

Agenda Item No:	A
Work Plan:	Administrative
Topic:	Financial Dashboard
Presentation Title:	Department Financial Report for September 2025 to January 2026
Date of Presentation:	March 4, 2026
Contact Information:	James D. Short, Department Chief Financial Officer (503) 302-8478, james.short@odf.oregon.gov

SUMMARY AND CONTEXT

An executive financial report and summary will be submitted monthly to ensure the Board of Forestry (Board) receives current information to support its oversight of the Department's financial condition. The report will include the Department's financial and budgetary status, along with relevant ancillary topics as appropriate.

BACKGROUND AND ANALYSIS

This consent item formalizes the transparent publishing of the Department's monthly financial reports to the Board of Forestry. While executive-level in scope, the financial report provides information on topics that are either directly related to, or have a measurable impact on, the agency's financial status and other administrative functions during a given month.

The agency has already made several updates to the financial report to improve clarity, usability, and transparency. These enhancements include refined formatting, clearer narrative explanations, and more structured presentation of key financial indicators. As the agency continues to strengthen its internal processes and leverage available data, the financial report will be further refined to provide greater insight into both financial performance and operational trends.

NEXT STEPS

The Board will receive the Department's Financial Report during the third week of each month, regardless of whether a Board meeting is scheduled. This timing allows the Department to report on the prior month's activity while ensuring the fiscal month-end close process has been completed.

ATTACHMENTS

- 1) Department of Forestry Financial Report for September 2025
- 2) Department of Forestry Financial Report for October 2025
- 3) Department of Forestry Financial Report for November 2025
- 4) Department of Forestry Financial Report for December 2025
- 5) Department of Forestry Financial Report for January 2026



October 1, 2025

Sen. Kate Lieber, Co-Chair
Rep. Tawna Sanchez, Co-Chair
Joint Committee on Ways and Means
900 Court St. NE, H-178
Salem, OR 97301

Re: Oregon Department of Forestry - Monthly financial condition report

Dear Co-Chairs,

The Oregon Department of Forestry (ODF) remains committed to its mission of protecting Oregon's forests and communities while upholding strong financial stewardship. As the 2025 fire season winds down, the agency continues to manage fire-related costs, secure federal reimbursements, and oversee cooperative funding agreements. Although no incident management teams are currently deployed, districts remain in active fire season status, and ODF is closely monitoring cash flow until conditions allow for officially declaring the season closed statewide. The department's finances remain stable, backed by ongoing efforts to ensure transparency, accountability, and preparedness.

Cash and General Fund balances

As of September 23, 2025, ODF's principal cash account balance was \$73.8 million, with the AY27 Protection Division General Fund appropriation balance at \$21.4 million. The agency's September payroll is estimated at \$11 million from the Forestry Main Cash Account, \$2.5 million from the Protection General Fund, and \$900 thousand from the Forest Resources General Fund. In addition, \$7 million in the Landscape Resiliency General Fund will be transferred to the Landscape Resiliency Fund, as required by the budget bill, and is therefore not available for cash flow purposes.

Figure 1 - Cash Fund Balances as of Sept 23, 2025

Fund	Fund Title	Balance
02000	FORESTRY CASH ACCOUNT	\$73,775,831.97
11000	FOREST LAND PROTECTION FUND - EFCC	\$10,496,224.64
56000	URBAN FORESTRY	\$30,263.99
58000	FOREST RESOURCE TRUST	\$1,124,783.20
70000	FACILITIES MANAGEMENT	\$10,597,558.88

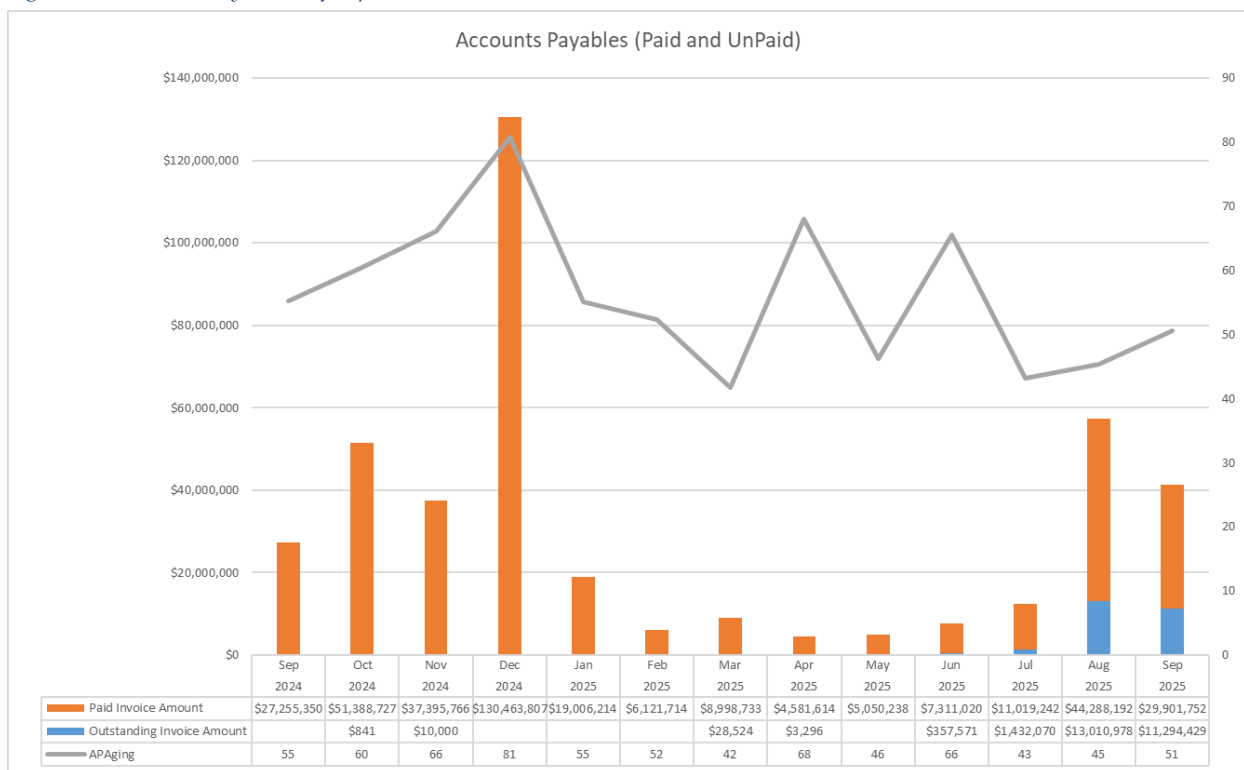
General Fund appropriations as of Sept 23, 2025

Appn	Appn Title	Balance
89905	FOREST RESOURCES	\$50,584,559.77
89908	ADMINISTRATION	\$741,263.59
89920	PROTECTION FROM FIRE	\$21,388,410.44
89995	LANDSCAPE RESILIENCY GF	\$7,000,000.00

Accounts payable

Overall agency spending has eased since the last reporting period (Figure 2), reflecting both the reduction in wildfire activity and a decrease in fire-related payments from the 2025 fire season. At the same time, some vendor payments are taking longer than usual to process, with many accounts extending beyond the standard 45-day timeframe. This delay is largely due to the high number of payments tied to peak fire season operations. The agency is actively working to bring payments back within normal processing timelines by prioritizing fire vendor invoices and coordinating closely across programs. ODF remains committed to meeting its financial obligations, maintaining transparency, and ensuring that vendors are supported as the fire season concludes.

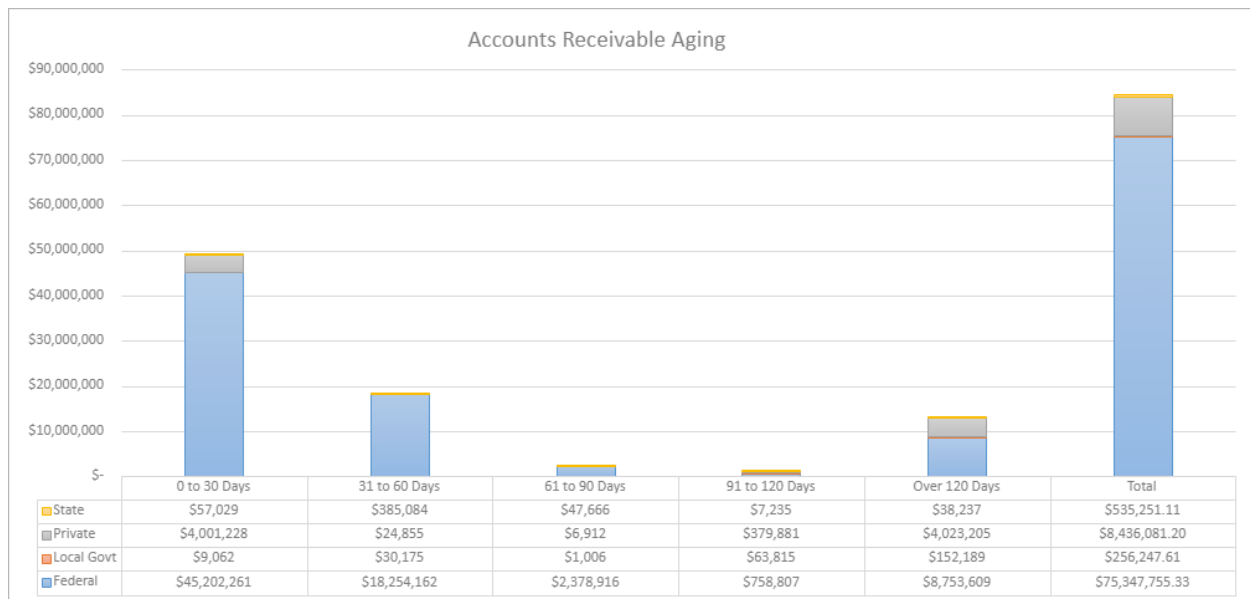
Figure 2 - Accounts Payable as of September 23, 2025



Accounts receivable

In the first quarter of FY26, the agency invoiced \$79.2 million and collected \$50.3 million. Outstanding invoices decreased from the prior period, totaling 320; however, 15% are now more than 120 days past due, representing a 1% decrease from the previous period.

