasibility study review and readiness assessment
- Procurement of project management services
- Establishment of a governance committee
- Procurement of an implementation vendor

Phase 2 is currently underway and consists of:

- Project management and QA services
- Implementing a cloud-based solution to replace CRGC's current access database
- Converting legacy system data
- Scanning, digitizing, geo-referencing, and indexing paper archival files that were not digitized during Phase 1
- Merging digitized information into a new system
- Planning and transitioning maintenance and operations activities
- Modifying CRGC's website





## **Appendix B: *bluecrane's* QA ASSESSMENT FRAMEWORK**

We typically begin our QA assessments using a framework or “taxonomy” of areas for review and assessment. In performing QA reviews over the past 18 years, we have found this framework to be a valuable tool for (1) summarizing assessments into five areas that all stakeholders can “get their arms around” and (2) expanding discussions to a level of detail that is appropriate for specific management and technical audiences. We utilize this framework in our formal reporting and provide two different sections in each of our reports: one at the summary level and one at a more detailed level.

We begin our framework with a “roll-up” of all aspects of a project into the following five Project Areas:

- Project Management and Sponsorship
- People
- Solution
- Data
- Infrastructure

We then de-compose the five Project Areas listed above into the next lower level of our assessment taxonomy. We refer to this next lower level as the “area of assessment” level. The list of areas of assessment grows over the life of a given project, and it often includes areas of assessment unique to a given project. Regardless of where a project is in its lifecycle, we have found that there are some areas of assessment that occur over and over again. Figure 1 on the next page depicts a number of typical areas of assessment that occur on most projects—and for which we have pre-prepared QA inquiries that we present in Section 3 of this plan.

