

Protection from Fire Program Review: Implementation Plan

Oregon Department of Forestry

March 25, 2005

**Prepared by ODF with assistance from:
Institute for Natural Resources
210 Strand Ag Hall Oregon State University
Corvallis, Oregon 97331**



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Overview

This document describes strategies and specific actions that will be undertaken to implement recommendations that emerged from a comprehensive review of the Oregon Department of Forestry (ODF) Protection from Fire Program. The fire funding/budgeting review was conducted by ODF in 2004 as directed by the 2003 Oregon Legislature. State Forester Marvin Brown expanded the review to include six topical workgroups involving a diverse group of stakeholders. These workgroups were provided guidance by a stakeholder-based Steering Committee led by ODF. The workgroups were:

- Budget Note #3 (Fire Funding/Budgeting)
- Forest Fuels and Hazard Mitigation
- Fire Protection Coverage
- Fire Prevention
- Workforce Capacity
- Business Systems

Each workgroup met several times in 2004 and developed a report detailing their strategies and recommendations for revising, refining and updating program components. Recommendations from each report were collated into a master document, clarified and integrated by the Steering Committee, and further refined based on stakeholder input.

The Oregon Fire Program Review **Final Report** was completed in early 2005. In that report the recommendations were categorized by the context within which they would be addressed and implemented. These categories helped the ODF explain to interested parties and the public how the recommendations will be acted upon. The categories were:

- Legislature, 2005 session
- ODF, in coordination with others
- ODF, internal implementation
- Legislature, 2007 or later

In this Oregon Fire Program Review **Implementation Plan**, recommendations are categorized by the six *work groups* so as to remain consistent with the internal ODF Fire Program Review process and aid the workgroup members and others during the implementation phase. Each recommendation in this Implementation Plan has a recommendation code so that it can be cross referenced with the same recommendation in the Oregon Fire Program Review Final Report. Additional details about each recommendation are shown in Appendix A.

This Implementation Plan will focus on recommended actions that ODF is primarily responsible for. Components of the plan include:

- Recommendations that are being addressed
- The lead task group or individual with primary responsibility for implementation
- Anticipated timelines, completion dates and/or milestones
- Descriptions of products or metrics for determining whether the recommended action has been successfully implemented

- Methods for documenting accomplishments and status reporting

ODF proposes to implement Fire Program Review recommendations using a two-pronged approach of rapidly implementing relatively straightforward action items while at the same time identifying and initiating the sustained efforts that will be needed to accomplish the more difficult and complex high priority tasks.

Strategies and Actions for Implementing Recommendations, by Work Group

Funding/Budgeting

Recommendations 1-7 are encompassed in one legislative action, House Bill 2327 “Maintaining and Enhancing Oregon’s Firefighting Capacity”. HB2327 was drafted by the Budget Note #3/Funding and Budgeting Work Group, and was introduced through the House Agriculture and Natural Resources Committee early in the 2005 legislative session. Senior ODF Staff briefed the committee on the Protection from Fire Program on January 19th, 2005 and introduced HB2327 the following week. The bill had a hearing and work session on January 26. The bill was amended (A-Engrossed) and received a “do pass” recommendation. The bill has now been referred to the Natural Resources Subcommittee of the Joint Committee on Ways and Means.

Recommendation	Rec. Code	Priority	Time-line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
1. Continue commercial insurance; split premium 50-50	3a	H	Mar 2005	2005 Legis	Charlie Stone	- Passage of HB 2327 -Purchase of 2005 insurance policy	HB 2327 introduced, amended and passed first committee.
2. Bring General Fund closer to 50% overall fire funding	3b	H	July 2005 & July 2007	2005 Legis	Charlie Stone	- Passage of HB 2327 -Appropriation of GF for severity purposes in ODF budget or E-board reserve	HB 2327 introduced, amended and passed first committee.
3. Increase insurance deductible by \$10 million (GF) to \$25 million to lower premium costs; increase initial attack capability in proportion to premium savings (using severity method for allocation)	3c	H	Mar 2005	2005 Legis/ EFCC	Charlie Stone	- Passage of HB 2327 - Purchase insurance policy with \$25 million deductible for less than \$2 million -Appropriation of GF for severity purposes in ODF budget or E-board reserve	HB 2327 introduced, amended and passed first committee.
4. Formalize severity funding (GF) as a budgeted item	3d	H	July 2005 & July 2007	2005 Legis	Charlie Stone	- Passage of HB 2327 - Include severity in Govs budget proposal for '07-'09	HB 2327 introduced, amended and passed first committee.
5. Permanently raise reserve base to \$22.5 million. (Revenue sources will be reduced by 50% in years when reserve base limit is reached.)	3e	H	July 2005	2005 Legis	Charlie Stone	- Passage of HB 2327	HB 2327 introduced, amended and passed first committee.
6. Re-create statutory authority for district budget carryovers (debits and credits)	3f	H	July 2005	2005 Legis	Charlie Stone	- Passage of HB 2327	HB 2327 introduced, amended and passed first committee.
7. Reconcile timing of insurance and collection of harvest tax with the OFLPF fiscal year	3l	M	Mar 2006	2005 Legis	Charlie Stone	- Passage of HB 2327 - Adopt an EFCC rule	HB 2327 introduced, amended and passed first committee.

Forest Fuels and Hazard Mitigation

Selected members of the Forest Fuels and Hazard Mitigation (FFHM) Work Group are continuing to work on implementation of recommendations that lead to development of a statewide fuels management strategy for Oregon integrating private, state and federal partners. As part of this effort, recommendations are being addressed that help Oregon communities complete their Community Wildfire Protection Plans- a critical step in prioritizing fuels treatments across the landscape. Better integration of forest fuels management under the Protection from Fire Program and forest health work within Private and Community Forests is recognized as a need by the FFHM Work Group and elsewhere within ODF.

Recommendation	Rec. Code	Pri- ority	Time- line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
1. Define roles, responsibilities and resources of partner organizations in wildfire hazard mitigation.	2a	H	Oct 2005	NFP Strat. Team	Ann Walker, Bonnie Wood	A published resource list is provided to agencies, Local Coordinating Groups, and landowners	This task is on NFP Strategy Team's program of work. Should be completed within the year. The PNW NFP website will eventually have this information.
2. Secure adequate personnel to administer fuel reduction and community wildfire planning activities on ODF districts.	3i	M	July, 2005, on-going	ODF / Legis.	Bill Lafferty	Adequate personnel are available to assist with CWPP development and NFP implementation.	Have requested position authorization through budget process.
3. Develop and support local coordinating groups. (LCGs)	2e	H	July 2006	All agencies	ODF Field, NFP strategy Team	Functioning LCGs exist in all areas in Oregon. LCGs review local NFP grant proposals and make recommendations to NFP Strategy Team.	Identifying and documenting of groups that are serving, or can serve as LCGs is underway. Several have been identified and documented. Information on what LCGs are and how they operate is being provided to ODF Field Districts
4. Continue to develop a "one-stop" grant access system for fuels reduction and community planning and regularly review system performance.	2f	H	July 2006	ODF, USFS, FEMA, DOI agencies	NFP Strategy Team and PNW Grant Team	Information on grants can be easily accessed by communities and stakeholders. Information is updated in a timely manner.	Information on grants continues to be integrated, and is available through the NFP as well as the PNW NFP sites. Implementation is somewhat constrained by lack of clarity and difficulty of finding information on ODF website.