Figure 3 – Accounts Receivable Aging as of September 22, 2025



State Forests financial status

Fiscal year 2026 (FY26) through July revenues from State Forests timber sales added \$4.5 million to the ODF cash account, \$2.6 million of which will be distributed for county payments. State Forests expenses are \$2.5 million which leaves a negative net operating income of (\$588,000). The Forest Development Operating Fund balance is \$21.3 million, which is below the prudent balance of six months operating expenses. Volume harvested through July is 11.5 MMbf which is a negative (5%) change from FY25. The lumber market is currently experiencing significant uncertainty, with declining prices driven by weakening demand in residential construction.

Fire Protection financial status

Outstanding Fire Protection assets and liabilities information

In addition to monitoring current agency-wide accounts payable and accounts receivable, the department also tracks estimated outstanding assets and liabilities related to the Fire Protection Division. Due to the nature of large fires and cooperative agreements—such as ODF providing resources for fires outside its protection jurisdiction—reimbursement for upfront costs incurred by ODF can take several years. Conversely, delays may also occur in receiving federal bills for resources initially paid for by federal partners, as well as in finalizing cost-share settlements that may result in ODF being billed. The table below summarizes the estimated outstanding assets and liabilities (accounts receivable and payable not yet invoiced to or from ODF).

Figure 4– Estimated Outstanding Assets and Liabilities as of September 14, 2025

Summary of Estimated Outstanding Assets and Liabilities (Costs that have not been fully reconciled or billed)		
Category	Assets (AR)	Liabilities (AP)
Coop Billable	\$28,874,317	\$22,529
Large Fire - Non-Cost Share	\$996,775	\$1,728,675
Large Fire - Cost Share	\$103,260,401	\$31,692,849
TOTAL	\$133,131,493	\$33,444,053

Notable updates since the last report include an increase of \$29 million in AR and \$2 million of AP as an additional 7 new cost shares with Federal partners have been signed (for a fire season total of 24) and the Mark’s Creek and Kelsey Peak incidents are being managed by ODF IMT but are 100% billable assistance to the USFS and BLM.

FEMA information

FEMA Public Assistance (PA) grants are awarded to the Oregon Department of Emergency Management (ODEM), which then distributes the funds to ODF. In contrast, FEMA Fire Management Assistance Grants (FMAG) are awarded directly to ODF, providing more immediate access to funds once they are obligated. The FEMA reimbursement process can take several years to fully complete. ODF strives to submit all suppression claims to FEMA and/or ODEM within one year of an eligible incident’s conclusion. Once submitted, claims undergo detailed audits by FEMA and/or ODEM before final payments are issued. Administrative claims take longer to process, as all suppression-related costs must be paid in full before ODF can submit expenses tied to administrative and financial work required by FEMA.

The table below outlines the status of claims by fire year and provides an update on payment progress for each.

Figure 5– FEMA/Public Assistance Outstanding Balances as of September 14, 2025

Summary of Outstanding FEMA FMAG/PA						
Fire Year	Claim Type	Estimate to Invoice to FEMA	Pending Review by FEMA	Amount Obligated by FEMA	Payment Amount Requested	Grand Total Due to ODF
2019	Admin - FMAG	\$0	\$215,943	\$0	\$0	\$215,943
2020	Admin - FMAG	\$85,250	\$0	\$0	\$0	\$85,250
2020	Admin - PA	\$17,017	\$0	\$0	\$0	\$17,017
2020	Fire - PA	\$0	\$297,219	\$0	\$0	\$297,219
2021	Admin - FMAG	\$43,950	\$0	\$0	\$0	\$43,950
2022	Admin - FMAG	\$12,000	\$0	\$0	\$0	\$12,000
2023	Admin - FMAG	\$32,500	\$0	\$0	\$0	\$32,500

2023	Fire - FMAG	\$1,000,000	\$0	\$0	\$0	\$1,000,000
2024	Fire - FMAG	\$24,366,189	\$1,187,069	\$0	\$0	\$25,553,258
2024	Fire - PA	\$17,780,827	\$35,343,625	\$0	\$0	\$53,124,452
2025	Fire - FMAG	\$11,673,768	\$0	\$0	\$0	\$11,673,768
TOTAL		\$55,011,501	\$37,043,856	\$0	\$0	\$92,055,357

Since the last report, Flat FMAG was added to the fire season 2025 ‘estimate to invoice’ total. This increased estimated FEMA claim reimbursements by \$7.7 million. With fire season winding down, ODF’s FEMA finance team will be focused on auditing and submitting claims as soon as possible.

Fire season cost estimate information

Fire season runs from January 1 through December 31, encompassing two partial fiscal years. Incident cost estimates are produced for every incident, no matter the size, with the data coming from the ODF district where the incident occurs. Costs are generated daily for larger incidents and smaller incidents record costs within thirty days of an incident’s end. Gross incident costs are adjusted to reflect a final projected net after Federal cost share recoveries and FEMA claim reimbursements. The result is the final net incident cost, which represents the General Fund obligation.

Figure 6– Fire Season Cost Estimate as of September 14, 2025

Summary of Fire Season 2025 Large Fire Fund (LWFF) Estimated Costs				
	Gross Costs	Other Agency Cost Recoveries	FEMA Cost Recoveries**	Net Costs
LWFF Costs	\$121,241,869	\$58,168,900	\$10,176,524	\$52,896,445
LWFF Adjustment*	\$8,374,052	\$8,374,052	\$0	\$0
TOTAL	\$129,615,921	\$66,542,952	\$10,176,524	\$52,896,445

Since the last report, the largest incident contributing to costs was Flat (8/21), estimated at \$17 million gross and \$3 million net. Through the fire season, the other largest fires contributing to the above costs are Rowena (6/11), Upper Applegate (6/18), Bowers Bridge (6/30), Grizzly Complex (7/7), Eastside Lightning Complex (7/7), Elk (7/8), Cram (7/13), Hagelstein (7/14), Board Shanty (7/17), Scholfield Ridged (8/12), Paradise (9/4), and Highland (9/7) totaling \$92 million gross and \$39 million net costs.

*Large Wildfire Fund (LWFF) Adjustment is for 1) cost share incidents where ODF is not the paying agency, thus upfront costs are not fully bore by ODF, but will result in a final net cost to ODF once a Federal billing is received, and 2) Non-ODF billable incidents where ODF is working on a purely Federal incident and all ODF costs are billable, thus ODF has upfront costs, but no net costs for the incident.

**The FEMA Cost Recoveries total for the fire season does not match the previous section's fire season FEMA total estimate as FEMA pre-positioning claims are included in those numbers, which are Severity funding reimbursements and not tied to LWFF reimbursements.

ODF continues to maintain a strong financial position through prudent oversight of expenditures and careful monitoring of fire-related costs and reimbursements. The agency's cash position remains steady, with billing and collection efforts proceeding as planned. Large fire cost audits are nearing completion, and reimbursement claims to federal partners are being submitted on schedule. While federal payments often take time to process, ODF is meeting all required deadlines and maintains steady progress.

ODF continues to receive federal funding at expected levels, with no changes currently. To prepare for any future adjustments, agency leadership is proactively tracking federally supported activities and related costs. Throughout this work, ODF remains committed to its mission and to maintaining strong financial stewardship on behalf of Oregonians

Sincerely,



Kate Skinner
Interim State Forester

c:
Board of Forestry
Governor's Office
Chief Financial Office
Legislative Fiscal Office
Oregon State Treasury



November 3, 2025

Sen. Kate Lieber, Co-Chair
Rep. Tawna Sanchez, Co-Chair
Joint Committee on Ways and Means
900 Court St. NE, H-178
Salem, OR 97301

Re: Oregon Department of Forestry - Monthly financial condition report

Dear Co-Chairs,

The Oregon Department of Forestry (ODF) remains focused on its mission to protect Oregon's forests and communities while maintaining sound financial stewardship. Fire season 2025, which began on June 1, officially closed in all districts across the state on October 24. As the agency transitions into post-season operations, ODF will continue to prioritize timely payments and completion of all financial activities associated with fire season. The department's financial position remains stable, supported by continued cost containment efforts and a focus on strengthening preparedness amid evolving funding conditions.

Cash and General Fund balances

As of October 23, 2025, ODF's principal cash account balance was \$25.8 million, and the AY27 Protection Division General Fund appropriation balance stood at \$10.5 million. The estimated October payroll includes \$11 million from the Forestry Main Cash Account, \$2.5 million from the Protection General Fund, and \$900,000 from the Forest Resources General Fund. The \$7 million in the Landscape Resiliency General Fund will be transferred to the Landscape Resiliency Fund per the budget bill and is not available for cash flow purposes.