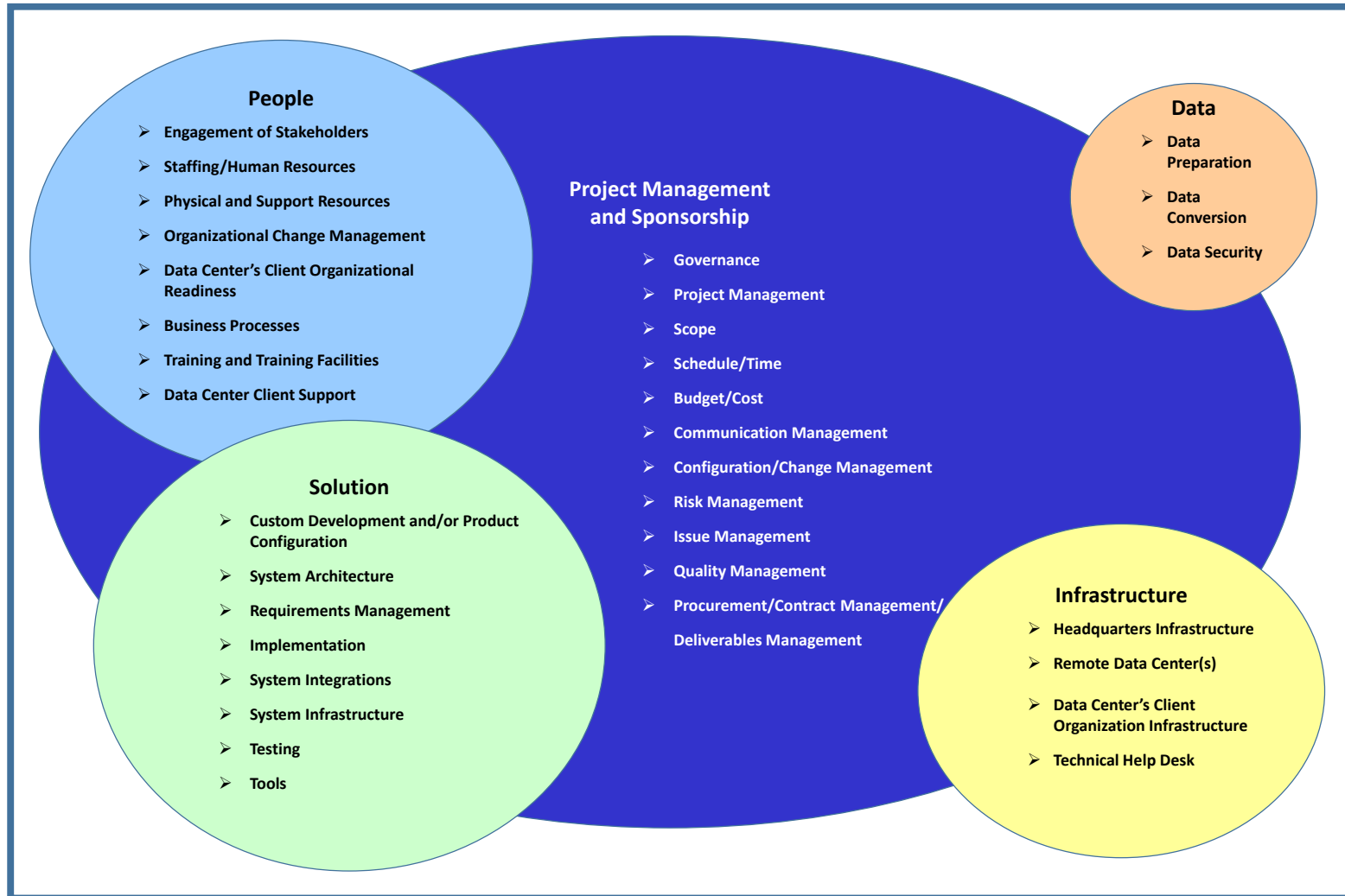


Figure 1. *bluecrane's* QA Framework



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We recognize that there are certain qualitative and subjective elements to any assessment framework. It is possible that CRGC might believe that an area of assessment that we have designated under, for example, “People” should be under “Solution.” We are fine with accommodating those kinds of modifications to our framework to facilitate the understanding of and consistency with the ADR Project. The point is not “how” we classify a given area of assessment. The point of our framework is to help ensure that no critical areas are missed!

We also wish to note that it is not our framework’s intent or practice to duplicate the Project’s management processes and activities—meaning we do not follow and analyze each task and each deliverable that our clients are tracking in their project management software (such as Microsoft Project). Rather, we identify those groups of tasks and deliverables that are key “signposts” in the Project that lead to project success. For example, we know that there are numerous tasks that may slip a few days or even weeks, get rescheduled, and do not have a major impact on the Project. We also know that there are always a number of significant “task groups” and deliverables that should be tracked over time because any risk to those items—in terms of schedule, scope, or cost—have a potentially significant impact on the Project’s overall success. Those types of “task groups” then become our focus, which will ultimately become part of our framework and assessment activities. These “task groups” vary depending on what the Project is doing at any particular time and what is critical to meeting the Project’s next major signpost. It is our practice to discuss what those signposts and upcoming task groups will be with our clients before they become a focus in upcoming assessments.

For each major assessment area within our framework depicted in Figure 1, we document in our monthly QA reports our assessment results and any issues and/or risks that we have found over the last month, as well as our high-level recommendations for addressing the risks. For each focus area, we perform the following assessment:

- Planning – is the project doing an acceptable level of planning?
- Executing – assuming adequate planning has been done, is the project performing tasks in alignment with the plans the project has established?
- Results – are the expected results being realized? A project that does a good job of planning and executing their plans but does not realize the results expected by participating partners and other stakeholders, is a less than successful project. Ultimately, results are what the project is all about!

Assessed status is then rated at a macro-level using the scale shown in Table 1 below.



**Table 1. *bluecrane's* Monthly Assessment Status Color Coding Definitions**

Assessed Status	Meaning
<b>High Risk</b>	Project management must address, or the entire project is at risk of failure; these risks are "show-stoppers"
<b>Risk</b>	Significant enough to merit management attention but not one that is deemed a "show-stopper"
<b>Risk Being Addressed</b>	Risk is being adequately mitigated. The risk may be ongoing with the expectation it will remain blue for an extended period of time, or it may be sufficiently addressed so that it becomes green as the results of the corrective actions are realized
<b>No Risk Identified</b>	"All Systems Go" for this item
<b>Not Started/ Assessed</b>	This particular item has not yet started or is not yet assessed
<b>Complete or Not Applicable</b>	This particular item has been completed or has been deemed "not applicable" but remains a part of the assessment for traceability purposes

