

Summary Agency and Risk Information										Risk Analysis							Risk Details						
First Identified Date	Agency Program	Risk Owner	Risk Owner Email Address	*Next Review Date	*Risk Name	Risk Description	*Risk Category	Risk Sub-category	Strategic Goal	*Inherent Likelihood Score	*Inherent Impact Score	Inherent Risk Score	*Current Controls	*Gap Analysis	*Residual Likelihood Score	*Residual Impact Score	Residual Risk Score	*Risk Treatment Type	*Risk Treatment Plan	*Target Date	Metrics	Key Risk Indicators	Status Details
11/18/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Continuity Planning	If we do not have agency continuity plans, we will struggle to recover from major incidents	Strategic_Operational	Agency performance/ Core mission	X. Internal Administration and Policies	4.00	5.00	20.00	None right now	We do not have continuity plans.	4.00	5.00	20.00	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Develop agency continuity plans, in the event of major incidents. Seek out advice from risk management professionals in developing these plans.	7/1/2021	Getting a continuity plan	An increase in the potential of any other risk means higher potential for this risk to impact us	None
04/04/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Database Tracking	If our database is not adequate for tracking all the needed information, it could cause unnecessary delays, confusion and additional staff time to obtain information.	Strategic_Operational	Agency performance/ Core mission	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	5.00	4.50	22.50	Periodic review for specific information available on physical files in office	Not presently improving database. However, in 2019-21 biennium budget Washington awarded \$212,500 in Gated IT Pool to design and implement a new database. Agency is currently preparing a WA Decision Package asking that \$212,500 IT Pool funds remain gated but be placed into Agency General Budget so that Agency may request matching funds from Oregon Legislature. Known problems exist and are worked around rather than addressed	4.50	4.00	18.00	Accept and Monitor Avoid Reduce likelihood or impact Transfer	2019-21 biennium budget Washington awarded \$212,500 in Gated IT Pool to design and implement a new database. Agency is currently preparing a WA Decision Package asking that \$212,500 IT Pool funds remain gated but be placed into Agency General Budget so that it may request matching funds from Oregon Legislature. This will allow Agency to develop database that fits Agency's unique needs.	7/1/2021	New database exists, is easier to use/more straightforward than Access database	See increased requests for information (public records requests, general inquiries), without improved database	Database funding approved in WA, need to apply to WA then get OR funding in 2020 legislative session
04/04/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Staff Turnover	A loss of staff with institutional knowledge could result in a loss the agency's ability to function efficiently.	Employment	Recruitment/ Retention/ Succession planning	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	5.00	5.00	25.00	Employee benefits, good work enviro, work worth doing, planning ahead for staff turnover	Institutional knowledge can't be transferred easily/cheaply	3.75	4.50	16.88	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Developing turnover plan/training strategy for new staff, new legal counsel, new ED, etc	7/1/2020	New staff feel competent in their role when training ends	Status of turnover plans and training strategies	Not started
04/04/19	Planning	Jessica Olson	jessica.olson@gorgecommission.org	1/1/2020	Increasing popularity means increased pressure on resources	As the NSA becomes more well known and populated, it creates a risk to the resources we are protecting.	Strategic_Operational	Agency performance/ Core mission	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	5.00	5.00	25.00	MP protections in place to protect & enhance resources	New/emerging uses and increased frequency of uses will test limits of our protections	4.25	3.75	15.94	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Update MP (Gorge2020), monitor resource impacts (VSI or similar projects)	7/1/2021	VSI trends show stasis or improvement, anecdotal reports of resource impacts are consistent	VSI metrics show decrease in quality of protected resources	Gorge2020 plan revisions in process. Includes examining new/emerging uses and how allowed uses may impact resources. VSI program restarting.
04/04/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Matching funding in two legislatures	Receiving funds from two legislatures causes our funding to stay flat.	Financial	Funding loss	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	4.50	4.50	20.25	Preparing high-quality budget requests, adequately demonstrating budget needs, visiting legislators and legislative staff consistently	Budget always on 2 year cycle, always needs to be justified - current controls are partially just maintenance of current budget. Significant factors outside our sphere of influence	4.00	3.75	15.00	Accept and Monitor Avoid Reduce likelihood or impact Transfer	After current budget session examine process and identify improvements. Monitor economic trends in OR/WA. Potentially work to build partnerships to ensure consistent support in legislature	7/1/2019	We are reasonably certain each biennium that our budget will be enough to meet our current needs.	Unable to get meetings with legislators in budget season. Recession or similar economic downturn. Limits on state taxing authorities	19-21 Budgets in OR and WA include funding for 1 more FTE (7 total plus 1 Klickitat County), tech upgrades.