Figure 1 - Cash Fund Balances as of October 23, 2025

Fund	Fund Title	Balance
02000	FORESTRY CASH ACCOUNT	\$25,852,485.51
11000	FOREST LAND PROTECTION FUND - EFCC	\$10,496,224.64
56000	URBAN FORESTRY	\$30,263.99
58000	FOREST RESOURCE TRUST	\$1,129,035.81
70000	FACILITIES MANAGEMENT	\$10,364,086.78

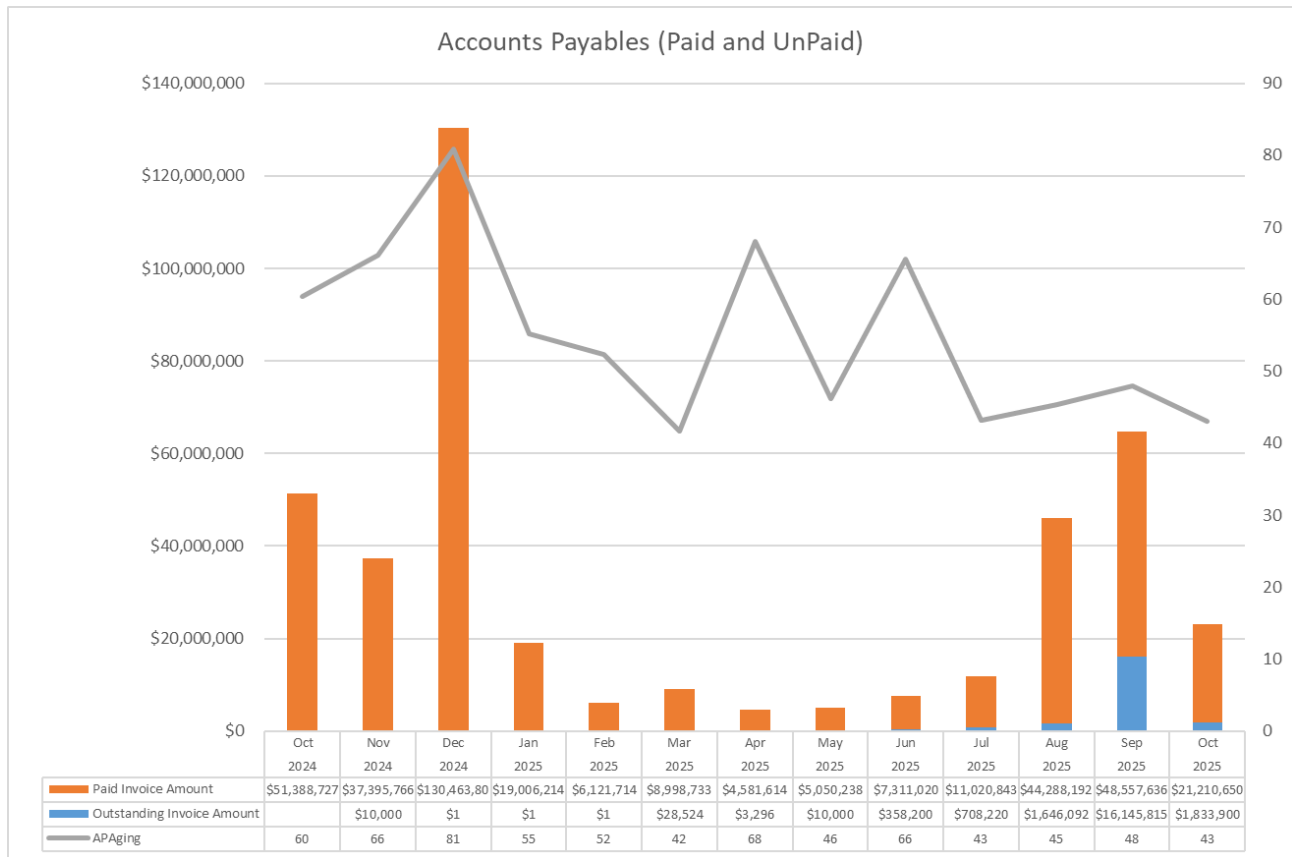
General Fund appropriations as of October 23, 2025

Appn	Appn Title	Balance
89905	FOREST RESOURCES	\$49,097,058.43
89908	ADMINISTRATION	\$723,883.17
89920	PROTECTION FROM FIRE	\$18,372,315.37
89995	LANDSCAPE RESILIENCY GF	\$7,000,000.00

Accounts payable

Department-wide expenditures have decreased since the last reporting period (Figure 2), reflecting the end in fire activity and decrease in fire-related payments from the 2025 fire season. At the same time, the agency’s vendor accounts are aging below the 45-day mark for payment processing.

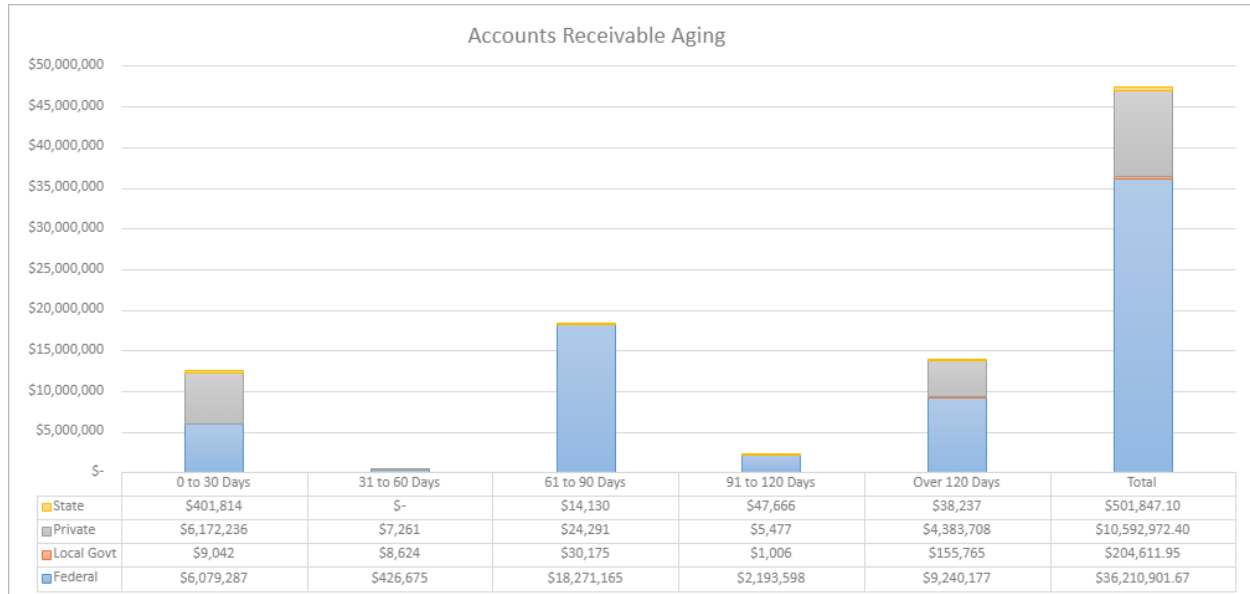
Figure 2 - Accounts Payable as of October 22, 2025



Accounts receivable

In the first quarter of FY26, the agency invoiced \$85.9 million and collected \$92.6 million. Outstanding invoices increased from the prior period, totaling 347; however, 29% are now more than 120 days past due, representing a 14% increase from the previous period.

Figure 3 – Accounts Receivable Aging as of October 20, 2025



Forest Resources Division financial status

For the first quarter of fiscal year 2026, the distribution of Forest Products Harvest Tax from the Department of Revenue was \$1,967,477, which was \$75,651 above projections. Over the first three months of the biennium, the Forest Resources Division spent \$2,118,410. This amount includes a prorated share of the administrative prorate transfer in the amount of \$610,196. If the Forest Products Harvest Tax revenues continue as projected, the division will cover expenditures for the biennium. The division closely tracks Oregon’s harvest volume and spending patterns and will provide updates as needed.

Fire Protection Division financial status

Outstanding Fire Protection assets and liabilities information

In addition to monitoring current agency-wide accounts payable and accounts receivable, the department also tracks estimated outstanding assets and liabilities related to the Fire Protection Division. Due to the nature of large fires and cooperative agreements—such as ODF providing resources for fires outside its protection jurisdiction—reimbursement for upfront costs incurred by ODF can take several years. Conversely, delays may also occur in receiving federal bills for resources initially paid for by federal partners, as well as in finalizing cost-share settlements that

may result in ODF being billed. The table below summarizes the estimated outstanding assets and liabilities (accounts receivable and payable not yet invoiced to or from ODF).

Figure 4— Estimated Outstanding Assets and Liabilities as of October 13, 2025

Summary of Estimated Outstanding Assets and Liabilities (Costs that have not been fully reconciled or billed)		
Category	Assets (AR)	Liabilities (AP)
Coop Billable	\$36,052,470	\$22,529
Large Fire - Non-Cost Share	\$996,775	\$1,806,633
Large Fire - Cost Share	\$110,561,156	\$32,159,295
TOTAL	\$147,610,401	\$33,988,457

Notable updates since the last report include an increase of \$14 million in AR as an additional 2 new cost shares with Federal partners have been signed (for a fire season total of 26) and the Paradise/Moon Complex incident cost share has been ended with a final estimated billable total calculated.

FEMA information

FEMA Public Assistance (PA) grants are awarded to the Oregon Department of Emergency Management (ODEM), which then distributes the funds to ODF. In contrast, FEMA Fire Management Assistance Grants (FMAG) are awarded directly to ODF, providing more immediate access to funds once they are obligated. The FEMA reimbursement process can take several years to fully complete. ODF strives to submit all suppression claims to FEMA and/or ODEM within one year of an eligible incident’s conclusion. Once submitted, claims undergo detailed audits by FEMA and/or ODEM before final payments are issued. Administrative claims take longer to process, as all suppression-related costs must be paid in full before ODF can submit expenses tied to administrative and financial work required by FEMA.

The table below outlines the status of claims by fire year and provides an update on payment progress for each.

Figure 5— FEMA/Public Assistance Outstanding Balances as of October 13, 2025

Summary of Outstanding FEMA FMAG/PA						
Fire Year	Claim Type	Estimate to Invoice to FEMA	Pending Review by FEMA	Amount Obligated by FEMA	Payment Amount Requested	Grand Total Due to ODF
2019	Admin - FMAG	\$0	\$215,943	\$0	\$0	\$215,943
2020	Admin - FMAG	\$85,250	\$0	\$0	\$0	\$85,250
2020	Admin - PA	\$17,017	\$0	\$0	\$0	\$17,017
2020	Fire - PA	\$0	\$297,219	\$0	\$0	\$297,219
2021	Admin - FMAG	\$43,950	\$0	\$0	\$0	\$43,950

2022	Admin - FMAG	\$12,000	\$0	\$0	\$0	\$12,000
2023	Admin - FMAG	\$32,500	\$0	\$0	\$0	\$32,500
2023	Fire - FMAG	\$1,000,000	\$0	\$0	\$0	\$1,000,000
2024	Fire - FMAG	\$24,366,189	\$1,187,069	\$0	\$0	\$25,553,258
2024	Fire - PA	\$17,780,827	\$35,343,625	\$0	\$0	\$53,124,452
2025	Fire - FMAG	\$11,673,768	\$0	\$0	\$0	\$11,673,768
TOTAL		\$55,011,501	\$37,043,856	\$0	\$0	\$92,055,357

Since the last report, no change to FEMA claim amounts as the last FMAG incident ended on September 5. With fire season ending, ODF’s FEMA finance team will be focused on auditing and submitting claims as soon as possible, focusing on the remaining fire season 2024 claims through the end of calendar year 2025, but this will be contingent on the Federal shutdown and if we can reconcile cost shares with our Federal financial counterparts.