# Attachment B

Agency Name		Columbia River Gorge Commission																						
2025-2027 Biennium																					Agency Number:		35000	
Agency Wide		Department-Wide Priorities for 2025-2027 Biennium																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22			
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, or S)	Legal Citation	Explain What is Mandatory (for C, FM and FO only)	Comments on Proposed Changes to CSL included in Agency Request				
Agcy	Prgm/ Div																							
1	Commissioner	CRGC	CMR	Commissioner Expenses, Commissioner per diem and participation(travel) expenses	1,2,3,4,5	9	37,257	0	0	0	0	\$ 37,257	6 commissioners	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-165	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.					
2	Commissioner	CRGC	CMR	Oregon Risk Management charges-Oregon State charges for self-insurance and other state services	1,2,3,4,5	9	19,603	0	0	0	0	\$ 19,603	6 commissioners	0.00	N	N	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-166	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.					
3	Joint	CRGC	JT	Implementation of Management Plan including: Assistance to Counties and State Agencies, Vital Signs Indicators Project, Scenic Area Ordinance Administration, Review of County Ordinance Amendments, Monitoring and Enforcement of County Decisions, Amendments to the Management Plan, and Rule Revisions.	1,2,3,4,5	9	1,618,262	0	0	0	0	\$ 1,618,262	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.					
4	Joint	CRGC	JT	Appeals to the Commission-The Scenic Act requires the Gorge Commission to act as the neutral appellate hearing body for all appeals of land use decisions within the National Scenic Area. This requirement is one element in ensuring consistent National Scenic Area-wide interpretation of land use policy and guidelines.	1,2,3,4,5	9	303,424	0	0	0	0	\$ 303,424	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.					
5	Joint	CRGC	JT	Economic Development- The Gorge Commission has one general and one specific duty in coordinating with the state on this program. First, the states consult with the Commission on various aspects of the Economic Vitality plan. Second, the Commission is required by the Act to certify all activities undertaken through a proposed grant or loan as consistent with the Act and the Management Plan.	1,2,3,4,5	6	101,141	0	0	0	0	\$ 101,141	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.					
							2,079,687	-	-	-	-	\$ 2,079,687	0	0.00										

Prioritize each program activity for the Department as a whole

**Document criteria used to prioritize activities:**

Agency has no positions or FTE in Oregon. All employees are Washington State employees. Agency has 6 Commissioners (3 Governor appointees and 3 County appointees). The benefits of the program are both short and long term. The immediate benefits include professional land use planning services for individuals, counties and state agencies, economic development certification and provision of an accessible appeal process. The long-term benefits include cultural, natural and scenic resource protection of the Columbia River Gorge Scenic Area and protection from potential lawsuits and claims over land use issues. These benefits outweigh the costs of the program, especially as all JOINT program costs are funded equally by the State of Washington.

- Hear appeals of county development decisions and decisions of the Executive Director.
- Collaborate and coordinate with the USDA Forest Service Area Office. Coordinate services and response with all other federal, state, and local government agencies that share responsibility for aspects of the NSA implementation
- Support the work of lead air quality agencies in Washington and Oregon in implementing the Work Plan for Columbia River Gorge Air Quality Project.
- Improve the Commission's administrative procedures for a variety of actions.
- Use alternative dispute resolution processes to avoid public hearings and litigation.
- Implement the updated Management Plan for the Columbia River Gorge and assist Gorge Counties with their land use ordinances.
- Provide current planning services in any Gorge County that does not implement the Management Plan through a land use ordinance.
- Provide code compliance and enforcement services.
- Support the State of Oregon and State of Washington economic development agencies in planning that supports the grant and loan program created by the National Scenic Area Act.
- Assist the Oregon and Washington Investment Boards in identifying major economic opportunities for Gorge Communities.
- Ensure that Gorge Commission decision-making processes are fair, open and accessible.
- Assist in securing funding, including Congressional appropriations, for projects that implement the Columbia River Gorge National Scenic Area Act and the enhancements section of the Management Plan.
- Provide customer service that is timely, accurate and courteous.
- Monitor the effect of development and other activities on the resources of the National Scenic Area.