Recommendation	Rec. Code	Pri- ority	Time- line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
5. Ensure forest health and fuel reduction grant program access and administration are coordinated and integrated among Private and Community Forests and Protection from Fire programs. (Task federal and state technical specialists to maintain coordination.)	2g	H	On-going	ODF/ USFS/ BLM/ NRCS	Program Directors, ODF Exec Staff	ODF NFP Coordinator is coordinating with ODF Urban and Community Forestry programs. Also encouraging executive staff to promote program integration.	Available grant programs are reviewed by both programs and recommendations for best use of grants is provided to field.
6. ODF should actively engage and participate in the Oregon Biomass Work Group and implementation of the biomass components of the Healthy Forest Initiative so as to promote incentives, investments and training on biomass utilization.	2l	H	July 2007	Gov- ernor/ Legi- slature	Joe Misek, George Ponte, Rick Wagner	Investments in biomass utilization are being made throughout Oregon. Incentives are readily available. CWPPs and NFP projects identify biomass utilization within plans and applications for grant funding	ODF is working to organize a group within the agency, and help coordinate a group of multiple state agency members. An NFP Community Assistance grant has been written to fund one FTE to work full-time on biomass issues.
7. Develop a statewide risk assessment map and ranking process for Communities at Risk. Update at regular intervals.	1b	H	March 2005	ODF	Jim Wolf	Risk Assessment is published on web and ODF has ability to keep it updated	75% complete. Risk Committee met March 1 st .
8. Disseminate data used to identify communities at risk to local communities, integrate information in statewide risk assessment and provide regular updates.	2i	H	June 2005 On- going	ODF	Jim Wolf	Data is available and usable to community to do effective fire planning	Work is progressing on webpage through which data would be disseminated
9. Develop an integrated (local, state, federal) spatial database of treated areas, fire perimeters, current condition class, fire regimes and risk.	2j	H	Pre- 2006	ODF Feds PNW- CG	Emmor Nile and Jim Wolf	Database is developed in a timely manner and is available to agencies and stakeholders.	A Task Order has been issued by USFS NFP Executive Director to the Pacific NW Coordinating Group to develop standards and identify a place to archive the database. (PNWCG GIS Work Group.)
10. Develop a coordinated multi-organization communication plan, including web accessible tutorials and other materials needed to prepare and implement Community Wildfire Protection Plans and communicate and promote National Fire Plan strategies.	2k	H	July 2006	FFHM, ODF, OFRI	Dan Postrel and NFP Strategy Team	Information can be easily accessed and updated in a timely manner.	Web pages have been built (w Oregon CWPPs and tutorials). Currently posted on PNW NFP site, on ODF website soon. Also being added to OSFM site.
11. Develop criteria for fuels retreatment.	2q	M	July 2007	All Agen- cies	Steve Fitz- gerald	Criteria are adopted by ODF and distributed to ODF districts and stakeholders.	Specific criteria were developed for, and are included in the FFHM report. ODF can adopt them or modify as needed.
12. Share ignition risk information with private insurance companies and collaborate on development of incentives for landowner risk reduction.	1p	M	On- going	ODF	Rick Gibson	Insurers have access to the best publicly available fire ignition risk information	ODF is coordinating with State Farm Insurance, the largest insurer in Oregon. Will expand to other firms as interest develops.

Recommendation	Rec. Code	Priority	Time-line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
13. Support reauthorization of PL 106-393 (Title II and III of the Secure Rural Schools and Communities Payments Act).	1q	H		ODF	ODF – Tim Keith	Bill is re-authorized	-Sen. Wyden, Congressmen Walden and DeFazio have introduced bills to re-authorize PL 106-393 through 2013. -ODF NFP Coordinator is promoting use of AOC website to document projects completed under this funding.
14. a) For the benefit of fire prevention and protection, ODF will work closely with other agencies to facilitate extension at the county level of Goal 4 siting criteria to rural residential lands as well as forestland. b) ODF will effectively facilitate implementation of SB 360.	2r	a) M b) H	a)Pre-2007 b) 2008 (fire prone areas) 2011 (remainder of State)	a)ODF, OSFM, , DLCD b) ODF	ODF and counties	a)-Goal 4 siting/building criteria is extended to rural residential lands in high risk counties. b)-counties in fire prone areas have implemented SB360 -all counties in Oregon have implemented SB360	a)Discussion and promotion of these recommendations is occurring through community wildfire protection planning b) Hired 4 SB 360 specialists in SWO, K-L, NEO and central Oregon
15. Survey non-governmental organizations to identify fire-related missions and capacities that could be leveraged to support fire protection. Develop guidelines for working with such groups.	1r	M	2005	ODF	Kathy Lynn, Ann Walker	Communities incorporate into their CWPPs information concerning missions and capacities of NGOs operating in their area to assist with fire protection.	U of O Center for Watershed and Community Development is developing a template that communities can use to inventory capacities of NGOs in their area to help support fire protection. Anticipated completion Mar. 2005.

Fire Protection Coverage

The Protection Coverage Work Group brought together diverse interests with a stake in expanding and improving fire protection coverage across more of eastern Oregon's remote wildlands. During deliberations of this work group, considerable social learning occurred among stakeholders about protection coverage problems and potential solutions. The intention is that channels of communication developed during this process will be kept open by continuing to involve members of the Protection Coverage Work Group. The group intends to serve as the focal point for implementing recommendations made during the Fire Program Review.

Recommendation	Rec. Code	Pri- ority	Time- line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
1. Assist the formation and maintenance of rangeland protective associations by improving the situation with liability insurance through cost-sharing or alternative solutions.	3g	M	July 2005	ODF/ Legis	Tim Keith / Gordon Foster	Decreased cost for liability insurance as portion of rangeland association budgets	Ongoing discussions regarding qualifications for Special Districts Association option and/or legislative needs
2. Establish 1 ODF position with S&S to provide technical support and to assist in development of rangeland protective associations.	3h	M	July 2005	Legis., PC Work Group	Cliff Liedtke	Position implemented to help Rangeland Associations and other activities related to fire protection coverage.	Grant submitted and appears to be funded. Request for position in legislative package.
3. Assign the Protection Coverage group to continue to build local partnerships and collaboration to address improved fire protection coverage suited to local community needs and expectations.	2a	H	Pre-2007	PC Group/ ODF/ OSFM/ counties	Cliff Liedtke	Ongoing contacts, identification of issues / concerns, and modification as appropriate. Continue to build UAS for recommendations.	Subgroup met w/ OCA prior to legislative session and likely involvement in fall board meeting. Met w/ BLM, Harney County Judge, and Rangeland Assoc to discuss issues. Meeting scheduled with Oregon Wheat Growers in April
4. Create and maintain a database on "unprotected lands" fire occurrence (acres, cost, etc.).	2m	H	June 2006	ODF/ BLM/ USFS	Liedtke w/ Prot Staff	Database that captures key information effective in gathering needed data for further analysis	-Preliminary database developed for known fires prior to 2003 discussion of HB 2202 -No additional action to date.
5. Clarify the roles and responsibilities of private landowners, county governments and state and federal wildland agencies in fire protection	2n	H	Pre-2007	AOC/ ODF/ BLM/ USFS	Liedtke w/ Prot Staff	Roles clarified, full UAS by involved players. Legislative clarification as necessary.	No additional action to date. Need to build UAS prior to taking much action related to this recommendation
6. Develop mechanism for transferring title of FEPP equipment to local fire/rangeland districts	2u	L	Jan. 1 2007	ODF/ USFS	Don Matlick	Alternative for RFDs to procure equipment titles is in place	

Fire Prevention

Recommendations that emerged from the Fire Prevention Work Group are being implemented that will re-dedicate ODF Protection from Fire Program staff to fire prevention. Position descriptions and duties are being revised to free up staff time in order to accomplish this. Grant funds are being solicited to support fire prevention activities.