Fire season cost estimate information

Fire season runs from January 1 through December 31, encompassing two partial fiscal years. Incident cost estimates are produced for every incident, no matter the size, with the data coming from the ODF district where the incident occurs. Costs are generated daily for larger incidents and smaller incidents record costs within thirty days of an incident’s end. Gross incident costs are adjusted to reflect a final projected net after Federal cost share recoveries and FEMA claim reimbursements. The result is the final net incident cost, which represents the General Fund obligation.

Figure 6– Fire Season Cost Estimate as of October 13, 2025

Summary of Fire Season 2025 Large Fire Fund (LWFF) Estimated Costs				
	Gross Costs	Other Agency Cost Recoveries	FEMA Cost Recoveries**	Net Costs
LWFF Costs	\$129,819,145	\$63,577,072	\$10,181,326	\$56,060,746
LWFF Adjustment*	\$21,159,025	\$21,159,025	\$0	\$0
TOTAL	\$150,978,170	\$84,736,097	\$10,181,326	\$56,060,746

Since the last report, the largest incident contributing to costs was Paradise/Moon Complex (9/3), estimated at \$8 million gross and \$2 million net. Through the fire season, the other largest fires contributing to the above costs are Rowena (6/11), Upper Applegate (6/18), Bowers Bridge (6/30), Grizzly Complex (7/7), Eastside Lightning Complex (7/7), Elk (7/8), Cram (7/13), Hagelstein (7/14), Board Shanty (7/17), Scholfield Ridged (8/12), Flat (8/21), and Highland (9/7) totaling \$107 million gross and \$41 million net costs.

*Large Wildfire Fund (LWFF) Adjustment is for 1) cost share incidents where ODF is not the paying agency, thus upfront costs are not fully bore by ODF, but will result in a final net cost to

ODF once a federal billing is received, and 2) non-ODF billable incidents where ODF is working on a purely Federal incident and all ODF costs are billable, thus ODF has upfront costs, but no net costs for the incident.

**The FEMA Cost Recoveries total for the fire season does not match the previous section's fire season FEMA total estimate as FEMA pre-positioning claims are included in those numbers, which are Severity funding reimbursements and not tied to LWFF reimbursements.

As fire season concludes, the agency's cash position remains steady, and billing and collection efforts are progressing as planned. Large fire cost audits are being finalized, and reimbursement claims to federal partners continue to be submitted on schedule. While federal reimbursements can take time to process, ODF continues to meet all required deadlines and maintain steady progress. With the close of fire season, the agency is now shifting its focus toward Federal Funds—an opportunity to assess fiscal exposure amid ongoing federal uncertainty, including potential impacts from the federal government shutdown. This focus will help ensure ODF's reimbursement and funding strategies remain resilient and adaptable in the months ahead.

Federal funding levels remain unchanged, and the agency continues to receive payments as expected. Still, in anticipation of any future changes, ODF leadership is proactively tracking federally supported activities and associated costs. The agency remains focused on delivering its mission while ensuring strong financial stewardship for the people of Oregon.

Sincerely,



Kate Skinner
Interim State Forester

c:
Board of Forestry
Governor's Office
Chief Financial Office
Legislative Fiscal Office
Oregon State Treasury



December 1, 2025

Sen. Kate Lieber, Co-Chair
Rep. Tawna Sanchez, Co-Chair
Joint Committee on Ways and Means
900 Court St. NE, H-178
Salem, OR 97301

Re: Oregon Department of Forestry - Monthly financial condition report

Dear Co-Chairs,

The Oregon Department of Forestry (ODF) remains committed to protecting Oregon's forests and communities while maintaining strong financial stewardship. With most 2025 fire season costs paid and county assessments arriving, cash flow has stabilized as we head into the February short session. As we move into post-season operations, ODF will continue prioritizing timely payments and completing all remaining fire-season financial activities. The agency's financial position remains stable, supported by cost-containment efforts and a continued focus on preparedness.

Cash and General Fund balances

As of November 21, 2025, ODF's principal cash account balance was \$17.15 million, and the AY27 Protection Division General Fund appropriation balance stood at \$15.31 million. The estimated November payroll includes \$10 million from the Forestry Main Cash Account, \$2.5 million from the Protection General Fund, and \$900,000 from the Forest Resources General Fund. The \$7 million in the Landscape Resiliency General Fund will be transferred to the Landscape Resiliency Fund per the budget bill and is not available for cash flow purposes.

Figure 1 - Cash Fund Balances as of November 21, 2025

Fund	Fund Title	Balance
02000	FORESTRY CASH ACCOUNT	\$17,150,263.05
11000	FOREST LAND PROTECTION FUND - EFCC	\$11,140,581.30
56000	URBAN FORESTRY	\$30,496.34
58000	FOREST RESOURCE TRUST	\$1,133,418.94
70000	FACILITIES MANAGEMENT	\$8,798,502.07

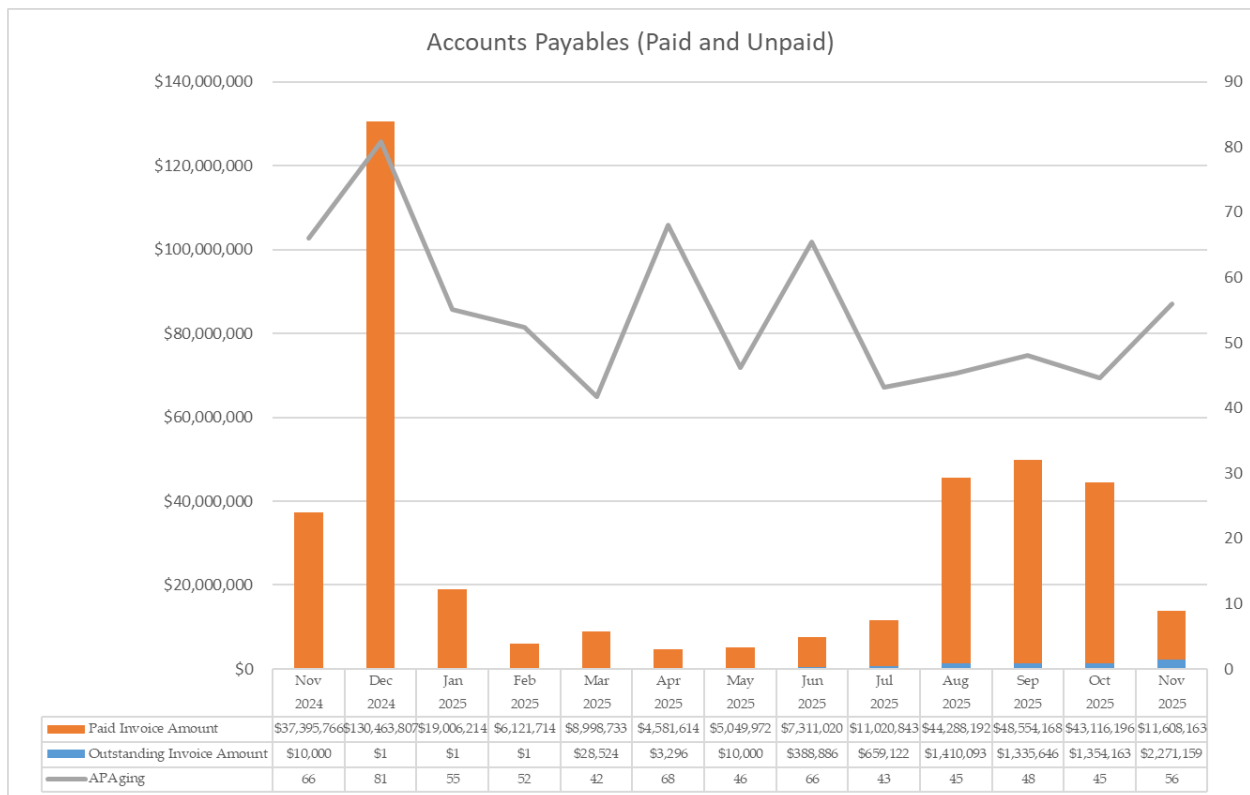
General Fund appropriations as of November 21, 2025

Appn	Appn Title	Balance
89905	FOREST RESOURCES	\$32,271,690.81
89908	ADMINISTRATION	\$706,502.64
89920	PROTECTION FROM FIRE	\$15,318,987.39
89995	LANDSCAPE RESILIENCY GF	\$7,000,000

Accounts payable

Department-wide expenditures have increased since the last reporting period (Figure 2), driven by the wind-down of fire activity and finalizing payments from the 2025 fire season. At the same time, the agency’s vendor accounts show an average aging above the 45-day mark, reflecting the processing of older fire-related invoices.