04/04/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Staff well being	Staff thinks about work after hours (i.e., stress from the day) which could impact employee wellness.	Strategic_Operational	Culture and morale	X. Internal Administration and Policies	4.00	5.00	20.00	Employee benefits (vacation), support from ED to focus on self care in/out of office,	Workload can spill over at any time - employee work capacity at or above maximum	4.00	3.75	15.00	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Check in w/ staff regarding current responsibilities and prioritize	1/1/2020	Asking about well-being at employee evaluations, other times	Staff consistently working more than 40hrs/week to catch up, staff turnover	Not started
11/18/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Single Points of Failure	If only one person can do a particular task and they are not available, that task will not be completed	Strategic_Operational	Agency performance/ Core mission	X. Internal Administration and Policies	3.50	5.00	17.50	Some awareness of what others do, some backup in case of emergency and planner work.	Legal counsel and administrative tasks are single points of failure, majority of their tasks could not be done by existing staff and hiring emergency staff could be expensive and inefficient	3.00	5.00	15.00	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Identify critical single points of failure and request budget increases to address them. (More expensive and less effective to hire State AG or outside counsel than having a backup lawyer on staff, for example.) Develop workplans in case of failure, to know what we can do in house and what we will need to hire out for	2/10/2020	# of staff with backups/someone who can do their tasks, back up plans for all employees	# of employees without backups, without support	None
04/04/19	Planning	Bryce Guske	bryce.guske@gorgecommission.org	1/1/2020	Public image	If applicants talk poorly about our agency, it could damage our public reputation.	Reputational	Customer dissatisfaction	3. Increase citizen participation in decision-making processes in the National Scenic Area.	4.00	4.00	16.00	GC Staff are friendly with the public, responsive to their needs/requests	Much of NSA Act implementation happens outside our influence in counties	3.75	3.75	14.06	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Work towards consistency in applying rules and improvements in process to shorten timelines. Nature of our work can be contentious and that is not avoidable.	7/1/2021	Number of application processes that seem contentious stay relatively level. Decision timelines get shorter	Decision timelines get longer. Increase in contentious applications or appeals of decisions	Not started?
04/04/19	Proactive Outreach, Coordination and Partnerships	Joanna Kaiserman	joanna.kaiserman@gorgecommission.org	1/1/2020	Public Understanding	Misunderstanding about what our role is could lead to public confusion.	Reputational	Communications	3. Increase citizen participation in decision-making processes in the National Scenic Area.	4.00	4.00	16.00	Some outreach. Information is available on our website.	We talk a lot about the Act, but not so much about what we do. We don't have concise messaging as an organization about our role. (KW might as part of legislative outreach)	3.75	3.75	14.06	Accept and Monitor Avoid Reduce likelihood or impact Transfer	At a future staff meeting, develop some consistent message about our role in implementing the NSA Act that all staff agree to. Use that to develop outreach/comms messaging.	7/1/2020	Staff feel comfortable communicating our message with the public. More outreach events to do that communication. Public perception starts to align with our messaging.		Ad hoc understanding of Commission's role, nothing concise or consistent necessarily.
04/04/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Adequate Funding	If we don't receive adequate funding from legislatures, we won't be able to fill all of the necessary positions and will have difficulty completing the work we need to do.	Financial	Unfunded mandates or initiatives	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	5.00	5.00	25.00	Staff and Commission legislative outreach, KW successfully forming legislative relationships, Nancy and KW good budget docs	Significant factors outside of our control influence where budget it spent	3.25	4.00	13.00	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Respond quickly to threats to our budget when they arise. Continue doing good work we are doing already.	7/1/2021	Budget stays at the same level or increases each biennium at end of FY 2020	Unable to get meetings with legislators in budget season. Recession or similar economic downturn. Limits on state taxing authorities	Last request for new staff was partially fulfilled. Pursuing additional funds in short session, identifying budget requests for next biennium at end of FY 2020
04/04/19	Planning	Bryce Guske	bryce.guske@gorgecommission.org	1/1/2020	Work flow rate	If development reviews aren't completed in a timely manner, the applicant could get frustrated.	Reputational	Customer dissatisfaction	3. Increase citizen participation in decision-making processes in the National Scenic Area.	4.00	3.50	14.00	72-day timeline w/ pauses sets expectations, planner can keep applicants updated and informed	Pieces of DR process are dependent on other agencies	3.75	3.25	12.19	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Continue setting expectations with applicants. Potentially identify ways to increase efficiencies.	7/1/2020	Lower average time between completed application and an issued decision	Average application times increase	None. High workload for KC Planner, but mostly due to complexity, not necessarily procedural inefficiencies.