Recommendation	Rec. Code	Pri- ority	Time- line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
1. Develop a comprehensive training program for ODF and cooperators to enhance fire prevention.	2b	H	July 2007	ODF/ KOG	Rick Gibson	Completion and implementation of a 2 or 3 level fire prevention training curriculum, designed to educate targeted employees about effective communication skills and wildfire prevention techniques.	
2. Re-dedicate ODF program staff to fire prevention leadership and coordination (centralized prevention planning, standards development and communication to provide staff support to the districts and integrate statewide efforts).	1a	H	April 2005	ODF	Bill Lafferty, Tim Keith	Completion and implementation of revised Position Descriptions for Charlie Stone, Rick Gibson and others as needed.	Reorganize staff duties so that additional time can be dedicated to agency coordination of wildfire prevention activities.
3. Improve and coordinate administration and control of open burning to prevent escaped fires.	2c	H	Begin Sept. 2005. April 2006	ODF ODA OSFM, DEQ RFD's	Rick Gibson	Workgroup reaches consensus on a program for managing open burning to prevent escaped fires	
4. Actively communicate fire prevention, SB 360 and National Fire Plan successes to key decision makers to enhance credibility and increase support. (Also recommended by FFHM.)	2o	M	On-going	All agencies	Rick Gibson	Completion and implementation of a public relations plan, prepared jointly by the Fire Program, Agency Affairs and Keep Oregon Green.	Website updates that are underway will help accomplish this.
5. Identify standards to allocate FTE between suppression, prevention and other fire management activities. [<i>Develop management accountability for delivery of prevention programs.</i>]	1n	M	July 2006	ODF	Rick Gibson, Charlie Stone	Development, issuance and implementation of a revised Standards of Fire Protection Directive which includes measurable fire prevention standards and requirements to be applied at the district level.	

Recommendation	Rec. Code	Priority	Time-line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
6. Promote greater citizen involvement in fire prevention. (Consider an active volunteer/retiree program, a coordinator is needed for this initiative.)	2p	M	July 2007	KOG/ODF	Rick Gibson	Completion and implementation of a Citizen Involvement Plan prepared jointly by the Fire Program, Agency Affairs and Keep Oregon Green.	<p>-KOG is applying for grants to develop a teacher's fire prevention training curriculum. ODF has agreed to match monies, if grants are awarded.</p> <p>-Working with Rep. Patti Smith and Legislative Counsel to introduce a bill authorizing the issuance of Smokey Bear license plates.</p> <p>-KOG is working to establish local coordinators at the county level.</p> <p>-KOG has received a NFP grant to implement a Junior Forest Ranger program and is working with the USFS on their efforts to retool the national program.</p>
7. Encourage formation of, and increase ODF participation in local interagency fire prevention cooperatives.	1o	M	On-going	ODF	Rick Gibson	Inclusion and implementation, in a revised Standards of Fire Protection Directive, of measurable cooperative participation standards.	<p>-37 ODF and association personnel are scheduled to attend the 2005 PNW Fire Prevention Workshop (designed to support and enhance cooperative activities) - the most people that have ever represented ODF at the annual workshop.</p> <p>-KOG has applied for NFP funding to provide scholarship money for the 2006 PNW Fire Prevention Workshop.</p>
8. Clarify state statutes on closures, investigators, hazardous activities and permits.	4a	L	April 2006	ODF	Rick Gibson	<p>-Develop UAS on Legislative concepts prior to April, 2006.</p> <p>-Passage, in the 2007 Legislature, of a "house keeping" bill that addresses specific issues of concern.</p>	Working with Department of Justice officials to clarify issues related to fire investigators.

Work Force Capacity

ODF has tasked its internal Protection Training Committee to work on some of these recommendations and recently hired a new Work Force Capacity Coordinator (Jim Walker). Several of the recommendations involve multiple step revisions to existing agency protocols and directives, which are underway.

Recommendation	Rec. Code	Pri- ority	Time- line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
1. Adopt 8-hour Single Resource Boss Program (Southern Oregon Area Pilot Program) as the standard for training non-agency (industry) personnel, with some means of distinguishing between those SRB's who have received 40 vs. 8 hours of formal training. Also identify, train, and utilize non-agency personnel that can function beyond the SRB level in local situations if needed. All of these non-agency resources would be complementary and not included in a district's MEL in order to prevent too much draw-down of a district's resources during critical fire events.	1c	H	Dec. 2005	ODF	Jim Walker	Re-written Guidelines For Use of Industry and Landowner Resources For Fire Suppression. Rewritten Chapter 9, Page 2 Industrial Landowner Fire Suppression Training	<ul style="list-style-type: none"> - Draft guidelines developed for review 12/19/04 - Re-write Chapter 9, Page 2 Industrial Landowner Fire Suppression Training. Draft 12/30/04 - Re-write Directive 1-01-250. In the review process (field) - Develop qualification standards for Landowner/Operator ICS positions. Completed 12/28/04
2. Ensure that landowners can continue to participate in protecting their lands. (Also identified by Protection Coverage and Budget Note/Funding Groups; included in BN3 bill)	3j	H	July 2005	2005 Legis	Charlie Stone	Passage of HB 2327 "Maintaining and Enhancing Oregon's Firefighting Capacity".	(See progress report for Budget Note #3 and HB 2327, above.)
3. Identify and utilize all qualified private sector and inmate fire-fighting (personnel) resources.	1d	H	July 2007	ODF	John Boro	<p>Addition of 300 new inmate fire fighters to existing force by 2006. 200 planned from new Lakeview Correctional Facility and 100 from Santiam Correctional Facility.</p> <p>Award of 2005 and 2006 Interagency Crew Agreements.</p>	<ul style="list-style-type: none"> -ODF & DOC are developing plans for 100 additional inmate fire fighters for 2005 fire season and another 200 additional for 2006. -The 2005 Interagency Crew Agreement will be let in early February. 2006 agreement will be a "Best Value" agreement.