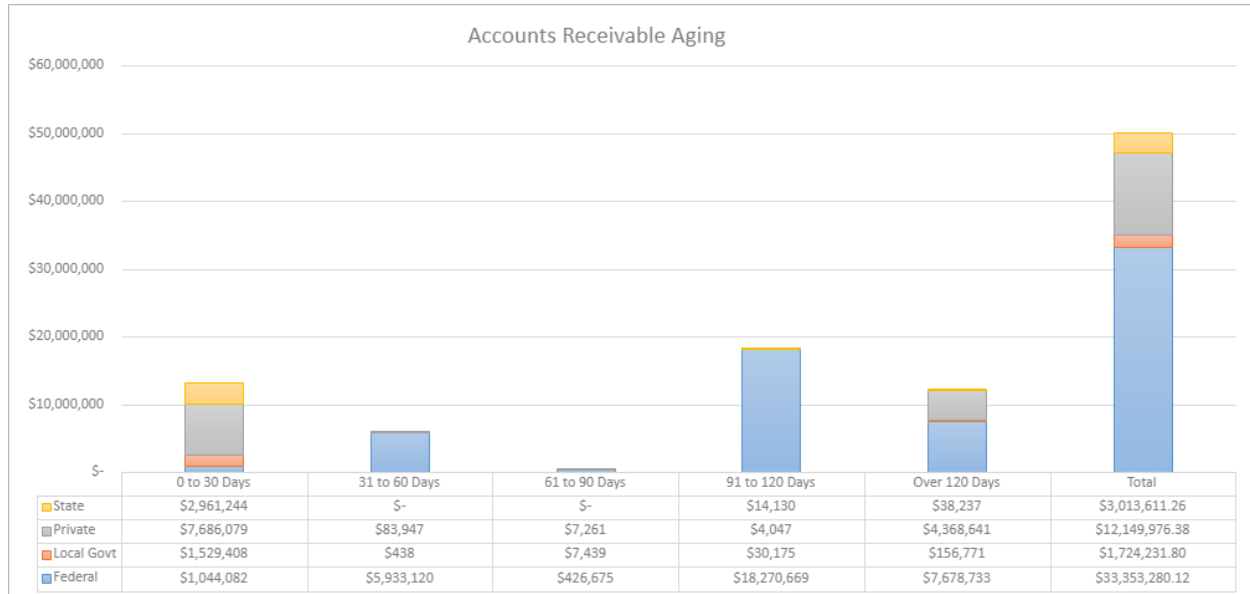
Figure 2 - Accounts Payable as of November 22, 2025



Accounts receivable

In the second quarter of FY26, the agency invoiced \$15.2 million and collected \$15.4 million. Outstanding invoices increased from the prior period, totaling 883; however, 24% are now more than 120 days past due, representing a 5% decrease from the previous period.

Figure 3 – Accounts Receivable Aging as of November 17, 2025



Fire Protection Division financial status

Outstanding Fire Protection assets and liabilities information

In addition to monitoring current agency-wide accounts payable and accounts receivable, the department also tracks estimated outstanding assets and liabilities related to the Fire Protection Division. Due to the nature of large fires and cooperative agreements—such as ODF providing resources for fires outside its protection jurisdiction—reimbursement for upfront costs incurred by ODF can take several years. Conversely, delays may also occur in receiving federal bills for resources initially paid for by federal partners, as well as in finalizing cost-share settlements that may result in ODF being billed. The table below summarizes the estimated outstanding assets and liabilities (accounts receivable and payable not yet invoiced to or from ODF).

Figure 4– Estimated Outstanding Assets and Liabilities as of November 12, 2025

Summary of Estimated Outstanding Assets and Liabilities (Costs that have not been fully reconciled or billed)		
Category	Assets (AR)	Liabilities (AP)
Coop Billable	\$38,720,337	\$6,800
Large Fire - Non-Cost Share	\$286,900	\$1,883,354
Large Fire - Cost Share	\$111,178,806	\$32,297,159
TOTAL	\$150,186,043	\$34,187,313

Notable updates since the last report include an increase of \$2.5 million in AR and an increase of \$200,000 in AP as fire season 2025 estimates and actuals are being buttoned up. Also, reconciliation of past coop billable balances has occurred, which contributed to an increase in AR. Fire season 2025 ended with a total of 26 cost shares with Federal partners, which now leaves 55 cost shares in total to reconcile with our federal counterparts back to FY23.

FEMA information

FEMA Public Assistance (PA) grants are awarded to the Oregon Department of Emergency Management (ODEM), which then distributes the funds to ODF. In contrast, FEMA Fire Management Assistance Grants (FMAG) are awarded directly to ODF, providing more immediate access to funds once they are obligated. The FEMA reimbursement process can take several years to fully complete. ODF strives to submit all suppression claims to FEMA and/or ODEM within one year of an eligible incident’s conclusion. Once submitted, claims undergo detailed audits by FEMA and/or ODEM before final payments are issued. Administrative claims take longer to process, as all suppression-related costs must be paid in full before ODF can submit expenses tied to administrative and financial work required by FEMA.

The table below outlines the status of claims by fire year and provides an update on payment progress for each.

Figure 5– FEMA/Public Assistance Outstanding Balances as of November 12, 2025

Summary of Outstanding FEMA FMAG/PA						
Fire Year	Claim Type	Estimate to Invoice to FEMA	Pending Review by FEMA	Amount Obligated by FEMA	Payment Amount Requested	Grand Total Due to ODF
2019	Admin - FMAG	\$0	\$215,943	\$0	\$0	\$215,943
2020	Admin - FMAG	\$85,250	\$0	\$0	\$0	\$85,250
2020	Admin - PA	\$17,017	\$0	\$0	\$0	\$17,017
2020	Fire - PA	\$0	\$297,219	\$0	\$0	\$297,219
2021	Admin - FMAG	\$43,950	\$0	\$0	\$0	\$43,950
2022	Admin - FMAG	\$12,000	\$0	\$0	\$0	\$12,000

2023	Admin - FMAG	\$32,500	\$0	\$0	\$0	\$32,500
2023	Fire - FMAG	\$1,000,000	\$0	\$0	\$0	\$1,000,000
2024	Fire - FMAG	\$24,366,189	\$1,187,069	\$0	\$0	\$25,553,258
2024	Fire - PA	\$17,780,827	\$35,343,625	\$0	\$0	\$53,124,452
2025	Fire - FMAG	\$11,673,768	\$0	\$0	\$0	\$11,673,768
TOTAL		\$55,011,501	\$37,043,856	\$0	\$0	\$92,055,357

Since the last report, there has been no change to FEMA claim amounts. ODF’s FEMA finance team continues to be focused on auditing and submitting claims as soon as possible. The goal is to have the remaining fire season 2024 (FMAG and PA) claim submitted by the end of calendar year 2025. Previous fire season admin claims will be next to submit final claims for, followed by beginning final auditing and claim work for fire season 2025.

Fire season cost estimate information

Fire season runs from January 1 through December 31, encompassing two partial fiscal years. Incident cost estimates are produced for every incident, no matter the size, with the data coming from the ODF district where the incident occurs. Costs are generated daily for larger incidents and smaller incidents record costs within thirty days of an incident’s end. Gross incident costs are adjusted to reflect a final projected net after Federal cost share recoveries and FEMA claim reimbursements. The result is the final net incident cost, which represents the General Fund obligation.

Figure 6– Fire Season Cost Estimate as of November 12, 2025

Summary of Fire Season 2025 Large Fire Fund (LWFF) Estimated Costs				
	Gross Costs	Other Agency Cost Recoveries	FEMA Cost Recoveries**	Net Costs
LWFF Costs	\$129,900,024	\$63,577,072	\$10,181,326	\$56,141,625
LWFF Adjustment*	\$21,159,025	\$30,610,112	\$0	\$0
TOTAL	\$151,059,049	\$94,187,184	\$10,181,326	\$56,141,625

Since the last report, fire season has ended, and final incident cost estimates and actuals are being reviewed for accuracy. Through the fire season, the largest fires contributing to the above costs are Rowena (6/11), Upper Applegate (6/18), Bowers Bridge (6/30), Grizzly Complex (7/7), Eastside Lightning Complex (7/7), Elk (7/8), Cram (7/13), Hagelstein (7/14), Board Shanty (7/17), Scholfield Ridged (8/12), Flat (8/21), Paradise-Moon Complex (9/3), and Highland (9/7) totaling \$115 million gross and \$43 million net costs.

*Large Wildfire Fund (LWFF) Adjustment is for 1) cost share incidents where ODF is not the paying agency, thus upfront costs are not fully bore by ODF, but will result in a final net cost to ODF once a federal billing is received, and 2) non-ODF billable incidents where ODF is working

on a purely Federal incident and all ODF costs are billable, thus ODF has upfront costs, but no net costs for the incident.

**The FEMA Cost Recoveries total for the fire season does not match the previous section's fire season FEMA total estimate as FEMA pre-positioning claims are included in those numbers, which are Severity funding reimbursements and not tied to LWFF reimbursements.

With county assessments arriving and most 2025 fire season bills paid, the agency is now looking ahead to the February short session and actively managing cash flow until the state's portion of net fire season costs is received. Large fire cost audits are nearing completion, and reimbursement claims to federal partners continue to be submitted on schedule; while federal reimbursements take time to process, ODF is meeting all required deadlines and maintaining steady progress. As fire season concludes, the agency is shifting its focus to Federal Funds to assess fiscal exposure amid ongoing federal uncertainty, including potential impacts from a federal government shutdown, ensuring reimbursement and funding strategies remain resilient. Federal funding levels remain stable, and payments continue as expected, but ODF leadership is proactively tracking federally supported activities and associated costs in anticipation of any future changes, remaining committed to its mission and strong financial stewardship for the people of Oregon.

Sincerely,



Kate Skinner
Interim State Forester

c:
Board of Forestry
Governor's Office
Chief Financial Office
Legislative Fiscal Office
Oregon State Treasury



January 2, 2026

Sen. Kate Lieber, Co-Chair
Rep. Tawna Sanchez, Co-Chair
Joint Committee on Ways and Means
900 Court St. NE, H-178
Salem, OR 97301

Re: Oregon Department of Forestry - Monthly financial condition report

Dear Co-Chairs,

The Oregon Department of Forestry (ODF) remains committed to protecting Oregon's forests and communities while maintaining strong financial stewardship. With most 2025 fire season costs paid and county assessments arriving, cash flow has stabilized as we head into the February short session. As we move into post-season operations, ODF will continue prioritizing timely payments and completing all remaining fire-season financial activities. The agency's financial position remains stable, supported by cost-containment efforts and a continued focus on preparedness.