11/18/19	Administration	Aiden Forsi	aiden.forsi@gorgecommission.org	1/1/2020	Back Up Plans	If we do not have back up plans to address risks, they are more likely to have a more significant impact	Strategic_Operational	Agency performance/ Core mission	X. Internal Administration and Policies	4.00	5.00	20.00	Currently doing risk management planning!	Staff are not experienced in implementing risk management strategies. Back up plans may take a long time to develop, may not be possible due to funding or staffing constraints.	4.00	3.00	12.00	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Odds of any risk occurring high, even if impacts will be low. Develop backup plans for all identified risks. Develop post-risk procedure for reducing future impacts of non-identified risks	7/1/2021	% of risks with backup plans in place	% of risks that we have not implemented backup plans for	Risk assessment is first step of this, developing plans next, then implementation
04/04/19	Proactive Outreach, Coordination and Partnerships	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Partner Delays	An unforeseen or uncontrollable delay (furlough) affecting our partners could deter our ability to do our jobs.	Strategic_Operational	Agency performance/ Core mission	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	3.50	3.25	11.38	None, other than knowledge that it could happen	No current controls.	3.50	3.25	11.38	Accept and Monitor Avoid Reduce likelihood or impact Transfer	Work with agency partners to develop interim work plans in case of delay, identify work items that require partner input and be prepared to work on other things	7/1/2021	Plan is in place for delay, or the delay itself does not significantly impact work flow	Plan is not in place, or had not been updated to current workplan.	None

04/04/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Computer and Cell Phone Threats	If we don't have up to date protection of IT equipment and software, it could result in attacks to our computer server and loss of data.	Strategic_Operational	IT resources	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	3.00	5.00	15.00	IT contract with Radcomp for computers and server. Agency recently purchased eight mobile device management (MDM) IBM MaaS360 licenses through Verizon Business Manager to implement MDM on Agency cell phones.	Whatever Radcomp does it what goes - are there state or BMP standards they are/can be held to? MDM Policies implemented through Verizon Business Manager and IBM MaaS360.	2.50	4.50	11.25	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Continue to use Radcomp for IT services and Verizon Business Manager and IBM MaaS360 for MDM.	7/1/2019	No successful attacks on server or loss of data.	Employee loss of device, or data breach attempt occurs	Contract exists!
04/04/19	Planning	Aiden Forsi	aiden.forsi@gorgecommission.org	1/1/2020	Recordkeeping	If we don't have good records, we may make bad decisions.	Strategic_Operational	Agency performance/ Core mission	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	4.00	5.00	20.00	Access database, electronic copies of all records we've issued	Records not easily searchable. Database not enough information.	2.75	4.00	11.00	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Database upgrade will hopefully allow us to do research on our own records. We need to index the e-files of all historical decisions.	7/1/2020	Time spent looking for past decisions goes down, or system makes it easier to find more decisions that are relevant.	Database remains as it is. Staff turnover reduces agency capacity to remember relevant decisions	Seeking funding path through WA State, must request in 2020 legislative session. Good rapport with state budget folks.