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**7 Primary Purpose Program/Activity Exists**

- 1 Civil Justice
- 2 Community Development  
Department-Wide Priorities

Agency Name		Columbia River Gorge Commission																		Agency Number:		35000	
2025-2027 Biennium		Program/Division Priorities for 2025-2027 Biennium																					
Joint Account																							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, or S)	Legal Citation	Explain What is Mandatory (for C, FM and FO only)	Comments on Proposed Changes to EBL included in GRB			
Dept	Prgm/Div																						
1	CRGC	JT	Implementation of Management Plan including: Assistance to Counties and State Agencies, Vital Signs Indicators Project, Scenic Area Ordinance Administration, Review of County Ordinance Amendments, Monitoring and Enforcement of County Decisions, Amendments to the Management Plan, and Rule Revisions	1,2,3,4,5	9	1,618,262	0	0	0	0	0	\$ 1,618,262	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
1	CRGC	JT	Appeals to the Commission-The Scenic Act requires the Gorge Commission to act as the neutral appellate hearing body for all appeals of land use decisions within the National Scenic Area. This requirement is one element in ensuring consistent National Scenic Area-wide interpretation of land use policy and guidelines.	1,2,3,4,5	9	303,424	0	0	0	0	0	\$ 303,424	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
1	CRGC	JT	Economic Development- The Gorge Commission has one general and one specific duty in coordinating with the state on this program. First, the states consult with the Commission on various aspects of the Economic Vitality plan. Second, the Commission is required by the Act to certify all activities undertaken through a proposed grant or loan as consistent with the Act and the Management Plan.	1,2,3,4,5	6	101,141	0	0	0	0	0	\$ 101,141	0	0.00	N	Y	FM	National Scenic Area Act 16 USC.544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
						2,022,827	-	-	-	-	-	\$ 2,022,827	0	0.00									

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

**Document criteria used to prioritize activities:**

Agency has no positions or FTE in Oregon. All employees are Washington State employees. Agency has 6 Commissioners (3 Governor appointees and 3 County appointees). The benefits of the program are both short and long term. The immediate benefits include professional land use planning services for individuals, counties and state agencies, economic development certification and provision of an accessible appeal process. The long-term benefits including cultural, natural and scenic resource protection of the Columbia River Gorge Scenic Area and protection from potential lawsuits and claims over land use issues. These benefits outweigh the costs of the program, especially as all JOINT program costs are funded equally by the State of Washington.

- Hear appeals of county development decisions and decisions of the Executive Director.
- Collaborate and coordinate with the USDA Forest Service Area Office. Coordinate services and response with all other federal, state, and local government agencies that share responsibility for aspects of the NSA implementation
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- Use alternative dispute resolution processes to avoid public hearings and litigation.
- Implement the updated Management Plan for the Columbia River Gorge and assist Gorge Counties with their land use ordinances.
- Provide current planning services in any Gorge County that does not implement the Management Plan through a land use ordinance.
- Provide code compliance and enforcement services.
- Support the State of Oregon and State of Washington economic development agencies in planning that supports the grant and loan program created by the National Scenic Area Act.
- Assist the Oregon and Washington Investment Boards in identifying major economic opportunities for Gorge Communities.
- Ensure that Gorge Commission decision-making processes are fair, open and accessible.
- Assist in securing funding, including Congressional appropriations, for projects that implement the Columbia River Gorge National Scenic Area Act and the enhancements section of the Management Plan.
- Provide customer service that is timely, accurate and courteous.
- Monitor the effect of development and other activities on the resources of the National Scenic Area.

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**7 Primary Purpose Program/Activity Exists**

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection

Agency Name		Columbia River Gorge Commission																					
2025 - 2027 Biennium																				Agency Number:		35000	
Commissioner Account		Program/Division Priorities for 2025-2027 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, or S)	Legal Citation	Explain What is Mandatory (for C, FM and FO only)	Comments on Proposed Changes to CSL Included in Agency Request			
Dept	Prgm/ Div																						
1	1	CRGC	CMR	Commissioner Expenses, Commissioner per diem and participation (travel) expenses	3,4	9	37,257	0	0	0	0	0	\$ 37,257	6 commissioners	0.00	N	Y	FM	National Scenic Area Act 16 USC 544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.			
2	2	CRGC	CMR	Oregon Risk Management charges- Oregon State charges for self-insurance and other state services	4	9	19,603	0	0	0	0	\$ 19,603	6 commissioners	0.00	N	N	FM	National Scenic Area Act 16 USC 544/ Columbia River Gorge Compact ORS 196.50/ ORS 196.105-125 and ORS 196.115-170	The Gorge Commission is a bi-state Compact agency authorized by the Scenic Act and created by Washington and Oregon legislation in 1987. The Columbia River Gorge Commission was created by the states of Oregon and Washington through an interstate compact, the Columbia River Gorge Compact. The Gorge Compact is codified in Oregon at ORS 196.150 and in Washington at RCW 43.97.015.				
							56,860	-	-	-	-	\$ 56,860	0	0.00									

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

**Document criteria used to prioritize activities:**

Agency has no positions or FTE in Oregon. All employees are Washington State employees. Agency has 6 Commissioners (3 Governor appointees and 3 County appointees).