Cash and General Fund balances

As of December 30, 2025, ODF's principal cash account balance was \$45.8 million, and the AY27 Protection Division General Fund appropriation balance stood at \$13.52 million. The estimated December payroll includes \$10 million from the Forestry Main Cash Account, \$2.5 million from the Protection General Fund, and \$900,000 from the Forest Resources General Fund. The \$7 million in the Landscape Resiliency General Fund will be transferred to the Landscape Resiliency Fund per the budget bill and is not available for cash flow purposes.

Figure 1 - Cash Fund Balances as of December 30, 2025

Fund	Fund Title	Balance
02000	FORESTRY CASH ACCOUNT	\$45,804,641.97
11000	FOREST LAND PROTECTION FUND - EFCC	\$11,262,296.76
56000	URBAN FORESTRY	\$30,607.34
58000	FOREST RESOURCE TRUST	\$1,137,544.28
70000	FACILITIES MANAGEMENT	\$14,131,915.14

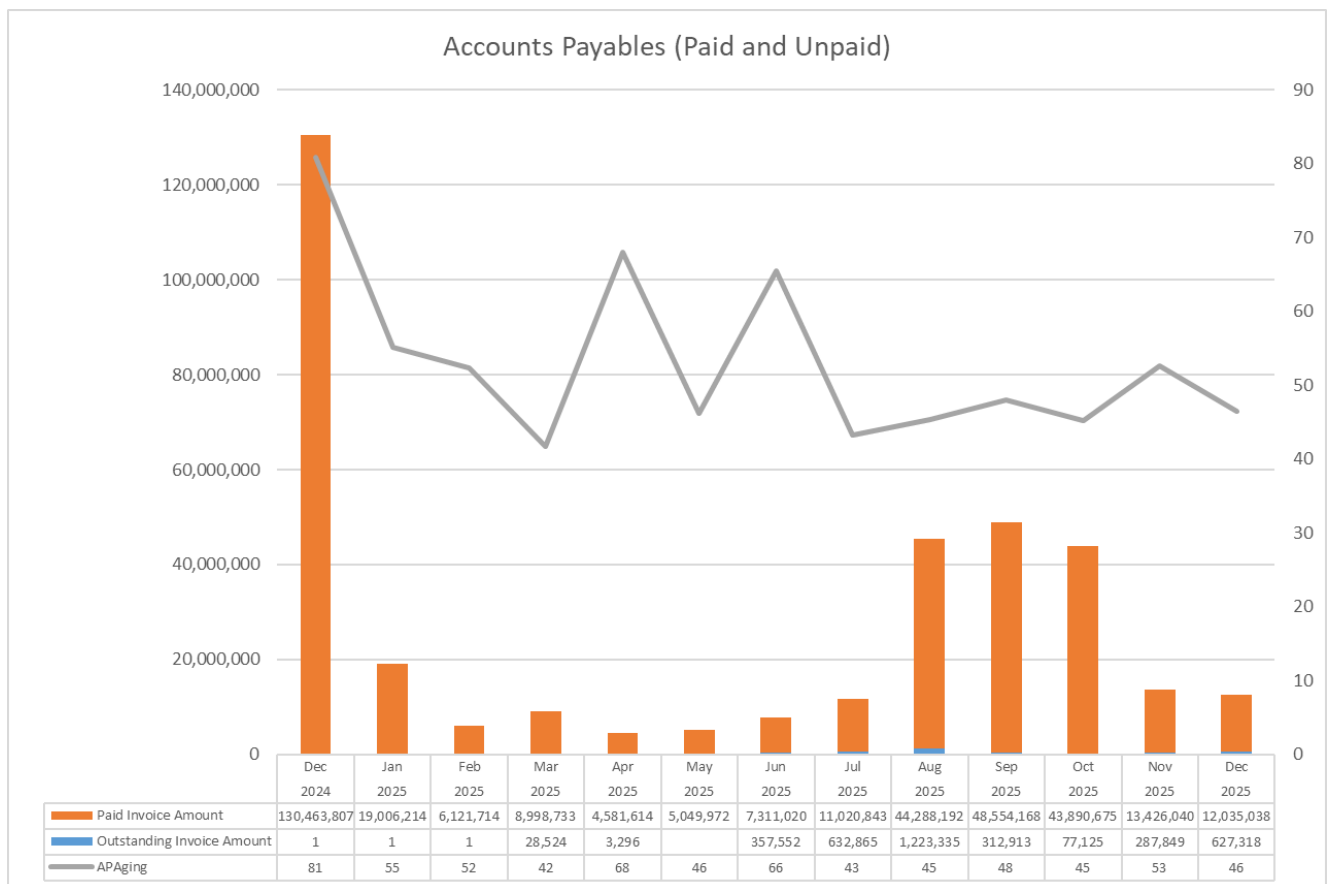
General Fund appropriations as of December 30, 2025

Appn	Appn Title	Balance
89905	FOREST RESOURCES	\$30,550,068.32
89908	ADMINISTRATION	\$689,239.42
89920	PROTECTION FROM FIRE	\$13,522,290.71
89995	LANDSCAPE RESILIENCY GF	\$7,000,000

Accounts payable

Department-wide expenditures have decreased since the last reporting period (Figure 2), represented by normal expenditures for after fire season operations. At the same time, the agency’s vendor accounts show an average aging at the 45-day mark.

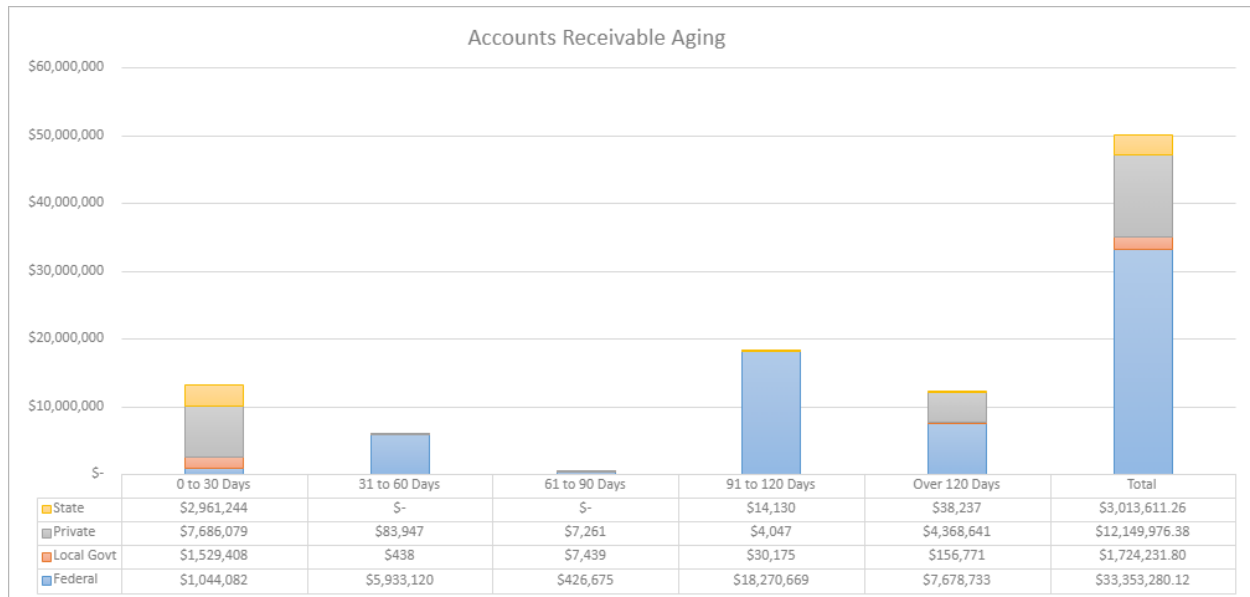
Figure 2 - Accounts Payable as of December 23, 2025



Accounts receivable

In the second quarter of FY26, the agency invoiced \$15.2 million and collected \$15.4 million. Outstanding invoices increased from the prior period, totaling 883; however, 24% are now more than 120 days past due, representing a 5% decrease from the previous period.

Figure 3 – Accounts Receivable Aging as of November 17, 2025



State Forests Division financial status

Fiscal year 2026 (FY26) through October revenues from State Forests timber sales added \$23.5 million to the ODF cash account, \$14.6 million of which will be distributed for county payments. State Forests expenses are \$15.4 million which leaves a negative net operating income of \$6.6 million. The Forest Development Operating Fund balance is \$15.3 million, which is below the prudent balance of 6 months operating expenses. Volume harvested through October is 52.6 MMbf which is a positive 8% change from FY25. The lumber market is still experiencing uncertainty, with declining prices driven by weakening demand for residential construction. These declining prices are beginning to be reflected in bids offered by purchasers of State Forests timber sales, with bids coming in closer to the minimum appraised bid compared to recent years. State Forests timber sales continue to sell at auction, but a continued weak market could result in timber sales that do not successfully auction, due to bids that do not meet minimum bid requirements.

Fire Protection Division financial status

Outstanding Fire Protection assets and liabilities information

In addition to monitoring current agency-wide accounts payable and accounts receivable, the department also tracks estimated outstanding assets and liabilities related to the Fire Protection Division. Due to the nature of large fires and cooperative agreements—such as ODF providing

resources for fires outside its protection jurisdiction—reimbursement for upfront costs incurred by ODF can take several years. Conversely, delays may also occur in receiving federal bills for resources initially paid for by federal partners, as well as in finalizing cost-share settlements that may result in ODF being billed. The table below summarizes the estimated outstanding assets and liabilities (accounts receivable and payable not yet invoiced to or from ODF).

Figure 4— Estimated Outstanding Assets and Liabilities as of December 9, 2025

Summary of Estimated Outstanding Assets and Liabilities		
(Costs that have not been fully reconciled or billed)		
Category	Assets (AR)	Liabilities (AP)
Coop Billable	\$40,565,380	\$0
Large Fire - Non-Cost Share	\$286,900	\$1,841,355
Large Fire - Cost Share	\$104,434,752	\$32,263,631
TOTAL	\$145,287,032	\$34,104,986

Notable updates since the last report include a decrease of \$4.9 million in AR due to clean up work with the Battle Mountain cost share acreage split between the USFS and ODF, which resulted in the USFS owing less for that fire’s costs. Through fire season 2025, there are 55 cost shares in total to reconcile with our federal counterparts back to FY23.