04/04/19	Planning	Bryce Guske	bryce.guske@gorgecommission.org	1/1/2020	Applying the NSA Act	If we appear to not apply the Act appropriately, we will erode public confidence and legitimacy and damage our reputation.	Reputational	Agency performance/ Core mission	3. Increase citizen participation in decision-making processes in the National Scenic Area.	3.00	4.00	12.00	Day-to-day interpretations of the Act generally stand. We have evidence (like scenic photos) that our application of the Act is working.	Current challenges to our application of the Act are overarching (enforcement). New challenges create new interpretations (like addressing climate change)	3.00	3.50	10.50	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Address new challenges to our interpretation as they come up. Develop VSI project to get evidence that our application is working.	7/1/2021	Comments in public meetings or in public forums (media, etc) maintain at similar levels to today, with regard to public confidence. Maintain rate of appeals	More appeals based on faulty logic/application of the Act	None - limited appeals? One decision in particular. Otherwise no specific action towards appearing to apply the plan properly
04/04/19	Proactive Outreach, Coordination and Partnerships	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Big Events and Media	Big events that capture significant media attention could increase attention on our agency.	Reputational	Communications	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	3.00	4.00	12.00	Staff know our mission and can describe how we work and who we work with. We communicate with partners when big events happen.	Big events necessarily change the dynamic - we can't prepare specifically for any one thing	3.00	3.50	10.50	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Continue to keep contact with emergency management folks at partner agencies. Develop communication strategy/plan for when big events happen?	7/1/2021	We have a media strategy that is shared with staff, in event of emergency in NSA	Weather systems, local/federal politics, etc	None
04/04/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Funding Loss	If we lose our funding, we cannot do our job to implement the NSA act.	Financial	Funding loss	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	4.00	5.00	20.00	We may not be able to lose funding completely? But we can certainly go lower than we are now. Legislative outreach.	Our funding is contingent on support from state government, which can't necessarily be counted on.	2.00	5.00	10.00	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Continue legislative outreach, use state metrics to demonstrate our utility and how our work won't get down without current levels of funding (or more!)	7/1/2021	Funding levels are maintained for existing FTE	Unable to get meetings with legislators in budget season. Recession or similar economic downturn. Limits on state taxing authorities	Beginning to pursue additional funding at legislature short session. Then beginning new budget process end of of FY 2020
11/18/19	Administration	Aiden Forsi	aiden.forsi@gorgecommission.org	1/1/2020	Hazardous Roads	If there are hazardous road conditions, staff may not be able to come to the office.	Health_Safety	Hazardous conditions	X. Internal Administration and Policies	5.00	4.00	20.00	Staff are able to work from home if necessary, and can make that call for themselves.	We don't have a set policy, I think, for making the call for safety.	2.00	5.00	10.00	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Establish policy for work from home/hazardous conditions	7/1/2020	Staff procedures for work from home/hazardous conditions are followed	Weather or report "bad commutes" coming into the office	None
04/04/19	Planning	Joanna Kaiserman	joanna.kaiserman@gorgecommission.org	1/1/2020	Protecting the SNCRs	If we do not protect scenic, cultural, natural and recreational resources, we could fail to meet the standards of the Act.	Strategic_Operational	Agency performance/ Core mission	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	3.00	5.00	15.00	Applying the Act in Klickitat, monitoring in other five counties. Working relationships with technical experts in FS and in state agencies	Changes in development patterns, climate, etc. could damage resources.	2.25	4.25	9.56	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	As we are made aware of resource threats, consider how to address them within the Act	1/1/2021	VSI Program. (Programs needs to be developed, it has been funded in FY 19-21)	VSI metrics show decrease in quality of protected resources	VSI Planner position is funded - needs to be hired and work on metrics.
04/04/19	Administration	Bryce Guske	bryce.guske@gorgecommission.org	1/1/2020	Klickitat County Funding	If we lost the Klickitat County grant funding, it could result in the loss of one FTE planner to do Klickitat County development reviews.	Financial	Funding loss	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	3.00	4.75	14.25	Consistent communication with Klickitat Planning Director. Bryce doing a good job balancing DRs. Klickitat required to comply with NSA Act so incentivized to keep arrangement going.	Workload significant, with no clear triage process to determine what's important. Multiple "bosses" leads to further confusion, which can create conflicts or encourage KC to remove funding.	2.00	4.75	9.50	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Develop standards prioritizing Klickitat workflow. Continue open communication with Klickitat Planning Director.	7/1/2020	The funding and funding source is maintained at FY 17-19 levels.	Funding remains Klickitat County's responsibility.	Current issue as funding source has changed in first half of FY 19-21. Discussing with WA budget folks