Recommendation	Rec. Code	Priority	Time-line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
4. Explore funding alternatives, and secure adequate funding and staffing to administer and enforce the Interagency Crew Agreement.	1e	H	Sept 2005	ODF	Jim Walker	Completion of PNWCG Task Order 0407-7 (Program Mgmt Contract Administration Work Group) Identify Cost of Program Needs and Capabilities	-PNW Strategic Plan for contracting will address adequate staffing and funding of Interagency Crew Agreement -Current level of funding will support the Contract Dept. at least through current fiscal year. Will be reviewed during 2005 fire season. - New specifications and tools have been developed to help monitor not only crew performance but crew training as well.
5. Identify critical shortage ICS positions and develop and implement a mitigation plan (recruitment, training, qualifications).	1f	H	June 2005, On-going	ODF	Jim Walker	-Complete ICS position-training needs analysis -Eliminate shortages in functional positions	-ICS Position/Training Needs Analysis. Draft 2/09/05 should be finalized 2/25/05 -Recruitment utilizing functional group meetings is in place
6. Strengthen and clarify ODF employee responsibilities to train for and participate in emergency wildfire activities. Strengthen and clarify expectations of supervisors that employee participation is expected and will be used for evaluation of supervisors' performance.	1g	H	July 2006 July 2007	ODF	Tim Keith	- Employee Position Descriptions are all updated to reflect wildfire expectations -Supervisory expectations are all updated -Completed successful audit of agency PD's & training records	Message will be delivered during 2005 New Employee Orientation
7. Update the ODF Protection Training and Certification Manual to establish appropriate standards while encouraging full utilization of cooperators overhead (align with directives).	1h	H	July 2006	ODF	Jim Walker	ODF Protection Training and Certification Manual is updated	The update to the ODF Protection Training and Certification Manual is ongoing. Chapters 6,9,10 are in the re-write stages and a draft should be produced by 2/28/05
8. Review fitness standards for all ICS positions used by ODF, and method of evaluation at state and district levels.	1i	H	June 2005	ODF	ODF Fitness Stds Committee	Revised fitness standards and employee medical screening system in place	-Interim fitness standards will be in place by June 2005. -Revised fitness standards in place by 2006
8a. ODF should take a position that encourages required drug testing for firefighter positions, including possible Interagency Crew Agreement Contract revision to include required drug testing.	1ia	H	July 2007	ODF	Linda Fenske Bill Lafferty PNWCG	ODF takes the position that encourages required drug testing for firefighter positions, including possible Interagency Crew Agreement Contract revision to include required drug testing.	

Recommendation	Rec. Code	Pri- ority	Time- line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
9. Update IQS database program to include non-agency overhead (industry) certification information.	1s	H	June 2005	ODF	Jim Walker	Update IQS Program to include industry certification and AD information	-IQS program has been updated to include Industry Certification information as well as AD information. (12/19/04)
10. Restore ODF's fire investigation capacity. (Also recommended by Prevention Group.)	1t	H	July 2007	ODF	Jeff Bonebrake	Complete ODF fire investigation capacity needs assessment	Interagency Fire Investigation Workgroup was formed Jan 2005 Fire investigation positions are included in critical shortage mitigation plan (#5 above)
11. Consider ODF-specific fire suppression contracts for 10-person initial attack/project work crews.	1u	M	July 2008	ODF	Jim Walker	Analysis of feasibility and utility of ODF specific 10-person contract crews	
12. Add Forest Inmate Crew Coordinator (FICC) position authority (FTEs) to increase utilization of inmate crews.	3k	M	July 2007	Legis; SF program	John Boro	Training and use of Dept. of Corrections personnel for Single Resource Boss positions. Additional FICC created for State Forests	Some components moved to Rec. #3.
13. Seek federal changes (Dept. of Defense) to include fire suppression in National Guard mission and training.	4b	M	July 2007	Congress/ NASF	Tim Keith	Wildland fire suppression is defined as a core mission of the National Guard	
14. Continue to explore opportunities to use other Oregon state agency personnel (e.g.; ODF&W, ODOT, OPRD) in fire protection. Recognize that the Oregon National Guard - an active agency participant with ODF in wildfire emergency situations - may not be available during times of increased mobilization/war.	2s	M	July 2007	ODF	Jim Walker	ODF effectively utilizes personnel during fire emergencies with ODF&W, ODOT, OPRD, DOC, DSL & OSP.	-Agreements with multiple state agencies in place. Need to pursue additional opportunities for utilization of personnel. -Working with NG to obtain resource status levels for 2005 fire season.
15. Collaborate with structural fire services, OSFM, DPSST to establish equivalencies in training curricula in order to expand utilization of personnel.	2t	M	July 2007	ODF/ OSFM/ DPSST	Jim Walker	Equivalencies in training curricula and standards are established and in place	

Business Systems

As the recommendations from the Business Systems portion of the Oregon Fire Program Review are implemented, many of the individual actions and steps that occur will be part of the larger agency-level Forestry Business Improvement Initiative (FBII) which was started in 2004. This comprehensive examination of all ODF business systems and processes will span multiple programs and organizational units. This approach is being utilized to ensure that results from "program-specific" examinations like the Fire Program Review are well coordinated and comprehensively considered for the entire organization. This approach will produce maximum efficiency and ensure that redundant or competing processes are not created.

Recommendation	Rec. Code	Pri- ority	Time- line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
1. Develop an automated fire finance processing system that is integrated and interfaced with other ODF business systems.	1j	H	March 1, 2007	ODF	Clark Seely	Plan developed by 11/05. Beta Test by 11/06. Implementation by 11/07.	The Forestry Business Improvement Initiative (FBII) will address this in their work. The FBII has begun.
2. Improve (1) the content and process of, and (2) the capacity to manage PNW interagency "call when needed" fire resource contracts via the current Pacific Northwest Wildfire Coordinating Group (PNWCG) review.		M	June 2006	ODF	Jim Walker	Completion of PNWCG Task Order 0407-7 (Program Mgmt Contract Administration Work Group) Identify Cost of Program Needs and Capabilities	-PNW Strategic Plan for contracting does address adequate staffing and funding of Interagency Crew Agreement -Current level of funding will support the Contract Dept. at least through the current fiscal year. Will be reviewed during 2005 fire season. -New specifications and tools have been developed to help monitor not only crew performance but crew training as well.
3. Revise "preseason" emergency fire resource contracts and agreements with contractors and landowners to make them more responsive. (Two stage process.)	1k	H	July 2007	ODF	Jim Walker	-Pre-season contracts for dozers and operators -Pre-season contracts for fallers	
4. Build agency capacity by establishing personnel standards and qualifications (KSA's) for payment team positions. Develop taskbooks. Determine training needs and develop training if necessary.	1w	M	Feb.1 2006	ODF	Fire Finance Committee	KSA's developed by 2/06. Taskbooks developed by 6/05. Qualified individuals identified by 6/05. Identify and develop training by 2/06. Implementation of training on-going.	Assigned to Fire Finance Committee. IQS module developed 12/04; KSA's developed 9/04. Taskbook and training in development. Identifying qualified pool members.

Recommendation	Rec. Code	Priority	Time-line	Whose Task?	Contact Point or Group	Success Measures	Implementation Progress
5. Build agency capacity by establishing Fire Program business management standards and qualifications for permanent ODF positions (KSA's).	1l	H	Nov. 1, 2006	ODF	Don Matlick	<ul style="list-style-type: none"> - Assign to Fire business Coordinator to identify and convene committee by 4/05 -Standards developed by 11/05. - Training needs identified and developed by 11/06. Implementation of training on-going. 	
6. Build agency capacity by developing ODF-specific Fire Program business management training courses.	1m	H	On-going	ODF	Fire Finance Committee/ Don Matlick	See training success measures in #4 & 5 above.	See #4 & #5 above.