FEMA information

FEMA Public Assistance (PA) grants are awarded to the Oregon Department of Emergency Management (ODEM), which then distributes the funds to ODF. In contrast, FEMA Fire Management Assistance Grants (FMAG) are awarded directly to ODF, providing more immediate access to funds once they are obligated. The FEMA reimbursement process can take several years to fully complete. ODF strives to submit all suppression claims to FEMA and/or ODEM within one year of an eligible incident’s conclusion. Once submitted, claims undergo detailed audits by FEMA and/or ODEM before final payments are issued. Administrative claims take longer to process, as all suppression-related costs must be paid in full before ODF can submit expenses tied to administrative and financial work required by FEMA.

The table below outlines the status of claims by fire year and provides an update on payment progress for each.

Figure 5— FEMA/Public Assistance Outstanding Balances as of December 9, 2025

Summary of Outstanding FEMA FMAG/PA						
Fire Year	Claim Type	Estimate to Invoice to FEMA	Pending Review by FEMA	Amount Obligated by FEMA	Payment Amount Requested	Grand Total Due to ODF
2019	Admin - FMAG	\$0	\$215,943	\$0	\$0	\$215,943
2020	Admin - FMAG	\$85,250	\$0	\$0	\$0	\$85,250

2020	Admin - PA	\$17,017	\$0	\$0	\$0	\$17,017
2020	Fire - PA	\$0	\$297,219	\$0	\$0	\$297,219
2021	Admin - FMAG	\$43,950	\$0	\$0	\$0	\$43,950
2022	Admin - FMAG	\$12,000	\$0	\$0	\$0	\$12,000
2023	Admin - FMAG	\$32,500	\$0	\$0	\$0	\$32,500
2023	Fire - FMAG	\$1,000,000	\$0	\$0	\$0	\$1,000,000
2024	Fire - FMAG	\$24,397,756	\$1,187,069	\$0	\$0	\$25,584,825
2024	Fire - PA	\$17,780,827	\$35,343,625	\$0	\$0	\$53,124,452
2025	Fire - FMAG	\$11,673,768	\$0	\$0	\$0	\$11,673,768
TOTAL		\$55,043,068	\$37,043,856	\$0	\$0	\$92,086,924

Since the last report, there have been minimal changes to FEMA claim amounts. ODF's FEMA finance team continues to be focused on auditing and submitting claims as soon as possible. We are on pace to have the remaining fire season 2024 (FMAG and PA) claims submitted by the end of calendar year 2025. Previous fire season admin claims will be next to submit final claims for, followed by beginning final auditing and claim work for fire season 2025.

Fire season cost estimate information

Fire season runs from January 1 through December 31, encompassing two partial fiscal years. Incident cost estimates are produced for every incident, no matter the size, with the data coming from the ODF district where the incident occurs. Costs are generated daily for larger incidents and smaller incidents record costs within thirty days of an incident's end. Gross incident costs are adjusted to reflect a final projected net after Federal cost share recoveries and FEMA claim reimbursements. The result is the final net incident cost, which represents the General Fund obligation.

Figure 6– Fire Season Cost Estimate as of December 9, 2025

Summary of Fire Season 2025 Large Fire Fund (LWFF) Estimated Costs				
	Gross Costs	Other Agency Cost Recoveries	FEMA Cost Recoveries**	Net Costs
LWFF Costs	\$129,900,024	\$63,577,072	\$10,181,326	\$56,141,625
LWFF Adjustment*	\$21,159,025	\$30,610,112	\$0	\$0
TOTAL	\$151,059,049	\$94,187,184	\$10,181,326	\$56,141,625

There have been no changes since the last report as fire season has ended. Final incident cost estimates and actuality are being audited for accuracy. Through the fire season, the largest fires contributing to the above costs are Rowena (6/11), Upper Applegate (6/18), Bowers Bridge (6/30), Grizzly Complex (7/7), Eastside Lightning Complex (7/7), Elk (7/8), Cram (7/13),

Hagelstein (7/14), Board Shanty (7/17), Scholfield Ridged (8/12), Flat (8/21), Paradise-Moon Complex (9/3), and Highland (9/7) totaling \$115 million gross and \$43 million net costs.

*Large Wildfire Fund (LWFF) Adjustment is for 1) cost share incidents where ODF is not the paying agency, thus upfront costs are not fully bore by ODF, but will result in a final net cost to ODF once a federal billing is received, and 2) non-ODF billable incidents where ODF is working on a purely Federal incident and all ODF costs are billable, thus ODF has upfront costs, but no net costs for the incident.

**The FEMA Cost Recoveries total for the fire season does not match the previous section's fire season FEMA total estimate as FEMA pre-positioning claims are included in those numbers, which are Severity funding reimbursements and not tied to LWFF reimbursements.

With county assessments arriving and most 2025 fire season bills paid, the agency is now looking ahead to the February short session and actively managing cash flow until the state's portion of net fire season costs is received. Large fire cost audits are nearing completion, and reimbursement claims to federal partners continue to be submitted on schedule; while federal reimbursements take time to process, ODF is meeting all required deadlines and maintaining steady progress. As fire season concludes, the agency is shifting its focus to Federal Funds to assess fiscal exposure amid ongoing federal uncertainty, including potential impacts from a federal government shutdown, ensuring reimbursement and funding strategies remain resilient. Federal funding levels remain stable, and payments continue as expected, but ODF leadership is proactively tracking federally supported activities and associated costs in anticipation of any future changes, remaining committed to its mission and strong financial stewardship for the people of Oregon.

Sincerely,

Kate Skinner
Interim State Forester

c:
Board of Forestry
Governor's Office
Chief Financial Office
Legislative Fiscal Office
Oregon State Treasury



February 2, 2026

Sen. Kate Lieber, Co-Chair
Rep. Tawna Sanchez, Co-Chair
Joint Committee on Ways and Means
900 Court St. NE, H-178
Salem, OR 97301

Re: Oregon Department of Forestry - Monthly financial condition report

Dear Co-Chairs,

The Oregon Department of Forestry (ODF) remains committed to protecting Oregon's forests and communities while maintaining strong financial stewardship. With fire season costs paid and county assessments arriving, the agency's cash flow has stabilized as it prepares for the February 2026 Legislative session. As we move into post-season operations, ODF will continue prioritizing timely payments and completing all remaining fire-season financial activities. The agency's financial position remains stable, supported by cost-containment efforts and a continued focus on preparedness.

Cash and General Fund balances

As of January 26, 2026, ODF's principal cash account balance was \$44.5 million, and the AY27 Protection Division General Fund appropriation balance stood at \$10.3 million. The estimated January payroll includes \$7.5 million from the Forestry Main Cash Account, \$1.1 million from the Protection General Fund, and \$1.4 from the Forest Resources General Fund. The 2nd quarter county distribution will be 12.5M. The \$7 million in the Landscape Resiliency General Fund will be transferred to the Landscape Resiliency Fund per the budget bill and is not available for cash flow purposes.

Figure 1 - Cash Fund Balances as of January 26, 2026

Fund	Fund Title	Balance
02000	FORESTRY CASH ACCOUNT	\$44,550,809.75
11000	FOREST LAND PROTECTION FUND - EFCC	\$23,128,787.28
56000	URBAN FORESTRY	\$30,717.82
58000	FOREST RESOURCE TRUST	\$1,141,650.34
70000	FACILITIES MANAGEMENT	\$13,935,289.21

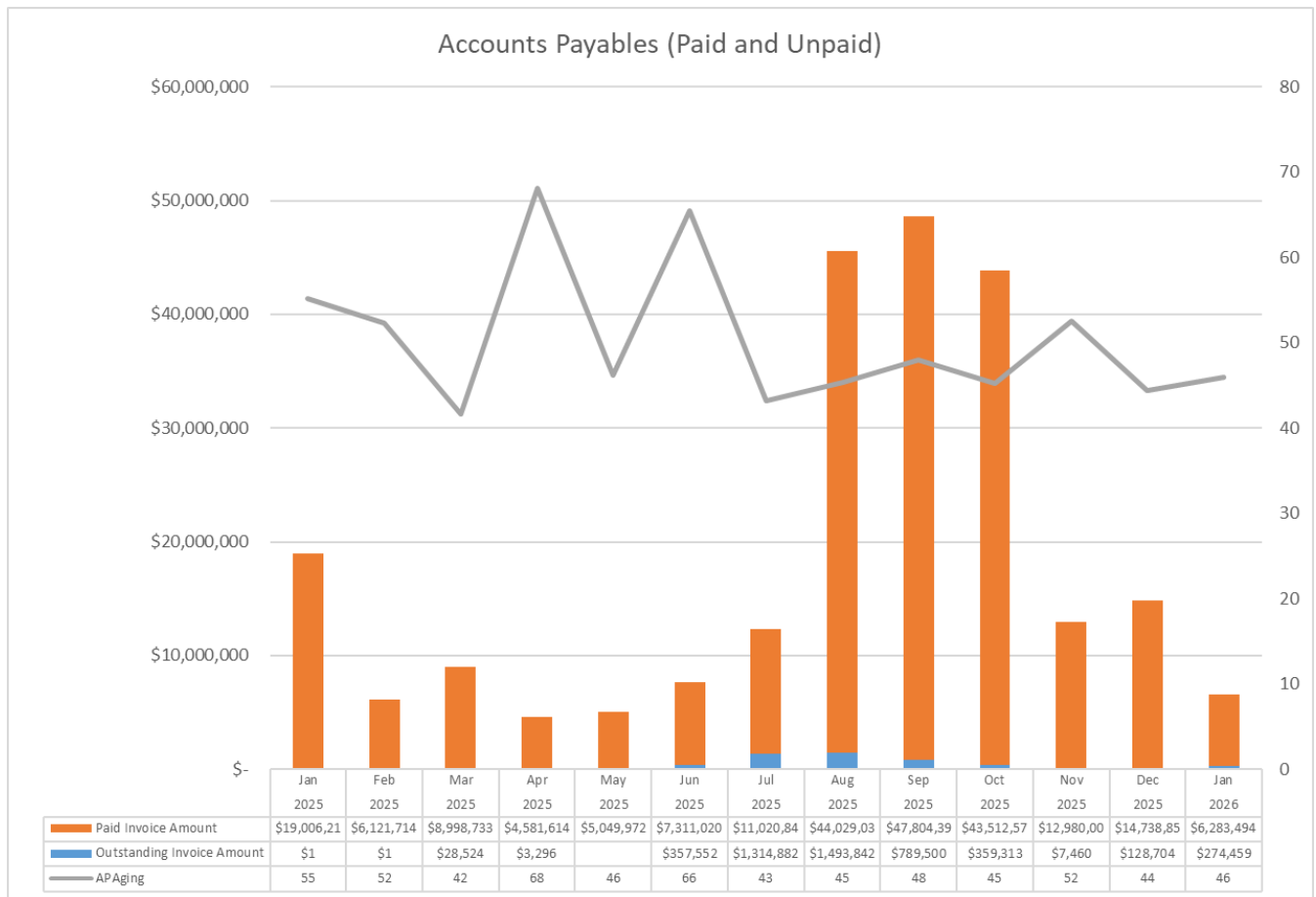
General Fund appropriations as of January 26, 2026