04/04/19	Proactive Outreach, Coordination and Partnerships	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Bad Reputation	If we have a bad reputation, our work will be more challenging and affect our ability to carry out our mission.	Reputational	Customer dissatisfaction	3. Increase citizen participation in decision-making processes in the National Scenic Area.	3.00	4.00	12.00	Staff has good work ethic and demonstrates competence in applying Act and MP. Resources are being protected.	Some may feel resources are not protected enough, or that we are not competent in our work.	2.50	3.75	9.38	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Keep doing good work, communicate our good work.	7/1/2021	Number of appeals of our decisions stays the same or goes down. Conduct outreach and education events.	Increased public attention on specific perceived faults (cumulative impacts as a recent example)	VSI is happening, may be focal point of future reputational issues? MP Update focal point of issues now, addressing public comments as they come
04/04/19	Planning	Aiden Forsi	aiden.forsi@gorgecommission.org	1/1/2020	Reviewing County Decisions	Not adequately reviewing county decisions could lead to impacts to our protected resources.	Legal_Compliance	Internal controls	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	3.00	4.00	12.00	Every DR is reviewed by planning staff and entered into our database. Good working relationships with county planners.	Time constraints keep us from doing in-depth review on every application. No clear path to "fixing" county decisions other than appealing.	2.25	4.00	9.00	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Continue fostering relationships with county planners and bringing up potential issues early in their review.	7/1/2020	Discuss current NSA planning issues at quarterly planner meetings, maintain relationships with county planners	Database entries not made within comment deadlines. Decisions from counties are appealed on basic grounds	None - we do a good job currently, have good relationships with county planners who ask us questions when they have them
04/04/19	Legal Counsel	Jeff Litwak	jeff.litwak@gorgecommission.org	1/1/2020	Following GC Rules and NSA Act	If we do not follow our rules and the NSA Act, we will get sued.	Legal_Compliance	Tort claims and lawsuits	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	3.00	5.00	15.00	Current legal counsel ensures that we are in compliance with our rules. We are the authority on what the NSA Act says.	Counsel is the only check that rules are followed, other staff are not as familiar. Our interop of the Act may not be aligned with other groups, who may sue us.	2.25	4.00	9.00	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Staff are aware of rules and can find them, and should be able to follow them. We can continue to be rational and thoughtful about what the Act says and how we apply it to our work.	7/1/2021	Fewer lawsuits, or we win same number or more of the lawsuits we face.	Unclear. The more we deal with edge cases in applying our rules, the more the risk appears - but we can't predict or manage that.	Legal caseload seems significant/larger than average. One person in the office with legal knowledge/practice
04/04/19	Legal Counsel	Jeff Litwak	jeff.litwak@gorgecommission.org	1/1/2020	Public Records	A lack of records coordination could cause potential legal issues and inefficiencies with completing public records requests.	Legal_Compliance	Internal controls	3. Increase citizen participation in decision-making processes in the National Scenic Area.	3.50	3.50	12.25	All electronic files are backed up and searchable. Emails are filed and searchable as well.	Significant paper records are not as easily searchable. Different e-filing methods make it difficult to do consistent searches.	2.75	3.25	8.94	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Spend some time organizing e-files. Consider ways to log or organize paper files. We generally know how to find what we're asked for, though.	7/1/2020	We are able to respond to public records requests faster than we are capable of now.	More public records requests, more legal cases that require recordkeeping and management (seeing this now)	This will also be helped by the new IT package, if it comes through. Currently waiting on that as primary control method.
04/04/19	Legal Counsel	Jeff Litwak	jeff.litwak@gorgecommission.org	1/1/2020	Enforcement - Lawsuits	If we do not enforce our rules, we will get sued.	Legal_Compliance	Tort claims and lawsuits	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	3.00	4.00	12.00	We do enforce our rules, to the best of our knowledge and ability.	Others may have other interpretations of our rules.	2.50	3.50	8.75	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Continue to enforce our rules as we understand them. Adapt where our understanding changes or if we lose litigation.	7/1/2021	Fewer lawsuits, or we win same number or more of the lawsuits we face.	Staff turnover/new hires means less understanding of rules, lawsuits based on application of rules	None - training plan/onboarding could be an option