Appendix A: Descriptions of Recommendations

Funding/Budgeting

Recommendation	Additional Description
1. Continue commercial insurance; split premium 50-50	The commercial insurance industry is recovering from the shock of 9-11-01 and coverage of catastrophic emergency fires still makes sense from the standpoint of state budgeting. Cost/benefit should be evaluated annually. The committee's recommendation is that the premium be paid half from the General Fund and half from the Oregon Forest Land Protection Fund.
2. Bring General Fund closer to 50% overall fire funding	District budgets are currently funded 50/50 from General Fund/landowner assessments. However, emergency costs have been supported primarily by landowner revenue sources, such that overall funding has been closer to 35 percent GF. The committee recommends the public through the GF participate to a greater degree in emergency costs and through severity funding.
3. Increase insurance deductible by \$10 million (GF) to \$25 million to lower premium costs; increase initial attack capability in proportion to premium savings (using severity method for allocation)	Increasing the deductible from \$15 million to \$25 million will lower the premium from \$3.9 million to an estimated \$1.7 million; a savings of over \$2 million. In turn, the committee recommends that \$2 million be made available annually from the General Fund to supplement initial attack on a "severity" basis. The expenditure limit for the OFLPF would be raised to \$15 million, but have to be renewed biennially or revert back to \$10 million.
4. Formalize severity funding (GF) as a budgeted item	Severity funding has been a "hit or miss" proposition over the years. The committee recommends that severity funding be formalized as a budget item to be requested by the Forester, separate from district budgets, every biennium. We want legislators and the Governor's office to think of severity as a part of the system.
5. Permanently raise reserve base to \$22.5 million. (Revenue sources will be reduced by 50% in years when reserve base limit is reached.)	The committee recommends raising the reserve base permanently to \$22.5 million. When the reserve base is met, instead of shutting off revenues, they would be reduced by half.
6. Re-create statutory authority for district budget carryovers (debits and credits)	The authority for district budgets to carry over regular cost debits and credits was inadvertently deleted from the statutes in 1989, though the practice has routinely continued. The committee recommends re-establishing the proper authority.
7. Reconcile timing of insurance and collection of harvest tax with the OFLPF fiscal year	The Oregon Forest Land Protection Fund (OFLPF) operates on a fiscal year of July 1 to June 30. The insurance policy is for April 1 to April 1. The harvest tax rate is set on a calendar year basis. These inconsistencies create some minor difficulties in the administration of the OFLPF, and the committee recommends trying to resolve them. However, there are also difficulties that may be created by changing any of these time frames, so the situation will require an evaluation as to whether the "illness" is truly worse than the "cure".

Forest Fuels and Hazard Mitigation

Recommendation	Additional Description
1. Assign FFHM Committee to define roles, responsibilities and resources of partner organizations in wildfire hazard mitigation.	This will create a resource list for partner agencies, local communities, legislators and stake holder organizations involved in wildfire hazard mitigation.
2. Secure adequate personnel to administer fuel reduction and community wildfire planning activities on ODF districts.	ODF is currently not staffed to meet state responsibilities for implementation of the NFP. In order to meet these requirements, hiring priorities need to include additional skilled ODF personnel. The limitation on hiring exists within DAS.

Forest Fuels and Hazard Mitigation

Recommendation	Additional Description
3. Develop and support local fire coordinating groups. (LCGs)	Local area coordination groups are key stakeholders in the development of Community Wildfire Protection Plans, applying for NFP grants, delivery of wildfire education and prevention messages. Local area coordination groups may already exist in communities and clearly understand their role in collaboration. In communities where local area coordination groups are just forming, ODF will facilitate their development.
4. Continue to develop a “one-stop” grant delivery system for fuels reduction and community planning and regularly review system performance.	The objectives are: <ul style="list-style-type: none"> ▪ develop a single list of all grant opportunities in the Pacific NW for wildfire grants, ▪ develop a process for application and delivery of these grants that encourages collaboration and best utilization of grant funds available, ▪ uses community wildfire plans in selection and delivery of grants.
5. Ensure forest health and fuel reduction grant program delivery and administration are coordinated and integrated among Private and Community Forests and Protection from Fire programs. (Task federal and state technical specialists to maintain coordination.)	If Oregon is to fully address the issue of fuels management and forest health both programs should be fully coordinated to ensure all sources of fuels treatment funds and grants are utilized to the most efficient level. In some areas it may be best to use forest health funding rather than WUI/fuel reduction grants.
6. Develop a training module and technical assistance teams to help communities develop and update Community Wildfire Protection Plans (CWPP's).	Many counties and communities throughout Oregon are beginning development of CWPP's. With clearer guidance about the development of these plans, conducting risk assessment, strategies for collaboration and public involvement and other aspects of CWPP's, there will be an increased opportunity for strong collaboration between agencies and communities and more comprehensive and holistic plans. A technical assistance program might result in statewide training sessions on development and implementation of CWPPs.
7. Develop a statewide risk assessment map and ranking process for Communities at Risk. Update at regular intervals.	The Department of Forestry staffs are developing a state-wide risk assessment in collaboration with federal, state and tribal partners. The National Fire Plan placed the responsibility for identifying Communities at Risk (CAR) on the State Forestry Agencies. NASF and WFLC developed the process for each state to prioritize CAR. Regular intervals have not been defined.
8. Disseminate data used to identify communities at risk to local communities, integrate information in statewide risk assessment and provide regular updates.	This is simply the dissemination of the data, criteria and ranking of communities at risk in Oregon to agencies and communities alike. (Compatible with 1b, which develops risk assessment)
9. Develop an integrated (local, state, federal) spatial database of treated areas, fire perimeters, current condition class, fire regimes and risk.	In order to fully coordinate treatment and understand the degree of the fuels management issue, it would be best understood if it could be shown graphically and a spatial database kept up to date. This would also help in prioritizing areas for retreatment in the future and for developing budgets to secure funding for such treatments.
10. Develop a coordinated multi-organization communication plan, including web accessible tutorials and other materials needed to prepare and implement Community Wildfire Protection Plans and communicate and promote National Fire Plan strategies.	Need to create consistent information regarding CWPP; Integrate with current efforts already underway through NFP strategy team to create a tech assistance training team and program to assist with development of CWPP.