The benefits of the program are both short and long term. The immediate benefits include professional land use planning services for individuals, counties and state agencies, economic development certification and provision of an accessible appeal process. The long-term benefits including cultural, natural and scenic resource protection of the Columbia River Gorge Scenic Area and protection from potential lawsuits and claims over land use issues. These benefits outweigh the costs of the program, especially as all JOINT program costs are funded equally by the State of Washington.

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- Provide current planning services in any Gorge County that does not implement the Management Plan through a land use ordinance.
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- Provide customer service that is timely, accurate and courteous.
- Monitor the effect of development and other activities on the resources of the National Scenic Area.

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10% Reduction Options (ORS 291.206)

Activity or Program	Describe Reduction	Amount and Fund Type									Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2023-25 AND 2025-27)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Services & Supplies	Reduction in goods and services	\$ 9,564						\$ 9,564	-	-	<p>This reduction will completely eliminate janitorial and reduce expenses, including office supplies, postage, subscriptions, and printing and reproduction</p> <p>Oregon's share of this reduction equals \$9,564 GF <b>AND</b> will cause a matching reduction of \$9,564 from Washington funds.</p> <p><b>TOTAL REDUCTION TO AGENCY = \$19,128</b></p>
2. Travel	Elimination of all essential travel	\$ 16,905						\$ 16,905	-	-	<p>This reduction will eliminate all agency staff and commissioner travel. The reduction will eliminate face-to-face discussions with local governments, Treaty Tribes, state and federal agencies, citizens, and in most cases between the Commission itself. The reduction would also prevent the agency director from meeting with Commissioners, local, state, and federal agencies, and with the Governor's Natural Resource Cabinet. This reduction greatly reduces the Commission's ability to perform its day-to-day work and the overall function of the National Scenic Area. It would also place a greater burden on Oregon agencies to implement the National Scenic Area Act and bi-state Gorge Compact without technical assistance from the Commission.</p> <p>Oregon's share of this reduction equals \$16,905 GF <b>AND</b> will cause a matching reduction of \$16,905 from Washington funds.</p> <p><b>TOTAL REDUCTION TO AGENCY = \$33,810</b></p>
3. Diversity, Equity, & Inclusion (DEI)	Elimination of DEI work	\$ 50,000						\$ 50,000			<p>This reduction would eliminate outreach to underrepresented and historically marginalized communities. Translation of key Commission materials would also be eliminated causing a further restriction in communication with these groups.</p> <p>Oregon's share of this reduction equals \$50,000 GF <b>AND</b> will cause a matching reduction of \$50,000 from Washington funds.</p> <p><b>TOTAL REDUCTION TO AGENCY = \$100,000</b></p>
4. Staff Furloughs	Each staff member would be required to take 24 furlough days during the 2025-27 biennium (one day per month during the 2025-27 biennium).	\$ 66,000						\$ 66,000	-	9.50	<p>This reduction will greatly reduce the staff and Commission's ability to perform its day-to-day work and the overall function of the National Scenic Area. It would also place a greater burden on Oregon agencies to implement the National Scenic Area Act and bi-state Gorge Compact without technical assistance from the Commission.</p> <p>Oregon's share of this reduction equals \$66,000 GF <b>AND</b> will cause a matching reduction of \$66,000 from Washington funds.</p> <p><b>TOTAL REDUCTION TO AGENCY = \$132,000</b></p>
5. Executive Director Salary	The Executive Director would reduce to .75 FTE to save salary and associated benefit costs. This reduction will leave the Agency without a full-time ED for one year.	\$ 30,500						\$ 30,500	-	1.00	<p>The work of the Executive Director will shift to other staff within the Agency or not be performed.</p> <p>Oregon's share of this reduction equals \$30,500 GF <b>AND</b> will cause a matching reduction of \$30,500 from Washington funds.</p> <p><b>TOTAL REDUCTION TO AGENCY = \$61,000</b></p>
<b>Total</b>		<b>\$ 172,969</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 172,969</b>	<b>-</b>	<b>10.50</b>	<b>TOTAL REDUCTION TO AGENCY = \$345,938</b>