04/04/19	Legal Counsel	Jeff Litwak	jeff.litwak@gorgecommission.org	1/1/2020	Interpreting the Act	Our interpretation of the Act, Compact Law and application of our rules could expose us to legal challenges.	Legal_Compliance	Laws and regulations	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	2.50	4.00	10.00	Current legal counsel is expert in compact law and has 20+ years experience with the Act and our rules	New/novel interpretations of law may create challenges	2.50	3.25	8.13	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Maintain our interpretation of the Act, Compact Law, and our rules. Adapt where our understanding changes or if we lose litigation.	7/1/2021	Fewer lawsuits, or we win same number or more of the lawsuits we face.	Staff turnover/new hires means less understanding of rules, lawsuits based on application of rules	None - training plan/onboarding could be an option
04/04/19	Proactive Outreach, Coordination and Partnerships	Joanna Kaiserman	joanna.kaiserman@gorgecommission.org	1/1/2020	Public Communication and Outreach	If we are not clearly communicating with stakeholders and doing adequate outreach and education, it could lead to people being misinformed.	Strategic_Operational	Communications	3. Increase citizen participation in decision-making processes in the National Scenic Area.	3.00	4.00	12.00	Staff all have a similar idea of what we do and are good at communicating generally.	No overall communication strategy that I am aware of. Certainly nothing like what USFS has. No consistent training for new employees/planners.	2.50	3.25	8.13	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	As above, develop consistent message and ensure staff are on board/use it. Develop onboarding program for new staff.	7/1/2021	Employees read something standardized when they are onboarded that briefs them on the NSA. We conduct ~6 outreach events a year.	Members of the public receive different interpretations about the Commission or our work	None
04/04/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Integrity in our work	If we lose our integrity and effectiveness, we could lose funding.	Financial	Fund and grant mismanagement	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	3.00	5.00	15.00	Staff are effective and have integrity! And we are able to demonstrate that to state budget offices.	Metrics for state budget offices may not capture effectiveness or the nature of our work.	2.00	4.00	8.00	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Assess workload for staff periodically (annual minimum), shift to higher priority tasks. Communicate work to state budget offices.	7/1/2021	Funding levels are maintained for existing FTE	Funding levels threatened due to our actions, not statewide funding issues.	None
04/04/19	Planning	Jessica Olson	jessica.olson@gorgecommission.org	1/1/2020	Enforcement - Impacts to resources	If we do not enforce our rules, we allow impact to resources with no consequences.	Strategic_Operational	Agency performance/ Core mission	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	3.50	5.00	17.50	We do enforce our rules, to the best of our knowledge and ability. We have working relationships with USFS and state agencies with technical knowledge of resources.	The rules may allow impacts to resources ("low impact development" in water resource buffers, for example), or we may not be aware of how the rules allow impacts.	2.25	3.50	7.88	<input type="checkbox"/> Accept and Monitor <input type="checkbox"/> Avoid <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Develop VSI to monitor resource impacts. Look for resource impacts in rules. Continue enforcing rules in county DR monitoring and in Klickitat DRs. MOUs with county's re: enforcement.	1/1/2021	VSI Metrics demonstrate resource protections. Compliance reports of some kind demonstrate rules enforcement.	VSI metrics show decrease in quality of protected resources, compliance issues are not dealt with	VSI Planner position is funded - needs to be hired and work on metrics.

04/04/19	Commission Program Initiatives	Joanna Kaiserman	joanna.kaiserman@gorgecommission.org	1/1/2020	Responding To Change	If our plan review process is too slow or too infrequent, it may be difficult to respond to new/emerging issues impacting protected resources.	Strategic_Operational	Agency performance/ Core mission	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	4.00	4.00	16.00	We have our 10 year schedule for review, and plan amendment process for interim?	Plan amendment process is difficult for public. No process for staff to amend the plan ourselves. No way to speed up plan review.	2.75	2.75	7.56	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Explore options for interim plan review or other processes that can influence plan implementation.	7/1/2021	We start plan review when the Act says we should, and we create a timeline to finish plan review	Receiving more applications for uses the plan doesn't consider (short term rentals or ADUs, for example)	None - plan review process has only occurred twice, delays generally are staffing issues not timing.