Appn	Appn Title	Balance
89905	FOREST RESOURCES	\$28,236,168.10
89908	ADMINISTRATION	\$671,707.99
89920	PROTECTION FROM FIRE	\$10,263,767.21
89995	LANDSCAPE RESILIENCY GF	\$7,000,000.00

Accounts payable

Department-wide expenditure has decreased since the last reporting period (Figure 2), represented by normal expenditures for after-fire season operations. At the same time, the agency's vendor accounts show an average age at close to the 45-day mark.

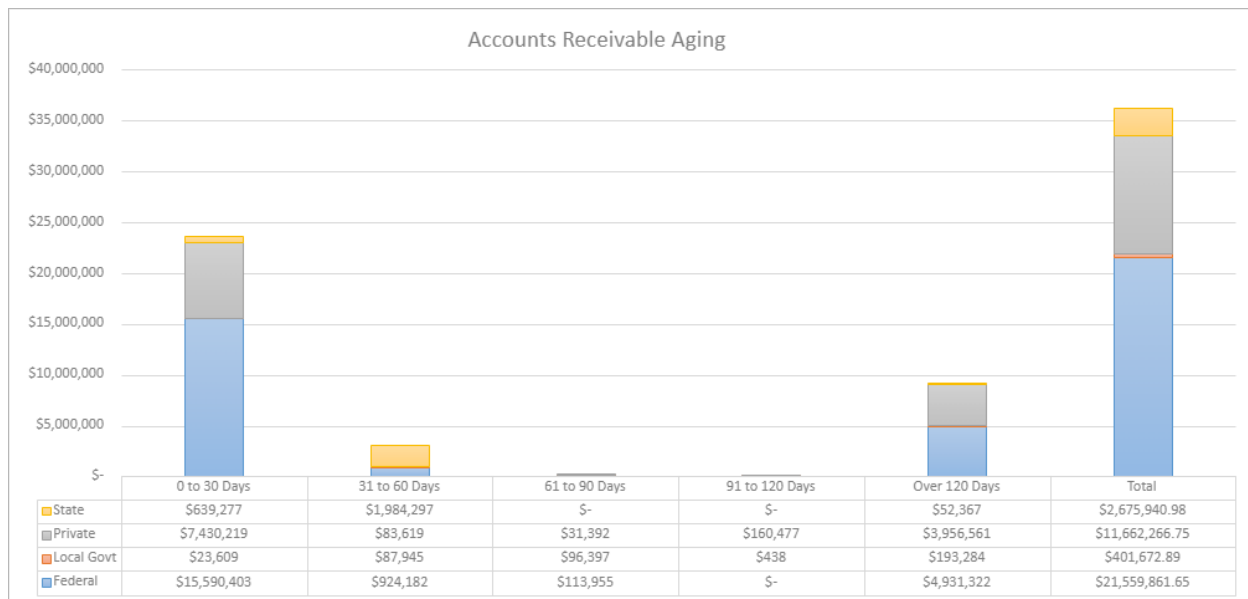
Figure 2 - Accounts Payable as of January 23, 2026



Accounts receivable

In the second quarter of FY26, the agency invoiced \$44 million and collected \$40.7 million. Outstanding invoices decreased from the prior period, totaling 760; however, 25% are now more than 120 days past due, representing a 1% increase from the previous period.

Figure 3 – Accounts Receivable Aging as of January 20, 2026



Fire Protection Division financial status

Outstanding Fire Protection assets and liabilities information

In addition to monitoring current agency-wide accounts payable and accounts receivable, the department also tracks estimated outstanding assets and liabilities related to the Fire Protection Division. Due to the nature of large fires and cooperative agreements—such as ODF providing resources for fires outside its protection jurisdiction—reimbursement for upfront costs incurred by ODF can take several years. Conversely, delays may also occur in receiving federal bills for resources initially paid for by federal partners, as well as in finalizing cost-share settlements that may result in ODF being billed. The table below summarizes the estimated outstanding assets and liabilities (accounts receivable and payable not yet invoiced to or from ODF).

Figure 4– Estimated Outstanding Assets and Liabilities as of January 13, 2026

Summary of Estimated Outstanding Assets and Liabilities (Costs that have not been fully reconciled or billed)		
Category	Assets (AR)	Liabilities (AP)
Coop Billable	\$39,160,511	\$0
Large Fire - Non-Cost Share	\$373,500	\$3,706,565
Large Fire - Cost Share	\$94,146,368	\$31,139,191
TOTAL	\$133,680,379	\$34,845,756

Notable updates since the last report include a decrease of \$11 million in AR due to cost shares being reconciled with our federal counterparts. An increase in AP of \$750,000 due to non-cost share incident expenses and corrections hitting the books that will be billed to other entities. Through fire season 2025, there are 52 cost shares (decrease of 3 from the last report) left to reconcile with our federal counterparts back to FY23.

FEMA information

FEMA Public Assistance (PA) grants are awarded to the Oregon Department of Emergency Management (ODEM), which then distributes the funds to ODF. In contrast, FEMA Fire Management Assistance Grants (FMAG) are awarded directly to ODF, providing more immediate access to funds once they are obligated. The FEMA reimbursement process can take several years to fully complete. ODF strives to submit all suppression claims to FEMA and/or ODEM within one year of an eligible incident’s conclusion. Once submitted, claims undergo detailed audits by FEMA and/or ODEM before final payments are issued. Administrative claims take longer to process, as all suppression-related costs must be paid in full before ODF can submit expenses tied to administrative and financial work required by FEMA.

The table below outlines the status of claims by fire year and provides an update on payment progress for each.

Figure 5– FEMA/Public Assistance Outstanding Balances as of January 13, 2026

Summary of Outstanding FEMA FMAG/PA						
Fire Year	Claim Type	Estimate to Invoice to FEMA	Pending Review by FEMA	Amount Obligated by FEMA	Payment Amount Requested	Grand Total Due to ODF
2019	Admin - FMAG	\$0	\$215,943	\$0	\$0	\$215,943
2020	Admin - FMAG	\$85,250	\$0	\$0	\$0	\$85,250
2020	Admin - PA	\$17,017	\$0	\$0	\$0	\$17,017
2020	Fire - PA	\$0	\$297,219	\$0	\$0	\$297,219
2021	Admin - FMAG	\$43,950	\$0	\$0	\$0	\$43,950
2022	Admin - FMAG	\$12,000	\$0	\$0	\$0	\$12,000
2023	Admin - FMAG	\$32,500	\$0	\$0	\$0	\$32,500
2023	Fire - FMAG	\$1,000,000	\$0	\$0	\$0	\$1,000,000
2024	Fire - FMAG	\$24,397,756	\$1,187,069	\$0	\$0	\$25,584,825
2024	Fire - PA	\$17,780,827	\$35,343,625	\$0	\$0	\$53,124,452
2025	Fire – FMAG	\$11,673,768	\$0	\$0	\$0	\$11,673,768
TOTAL		\$55,043,068	\$37,043,856	\$0	\$0	\$92,086,924

Since the last report, there have been no changes to FEMA claim amounts. ODF’s FEMA finance team continues to be focused on auditing and submitting claims as soon as possible.

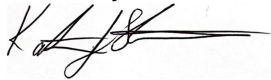
We are on pace with the remaining fire season 2024 (FMAG and PA) claims submitted by the end of February 2026. Previous fire season administrative claims will be next to submit final claims for, followed by starting the final auditing and claim work for fire season 2025.

Fire season costs information

The 2025 fire season resulted in \$129.9 million in gross suppression costs, with \$57.3 million in net costs remaining after anticipated federal reimbursements and cost recoveries were applied. To close out the season, the Department of Forestry requested \$57,295,787 in General Fund to cover net large fire costs, \$73,600,000 in Other Funds expenditure limitation to allow for payment processing of gross fire-related obligations, and \$12,167,370 in General Fund from the Emergency Board Special Purpose Appropriation to cover the state's share of severity program costs. These requests were incorporated into a budget reconciliation bill for consideration during the 2026 legislative session.

With county assessments arriving and most 2025 fire season bills paid, the agency is managing cash flow in advance of the February 2026 session. Large fire cost audits are continuing, and reimbursement claims to federal partners are being submitted on schedule, with all required deadlines met. The agency continues to focus on federal funds to evaluate fiscal exposure amid ongoing federal uncertainty, including the potential impacts of a federal government shutdown. Federal funding remains stable and payments continue as expected, while ODF leadership proactively tracks federally supported activities and costs to maintain strong financial stewardship for the people of Oregon.

Sincerely,



Kate Skinner
Interim State Forester

c:
Board of Forestry
Governor's Office
Chief Financial Office
Legislative Fiscal Office
Oregon State Treasury