Forest Fuels and Hazard Mitigation

Recommendation	Additional Description
11. ODF should actively engage and participate in the Oregon Biomass Work Group and implementation of the biomass components of the Healthy Forest Initiative so as to promote incentives, investments and training on biomass utilization.	The Oregon Department of Forestry should strongly consider taking the lead in joint partnership with the Oregon Department of Energy to organize an Oregon Biomass Working Group of representative/stakeholders from all agencies and entities including private industry and public utilities working on biomass issues in Oregon. The group should provide proactive, productive and workable administrative, fiscal and operational input to the Governor and Legislature through the Executive board of the Renewable Energy Working Group (formed from the Renewable Energy Action Plan) to address, develop and promote all aspects of biomass waste utilization to energy or other viable and sustainable products including bio-fuels. This group would produce sustainable visions, goals, strategies, action/implementation plans and education. Currently a Wind Energy Working Group exists. To date multiple autonomous efforts at different levels are being undertaken by a wide diversity of stakeholders. These efforts must move from independent to interdependent forums through a statewide Biomass Working Group where all efforts will be coordinated and synchronized at each level of sustainability (economically, ecologically, and socially).
12. Develop criteria for fuels retreatment.	Given limited funding, this will enable improved targeting and prioritizing of areas for treatment to those of the highest risk. Information from the statewide fire risk assessment, condition class, slope and topography, proximity to homes and other human infrastructure (values at risk) and other elements would be useful in developing the criteria for treatment.
13. Share ignition risk information with private insurance companies and collaborate on development of incentives for landowner risk reduction.	Recently insurance companies have demonstrated greater interest in the wildfire threat to homes. Sharing statistical data with the insurance companies will help them and ODF develop incentive programs beneficial for the wildland urban interface homeowner.
14. Support reauthorization of PL 106-393 (Title II and III of the Secure Rural Schools and Communities Payments Act).	These funds are often used by the counties to develop GIS maps, community wildfire protection plans, and to improve a community's ability to respond to the threat of wildfire. It is beneficial to the counties and ODF to secure reauthorization of PL 106-393.
15. For the benefit of fire prevention and protection, ODF will work closely with other agencies to facilitate extension at the county level of Goal 4 siting criteria to rural residential lands as well as forestland. ODF will effectively facilitate implementation of SB 360.	Fire, planning and land-use codes for WUI need to be collaboratively developed by agencies responsible for plan review and code enforcement.
16. Survey non-governmental organizations to identify fire-related missions and capacities that could be leveraged to support fire protection. Develop guidelines for working with such groups.	There are many community-based, social service and non-governmental organizations statewide that serve landowners and residents that are at risk to losses from wildfire. Coordinating with these groups will assist in increasing communication and coordinating resources with more isolated populations. A formal survey would result in a comprehensive understanding of the populations served and channels of communication that could be utilized.

Fire Protection Coverage

Recommendation	Additional Description
1. Assist the formation and maintenance of rangeland protective associations by improving the situation with liability insurance through cost-sharing or alternative solutions.	Rangeland protection associations are minimally funded through a variety of landowner donations and contributions (many of them in kind contributions). Liability insurance costs for these organizations constitute 25-50% or more of their annual budgets. Reducing these costs make more funding available for additional protection measures, and increase the likelihood of Rangeland Protection Associations continuing to exist
2. Establish 1 ODF position with S&S to provide technical support and to assist in development of rangeland protective associations.	Rangeland protection associations are minimally funded and staffed entirely by volunteers. By providing technical assistance in the areas of organizing, training, and equipping, these associations will be better prepared to provide fire protection services.
3. Assign the Protection Coverage group to continue to build local partnerships and collaboration to address improved fire protection coverage suited to local community needs and expectations.	While the report has been written, the reality is that the work has just begun. The general philosophy throughout the report revolves around affected landowners and local government exploring alternatives and making conscious decisions regarding fire protection and associated risks. Ongoing efforts will be needed to build understanding, acceptance, and support of this approach, and to reach meaningful results.
4. Create and maintain a database on "unprotected lands" fire occurrence (acres, cost, etc.).	Currently, no complete database of fires that occur on unprotected lands exist. Current available information consists of reports from protection organizations that have been affected by unprotected lands fires. Without complete and reasonably accurate information, it is difficult to fully assess the impacts of unprotected lands fires, and what reasonable options to address these fires might be.
5. Clarify the roles and responsibilities of private landowners, county governments and state and federal wildland agencies in fire protection	Currently, no individual or organization has clear responsibility for fires that occur on unprotected lands. Agreement has been reached among members of the Fire Protection Coverage Group regarding how these responsibilities should be addressed. Additional discussion and policy discussion needs to occur to further clarify and delineate these responsibilities.
6. Develop mechanism for transferring title of FEPP equipment to local fire/rangeland districts	Currently, Federal Excess Personal Property (FEPP) such as trucks, fire engines, and trailers remain the property of the federal government. Often times, fire organizations such as rangeland protection associations and fire protection districts invest considerable time and money to convert and maintain a piece of FEPP equipment. If at some point, they could gain title to this equipment, it could be used as an investment in the future for acquiring and improving additional equipment.

Fire Prevention

Recommendation	Additional Description
1. Develop a comprehensive training program for ODF and cooperators to enhance fire prevention.	Prevention training opportunities are lacking at the agency, regional and national levels. This recommendation envisions development of a comprehensive, three level, interagency approach to prevention training which would be adopted throughout ODF, from the State Forester's office on down.
2. Re-dedicate ODF program staff to fire prevention leadership and coordination (centralized prevention planning, standards development and communication to provide staff support to the districts and integrate statewide efforts).	This recommendation is designed to improve agency fire prevention coordination and leadership. ODF has neither a consistent, agency wide planning process nor an effective interagency communication system, to develop and exchange fire prevention information and ideas. Staff support for prevention has been dramatically reduced in recent years, due to competing priorities and responsibility realignments.

Fire Prevention

Recommendation	Additional Description
3. Improve and coordinate administration and control of open burning to prevent escaped fires.	Four state agencies regulate open burning across the state and additional state and local agencies regulate burning in specific situations or locations. This has created a confusing and conflicting overlap of responsibility and regulations. This recommendation proposes development of a process to bring all involved agencies together and agree on a common, unified system of open burning regulation.
4. Actively communicate fire prevention, SB 360 and National Fire Plan successes to key decision makers to enhance credibility and increase support. (Also recommended by FFHM.)	While much improvement is needed, ODF has had successes in addressing human caused wildfire, however, such successes have not been well communicate to “circles of influence.” It is anticipated that the communication of successful efforts will enhance credibility and generate support for additional prevention resources.
5. Identify standards to allocate FTE between suppression, prevention and other fire management activities. [<i>Develop management accountability for delivery of prevention programs.</i>]	ODF promotes a cultural emphasis on fire suppression and has failed to equally embrace fire prevention. Experience in other states has shown a direct relationship between aggressive prevention and a significant decrease in human caused fires. The agency should develop a leadership team charge to establish and implement policy and standards which will enhance prevention programs, activities and resources.
6. Promote greater citizen involvement in fire prevention. (Consider an active volunteer/retiree program, a coordinator is needed for this initiative.)	As part of a cultural shift toward more active fire prevention, KOG should promote greater individual citizen involvement in wildfire prevention, starting at the lowest field level. Ways to solicit citizen participation in projects, focus groups and community planning should be developed and implemented at all levels of the agency.
7. Encourage formation of, and increase ODF participation in local interagency fire prevention cooperatives.	In many portions of the state, ODF participation in fire prevention cooperatives has waned due to personnel preference, workload issues or lack of a functioning cooperative. Where cooperatives are active, ODF employees state that participation is critical to their success. The agency should aggressively promote statewide cooperative involvement, and seek to gain the interagency synergy that typically results.
8. Clarify state statutes on closures, investigators, hazardous activities, and permits.	Oregon’s laws regarding wildfire prevention are generally adequate. However, some housekeeping and clarification needs were identified by the Fire Prevention Work Group.