04/04/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Office Hazards	Improper equipment setup (not ergonomic) could result in damage to staff's physical health and/or result in time loss.	Health_Safety	Workplace safety	X. Internal Administration and Policies	3.00	4.00	12.00	Equipment is setup according to manufacturers instructions. Staff are aware of how to set up equipment safely.	I think this is fine? Maybe improper use of equipment could be an issue.	2.50	3.00	7.50	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Continue setting things up appropriately. Make sure staff are aware of proper use of equipment.	7/1/2020	Fewer staff injuries due to office setup.	Any time we deal with equipment there is a risk, need to be vigilant	None - can maybe make sure we have the tools we need for things, training on how to use them if necessary
04/04/19	Planning	Aiden Forsi	aiden.forsi@gorgecommission.org	1/1/2020	Relationships with Counties	Reviewing county decisions too strictly could damage our relationships with county planners who implement our resource protections.	Reputational	Agency performance/ Core mission	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	3.00	4.00	12.00	Frequent communication with county planners, seen as authoritative resource. Good working relationships.	Difficult to exert authority without damaging working relationships.	2.25	3.25	7.31	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Our review of county work is good. We get more involved in edge cases where our interpretations are being asked for anyway. Day-to-day applications don't require our input.	7/1/2021	Planners from each county continue to attend our quarterly meetings	Sent comments are terse or rude. Planners aren't attending quarterly meetings or not actively communicating with us.	Relationships seem good
04/04/19	Commission Program Initiatives	Jessica Olson	jessica.olson@gorgecommission.org	1/1/2020	Demonstrating Resource Protections	Failure to demonstrate that resources are being protected could result in litigation or increased public ire.	Legal_Compliance	Laws and regulations	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	4.00	4.50	18.00	Staff reports on DRs demonstrate that resources are protected.	Public may feel that our standards do not go far enough to protect resources, or that there are impacts happening outside of DR process.	2.25	3.25	7.31	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Make progress on VSI, start getting data to show resource protections.	1/1/2021	Develop metrics for VSI program.	VSI metrics show decrease in quality of protected resources	VSI Planner position is funded - needs to be hired and work on metrics.
11/18/19	Administration	Krystyna Wolniakowski	krystyna.wolniakowski@gorgecommission.org	1/1/2020	Employee Illness	If more than 50% of staff are out with illness, our capacity to do our work will be severely impacted	Strategic_Operational	Agency performance/ Core mission	X. Internal Administration and Policies	1.50	5.00	7.50	Remaining staff can ad hoc pick up work (planning work for example)	Single points of failure make doing this difficult	1.50	4.75	7.13	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Workplans with priority lists, potentially updated regularly. Following through on SPOF treatment plan	7/1/2020	% of employees with "extended absence" plans	Employees coming in when sick, no "extended absence" plans	None
11/18/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Reliance on Technology	If staff rely solely on technology and there is a failure or absence of accessibility to that tech, we may lose effectiveness in meeting our goals	Strategic_Operational	Agency performance/ Core mission	X. Internal Administration and Policies	2.00	4.00	8.00	If equipment breaks we have some backups in office that will be functional for a little while.	Definite reliance on email and other computer programs to do work efficiently, computers required to do database searches. If we can't access servers we lose access to most of our files.	1.75	4.00	7.00	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Determine what work is tech-dependent, come up with backup plan in case of outage or other downtime. Discuss server access and emergency operations with Radcomp.	7/1/2020	Back up plans, understanding with Radcomp about tech and what to do if/when it goes down	Equipment age, no budget for replacements, presence of known faults or consistent errors	None
04/04/19	Administration	Aiden Forsi	aiden.forsi@gorgecommission.org	1/1/2020	Office Policies	Insufficient training for staff on correct office procedures and safety policies could result in harm to staff.	Health_Safety	Laws and regulations	X. Internal Administration and Policies	4.00	4.00	16.00	Office is set up for staff to move about and be safe.	Limited training or information on safety procedures. Some work tasks (driving office car, moving boxes, site visits) that have higher chance of injury.	2.50	2.75	6.88	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Inform staff of existing procedures. Create procedures where they don't exist. Continue identifying areas where office/work set up can make work safer.	7/1/2020	Staff is informed of safety procedures and policies once annually. Fewer staff injuries generally.	Number of safety trainings is low or zero. Injuries increase.	None. Can develop training protocol and timeline
04/04/19	Administration	Aiden Forsi	aiden.forsi@gorgecommission.org	1/1/2020	Safety Procedures	If we do not follow safety procedures, it could result in injured staff and lost productivity.	Health_Safety	Workplace safety	X. Internal Administration and Policies	4.00	4.00	16.00	Limited safety issues, easy to follow procedures.	Staff may be too confident in something and hurt themselves	2.25	3.00	6.75	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Make sure staff know safety procedures.	7/1/2020	Fewer staff injuries due to foreseeable accidents.	Number of safety trainings is low or zero. Injuries increase.	None. Can develop training protocol and timeline