# Attachment D

Columbia River Gorge Commission (CRGC)																				
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
Agency	SCR	DCR	Pos No	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	
			There are no vacant positions over 12 months - all agency positions are on the Washington side									-					-			
											-					-				
											-					-				
											-					-				
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						TOTAL		0.00	0.00	0.00	0.00	-	0	0	0	0	0			

<b>Columbia River Gorge Commission (CRGC)</b>						<b>Contact Person (Name &amp; Phone #):</b> Madeline Kretzschmar 971-453-2114			
<b>2025-27 Biennium</b>				<b>BEX100 AY25</b>	<b>November</b>	<b>BDV002A AY27</b>			
				<b>N - LAB Column</b>	<b>Projections</b>	<b>J (A) - CSL Column Calculation to right</b>			

<b>Updated Other Funds Ending Balances for the 2023-25 and 2025-27 Bienna</b>									
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or statutory reference	<b>2023-25 Ending Balance</b>		<b>2025-27 Ending Balance</b>		Comments
					In LAB	Revised	In CSL	Revised	
<b>Not Applicable - No Other Funds</b>									

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

Instructions:

- Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2023-25 legislatively approved budget. If this changed from previous structures, please note the change in Comments (Column (j)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).
- Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (h):  
Use the appropriate, audited amount from the 2023-25 legislatively approved budget and the 2025-27 current service level at Governor's Budget.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. The revised column (i) should assume 2025-27 current service level expenditures, considering the updated 2023-25 ending balance and any updated 2025-27 revenue projections. Do not include adjustments for reduction options that have been submitted. Provide a description of revisions in Comments (Column (j)).
- Column (j): **Please note any reasons for significant changes in balances previously reported during the 2023 session.**

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

**Columbia River Gorge Commission (CRGC)**

2025-27 Biennium

Contact Person (Name & Phone #): Madeline Kretzschmar 971-453-2114

Updated Lottery Funds Ending Balances for the 2023-25 and 2025-27 Bienna									
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Lottery Funds Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or statutory reference	2023-25 Ending Balance		2025-27 Ending Balance		Comments
					In LAB	Revised	In CSL	Revised	
Not Applicable - No Lottery Funds									

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

**Instructions:**

- Column (a): Select one of the following: Economic Development Fund (EDF), Parks and Natural Resources (M76), Veterans' Services (M96), Education Stability Fund (ESF), Debt Service
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2023-25 legislatively approved budget. If this changed from previous structures, please note the change in Comments (Column (j)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).
- Column (d): Select one of the following: Operations, Grant Fund, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (h): Use the appropriate, audited amount from the 2023-25 legislatively approved budget and the 2025-27 current service level at Governor's Budget.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. The revised column (i) should assume 2025-27 current service level expenditures, considering the updated 2023-25 ending balance and any updated 2025-27 revenue projections. **Do not include** adjustments for reduction options that have been submitted. Provide a description of revisions in Comments (Column (j)).
- Column (j): **Please note any reasons for significant changes in balances previously reported during the 2023 session.**

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

<b>Columbia River Gorge Commission (CRGC)</b>	<b>Contact Person (Name &amp; Phone #):</b> Madeline Kretzschmar 971-453-2114
<b>2025-27 Biennium</b>	

2023-25 ARPA Ending Balances							
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
SCR	Program Description	2023-25 LAB	2023-25		2025-27 POP		Comments
			Ending Balance	Amount Obligated	Y/N	POP #	
Not Applicable - No ARPA Funds							

**Instructions:**

- Column (a): Select the appropriate Summary Cross Reference number and name from those included in the 2023-25 legislatively approved budget.
- Column (b): List American Rescue Plan Act (ARPA) balances by legislatively approved uses and/or specified transfers to agency programs.
- Column (c): Provide the expenditure limitation approved for the ARPA funds in the 2023-25 legislatively approved budget.
- Column (d): Enter the total estimated balance of ARPA funds that will be unspent at the close of the 2023-25 biennium.
- Column (e): Enter the amount of the unspent ARPA balance obligated to a project/program through an award, grant agreement, or other contract as of December 31, 2024.
- Column (f) and (g): Indicate whether the 2025-27 Governor's Budget includes a policy option package (POP) to utilize the ARPA funds carrying forward into the 2025-27 biennium, and if so, provide the POP number.
- (h) Please provide any additional information related to ARPA ending balances.