Work Force Capacity

Recommendation	Additional Description
<p>1. Adopt 8-hour Single Resource Boss Program (Southern Oregon Area Pilot Program) as the standard for training non-agency (industry) personnel, with some means of identifying between those SRB's who have received 40 vs. 8 hours of formal training. Also, identify, train, and utilize non-agency personnel that can function beyond the SRB level in local situations if needed. All of these non-agency resources would be complementary and not included in a District's MEL in order to prevent too much draw-down of a district's resources during critical fire events.</p>	<p>Update and adopt the eight hour Non-Agency Single Resource Boss Program as the statewide Oregon Department of Forestry (ODF) standard for non-agency personnel. This system recognizes performance-based training and experience to qualify up to Single Resource Boss. Positions certified through this process are only available for local use and not for other agency dispatch.. Our intent is that the Non-Agency Single Resource Boss (SRB) designation become equivalent to ODF certified SRB's, eg; Dozer Boss (DOZB) = DOZB, however it is imperative that the non-agency trained DOZB is only used at the local area and on wildfires managed by ODF</p> <ul style="list-style-type: none"> ▪ Completion of the S-290 Intermediate Fire Behavior course is required to move to higher level ICS positions. ▪ Encourage non-agency cooperators to train their personnel to higher level Incident Command System (ICS) positions.
<p>2. Ensure that landowners can continue to participate in protecting their lands. (Also identified by Protection Coverage and Budget Note/Funding Groups; included in BN3 draft bill)</p>	<p>We accomplish this recommendation through implementing the Non-Agency Single Resource Boss Program. We also strengthen this position by recommending updating our training manual and directives to recognize this program as part of the complete and coordinated system. This is covered in more detail in our White Paper under recommendations for implementation of the Non-Agency Single Resource Boss</p>
<p>3. Identify and utilize all qualified private sector and inmate fire-fighting (personnel) resources.</p>	<p>The Work Force Capacity Work Group addressed the contract crew resources that ODF and other agencies rely on heavily for the staffing of extended and project size fires. These resources are secured through an interagency agreement that has many details that traditionally have made it difficult to administer.</p> <p>Department of Correction resources are a very important part of the complete and coordinated protection system. Correctional Facilities provide much needed manpower and logistical support for extended and project size fires. There is potential to increase the number of inmate crews to support firefighting in Oregon.</p> <p>The work group discussed the need for increased coordination and communications between state agencies to utilize more inmates to support the complete and coordinated system in Oregon. The work group also discussed necessary logistical support to use Corrections resources. A statewide physical fitness standard needs to be developed for inmate crews.</p>
<p>4. Explore funding alternatives, and secure adequate funding and staffing to administer and enforce the Interagency Crew Agreement.</p>	<p>This dovetails into the work that was completed for Recommendation #3 above. The following ideas were discussed:</p> <ul style="list-style-type: none"> ▪ Continue to evaluate a "best value" and multi-year agreement. ▪ Continue to provide funding and adequate staffing, enforce compliance and penalties for violating contracts and evaluate methods to strengthen remedies. ▪ Evaluate the user fees (\$60/crew-day to using agencies) and explore augmenting revenues by adding a vendor (crew contractors) fee to provide a more stable revenue source. ▪ Continue to evaluate crew performances and release crews that are not performing to contract specifications.

Work Force Capacity

Recommendation	Additional Description
<p>5. Identify critical shortage ICS positions and develop and implement a mitigation plan (recruitment, training, qualifications).</p>	<p>ODF has utilized retirees to fill critical shortage overhead positions in time of need. This was especially true in 2001, 2002 and 2003. This group sees a slightly different approach to the use of these retirees, which will benefit the department with succession management, and filling of critical shortage overhead positions. This is a successful short-term approach but the work group sees an immediate need to develop a long-term strategy. Other recommendations on critical shortages are as follows:</p> <ul style="list-style-type: none"> ▪ Districts need to get Incident Qualification System (IQS) training. ▪ Protection Program needs to identify the critical unfilled positions (gap analyses) on a statewide level with assistance from the Areas and Districts. ▪ Retirees need to continue to help with our fire investigating in the short term. ▪ Review Safety Officer qualifications and determine if the current level of training and experience is necessary. ▪ Explore incentive programs to retain employees with critical ICS position qualifications who are close to retirement.
<p>6. Strengthen and clarify ODF employee responsibilities to train for and participate in emergency wildfire activities. Strengthen and clarify expectations of supervisors that employee participation is expected and will be used for evaluation of supervisors' performance.</p>	<p>Some ODF employees feel that involvement in the fire program is voluntary. The work group recommends developing specific training for all department employees to get more involvement in the fire program.</p> <ul style="list-style-type: none"> ▪ Fire Program Orientation needs to be reviewed and specific training requirements need to be developed. Training needs to include an introduction to Basic Forest Law and Chapter 477. ▪ Fire duty responsibility statement that is in all Department employees' Position Description needs to be reviewed to ensure employees' obligation to participate in emergency fire suppression is clear. ▪ Executive Team emphasize and declare that fire training (Basic Firefighter, Law I, II and Basic ICS) is a very high priority for all Department employees to meet ODF's statutory obligations (ORS Chapters 477 and 526). ▪ Executive Team assure that training priorities are set to provide direction and support to managers. ▪ Encourage managers to cross train their staff to maintain essential functions and allow interested employees to actively engage in fire management positions.
<p>7. Update the ODF Protection Training and Certification Manual to establish appropriate standards while encouraging full utilization of cooperater overhead (align with directives).</p>	<p>This covers a couple of the work groups recommendations. This included educating ODF personnel on the PTCM along with having the manual as our standard (not the 310-1). This recommendation also speaks to the work groups idea of adding the non-agency single resource boss verbiage into the manual.</p> <ul style="list-style-type: none"> ▪ Review and update the Protection Training & Certification Manual (PT&CM) and require only the training and qualifications that are necessary for each ICS position to enable Department employees to safely and effectively perform the duties of these positions. ▪ Educate Department employees to understand the differences between ODF's training and certification standards and 310-1 ▪ The PT&CM continue to be used to specify ODF wildfire training, certification and currency standards. ▪ The Protection Training & Certification Manual (PT&CM) Chapter 9, page 3 needs to be changed to recognize the Non-Agency SRB program for certification and maintenance of landowner/operator resources.

Work Force Capacity

Recommendation	Additional Description
<p>8. Review fitness standards for all ICS positions used by ODF, and method of evaluation at state and district levels.</p>	<p>The work group consensus is that ODF needs agency specific training, experience and physical fitness standards for use in Oregon. Details for the physical fitness standards are as follows:</p> <ul style="list-style-type: none"> ▪ The Department study and identify the fitness level (arduous, moderate, low, none) standard for all Protection funded positions and ICS positions used by ODF. ▪ ODF Fitness Standards policy be revised to include the following: <ul style="list-style-type: none"> ➢ District Foresters authority to examine/measure their employee's abilities to perform their daily duties. ➢ Allow Supervisors to modify duties of an employee, to maintain position qualifications, as long as they are meeting district objectives. ➢ Allow multiple processes, including physical examinations, for measuring fitness levels. ➢ Set a standard for "out of district" assignments for all ICS positions.
<p>8a. ODF should take a position that encourages required drug testing for firefighter positions, including possible Interagency Crew Agreement Contract revision to include required drug testing.</p>	
<p>9. Update IQS database program to include non-agency overhead (industry) certification information.</p>	<p>Currently the ODF IQS system does not include non-agency qualified personnel. This needs to be corrected by Protection Staff.</p>
<p>10. Restore ODF's fire investigation capacity. (Also recommended by Prevention Group.)</p>	<p>Currently we rely heavily on a specialized fire investigation retiree group that has been a great benefit to the department. Current ODF employee investigator numbers are low and some investigators are nearing retirement age.</p> <ul style="list-style-type: none"> ▪ Retirees need to continue to help with our fire investigating in the short term. However, we need to utilize them more in the coach/trainer/mentor role with Department trainees. ▪ Explore incentive programs to retain employees with critical ICS position qualifications who are close to retirement.
<p>11. Consider ODF-specific fire suppression contracts for 10-person initial attack/project work crews.</p>	<p>This was discussed along with the use of contract crews. The thought was to secure quality resources that at times are hard to come by in multi-fire situations around the Pacific Northwest.</p>
<p>12. Add Forest Inmate Crew Coordinator (FICC) position authority (FTEs) to increase utilization of inmate crews.</p>	<p>The work group believes that inmate crew utilization is not at a maximum in Oregon. One solution is to add Forest Inmate Crew Coordinators for crew development. Other ideas from the work group on this recommendation included:</p> <ul style="list-style-type: none"> ▪ ODF seek budget authority in 2007-2009 biennium for one statewide inmate resources coordinator position to perform the needed organization/coordination work at the state and county level. ▪ Identify AD Crew Bosses to fill the need. ▪ Assist DOC to train and qualify their personnel as Crew Bosses.

Work Force Capacity

Recommendation	Additional Description
13. Seek federal changes (Dept. of Defense) to include fire suppression in National Guard mission and training.	<p>The National Guard availability and training creates a barrier in their use as a firefighting resource. The work group made the following recommendations:</p> <ul style="list-style-type: none"> ▪ State Forester, through National Association of State Foresters (NASF), work with other States and jointly recommend that the National Guard’s Mission be expanded to include fire fighting including annual readiness. ▪ Find ways to have crew fire training included into National Guard normal training.
14. Continue to explore opportunities to use other Oregon state agency personnel (e.g.; ODF&W, ODOT, OPRD) in fire protection. Recognize that the Oregon National Guard - an active agency participant with ODF in wildfire emergency situations - may not be available during times of increased mobilization/war.	<p>The work group looked at other agencies and groups that we currently use as resources for Oregon’s complete and coordinated firefighting system. The work group also discussed opportunities to utilize Oregon National Guard, Rangeland Associations, ODOT, Oregon Parks Department, ODF&W, DOC and others resources to assist in the extended attack situations.</p> <ul style="list-style-type: none"> ▪ Protection Staff enter into discussion with the other agencies at the state level and address any issues/barriers so that ODF can successfully utilize other agency personnel in firefighting activities in a timely manner. ▪ ODF districts build a “pool list” of individuals from other agencies in their local areas that express interest in assisting on fire assignments based upon their training/experience.
15. Collaborate with structural fire services, OSFM, DPSST to establish equivalencies in training curricula in order to expand utilization of personnel.	<p>The Rural Fire Departments (RFD) across Oregon are used and relied upon heavily for both initial attack and extended attack fires. There is currently a need to address redundant training and develop bridge courses to fill the gap between standard structural training and interface fire training. To assist the State Fire Marshall with this, the work group had the following recommendations:</p> <ul style="list-style-type: none"> ▪ Protection Staff support Structural Fire Services to establish bridge courses and equivalencies between their interface-training curriculum and the wildfire-training curriculum ▪ Clearly defined roles for Structural resources on interface fires and assure that wildland fire management agencies know, understand and utilize these resources accordingly.

Business Systems

Recommendation	Additional Description
1. Develop an automated fire finance processing system that is integrated and interfaced with other ODF business systems.	<p>Develop, by March 1, 2007, an “Integrated/Interfaced [Fire Business Management] System” that is fully automated and integrated with the other business systems of the Department. The Department is undergoing an agency-wide review of its business management systems – the fire business needs will be fully integrated into this review and be an important component of the implementation of an automated business management system. The processing system will also include an integrated automated AD employee payroll system that completely and accurately interfaces with the Oregon State Payroll System application.</p>
2. Improve (1) the content and process of, and (2) the capacity to manage PNW interagency “call when needed” fire resource contracts via the current Pacific Northwest Wildfire Coordinating Group (PNWCG) review.	<p>The interagency fire resource contracts in the Pacific Northwest are being extensively reviewed by the Pacific Northwest Wildfire Coordination Council for improvement, concurrently with the ability to manage these contracts. It is anticipated that this review will result in improved contracts that deliver a high quality fire suppression resource product.</p>

Business Systems

Recommendation	Additional Description
<p>3. Revise “preseason” emergency fire resource contracts and agreements with contractors and landowners to make them more responsive. (Two stage process.)</p>	<ul style="list-style-type: none"> ▪ Development of pre-season agreements for fire suppression resources (dozers/dozer operators, fallers, other specialized firefighting equipment/operators) has the potential to significantly reduce workers comp risk exposure, the workload associated with “signing up” these resources, as well as the errors made when workload and stress is high. This effort will require working with the AG’s office in order to allow the agency to pursue this objective ▪ Implement staged results of the State of Oregon “Strategic Sourcing Project – Oregon Smart Buy”. This project is anticipated to positively influence the cost of supplies and capital (e.g. business supplies; business equipment; telecommunications equipment and lines; data equipment; software and data lines; two-way radio equipment; fleet vehicles).
<p>4. Build agency capacity by establishing final “on scene” fire business management personnel standards and qualifications (KSA’s).</p>	<p>As part of the fire business management KSA and course development is the need to strengthen the “payment team” concept of the agency – both the depth of this resource pool, but also the KSA’s of the personnel doing this vital fire business work. In addition, there is a need to develop a more formal organizational structure for these Payment and Collection Teams in order to establish firm guidance and control of this process.</p>
<p>5. Build agency capacity by establishing Fire Program business management personnel standards and qualifications for permanent ODF positions.</p>	<p>This effort will become an integral portion of the overall Workforce Capacity effort of the Department. Standards and qualifications for Department fire business management personnel will be created (the KSA’s of these positions: Knowledge, Skills and Abilities). These KSA’s are needed for local district fire business management personnel, personnel responding to incidents that are part of a “payment team”, as well as the incident management team fire business personnel.</p>
<p>6. Build agency capacity by developing ODF-specific Fire Program business management training courses.</p>	<p>Once KSA’s are developed for fire business management personnel, efforts will be invested in developing agency-specific fire business management courses which result in a stronger core of knowledgeable, high performing business management personnel.</p>

Acronyms

AOC: Association of Oregon Counties
BLM: Bureau of Land Management
BN3: Budget Note #3 Work Group
BPSST: Bd. Of Pub. Safety Stds. & Trng.
DEQ: Department of Environmental Quality
DLCD: Dept. of Land Conserv. & Dev.
DOI: Department of Interior (U.S.)
EFCC: Emergency Fire Cost Committee
FEMA: Fed. Emerg. Management Agency
FFHM: Forest Fuels & Hazard Mitigation
KOG: Keep Oregon Green Association
NASF: Nat’l Assoc. of State Foresters
ODA: Oregon Department of Agriculture
ODFW: OR Dept. of Fish & Wildlife

Acronyms

ODOT: OR Dept. of Transportation
OFLPF: Oregon Forest Land Protection Fund
OFRI: OR Forest Resources Institute
OPRD: OR Parks & Recreation Dept.
OSFM: Oregon State Fire Marshal
PC: Protection Coverage Work Group
PNWCG: Pac. NW Wildfire Coord. Group
RFA: Rural Fire Assistance
RFD’s: Rural Fire Departments
SFA: State Fire Assistance
USFS: Forest Service
VFA: Volunteer Fire Assistance
Work Group