04/04/19	Planning	Bryce Guske	bryce.guske@gorgecommission.org	1/1/2020	Angry Applicants	Angry or dissatisfied applicants/residents could cause harm to staff.	Health_Safety	Hazardous conditions	3. Increase citizen participation in decision-making processes in the National Scenic Area.	3.50	5.00	17.50	We are aware that it could happen. When staff believe there is some risk, they inform other staff.	Staff currently do site visits alone. The office is often only staffed by one or two people.	1.75	3.75	6.56	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Limit site visits where there is a higher expectation of conflict. Ensure the office is adequately staffed or that the door is locked.	7/1/2020	We have procedures for potentially dangerous situations and we follow them. Also I want to make a "in/out" board for the office.	No procedure for deescalation, no safety protocol for going into potentially heated situations	None, but we aren't getting into bad situations with any frequency
04/04/19	Legal Counsel	Jeff Litwak	jeff.litwak@gorgecommission.org	1/1/2020	Appeals	An appeal of a decision could cause the Commission and/or public to doubt our abilities or reasoning.	Legal_Compliance	Laws and regulations	4. Coordinate effective and consistent implementation of the Management Plan by county governments.	4.00	4.00	16.00	Applicants are made aware of our rules early, we address issues early. Applications are mostly brought into compliance with the Management Plan prior to public notice.	Applicants that disagree with our rules can appeal. Appeals in other counties may increase pressure on Commission staff to have more involvement.	2.00	3.25	6.50	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Process working now, generally. During application process, apply rules consistently, so that on appeal our reasoning is sound. Few appeals elsewhere.	7/1/2021	We do not get appealed. When we do the appeal is denied.	More appeals generally, more appeals on similar issues the Commission has heard before	None - we're doing a good job, appeals are based on edge cases or things outside our control
11/18/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Office Inaccessible	If the office not usable for some reason (fire, flood, etc.), our capacity to do work will be limited	Strategic_Operational	Buildings and grounds	X. Internal Administration and Policies	1.50	4.00	6.00	Staff have laptops and can work from home.	We don't have a backup plan for if the office is closed for an extended period of time, or if we can't access files/equipment in the office.	1.50	3.50	5.25	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Work with partners in White Salmon to see if we can get space available	7/1/2020	Presence/absence of emergency operations plan, preventative maintenance where appropriate	If we're not keeping up on maintenance? Can ask landlord what they do if they do anything	None
11/18/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Backup Data	If data is not replicated and backed up, we may lose continuity of operation or lose significant historical information	Strategic_Operational	IT / data security	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	2.50	5.00	12.50	Electronic data is backed up hourly or every 4 hours, and system is 3-2-1 compliant. Several years of paper data, especially Commission-issued Director's Decisions, have been scanned and are backed up electronically	Data created in between backups may be lost.	2.50	2.00	5.00	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Database project will help us better manage existing data and back that up.	7/1/2021	Data is backed up!	We lose back up service in some way	Complete, I think. Need to get this information written down in a document of some kind, I think, so all our risk management stuff is in one place
11/18/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Protecting Data Transmission	If we do not use protected methods of data transmission, we may experience a data breach	Legal_Compliance	IT resources	X. Internal Administration and Policies	2.00	5.00	10.00	We do not electronically transmit any identifiable information out of the office (calling to give HR our SSNs, for example). Confidential information in office is marked confidential.	No established encryption system on site so accidental/incidental transmission of protected data may occur if we are not careful. Encryption systems are prohibitively expensive.	1.00	5.00	5.00	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Continue existing protocols. Confirm with WA State what our obligations are for PII and other protected data. We may have encryption capabilities with existing software.	7/1/2020	Getting encryption on our computers, using it, getting trained on when to use it (WA PII is broad category now)	If we're sending a lot of PII documents, might increase chance of sending something without encryption	Have asked Radcomp about it, will be following up
11/18/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Office Out of Order	If utility service (power, water, telephone, internet) is interrupted or disrupted, we will not be able to complete essential work tasks	Strategic_Operational	Buildings and grounds	X. Internal Administration and Policies	1.50	4.00	6.00	When in the office we're aware of utility issues we can be aware of. Can use laptops and work remotely for office habitability issues. Generally though these are out of our control.	Internet or power outage may impact access to servers and data. Extended issues with the office may cause other disruptions.	1.25	4.00	5.00	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Come up with continuity plan for if the office is out of order for longer than one or two days.	7/1/2020	Presence/absence of emergency operations plan, preventative maintenance where appropriate. Convo with vendors about priority for returning services	Not having knowledge of what happens when services go away! Otherwise, lack of planning or likelihood of something going out in a storm or some event	None
04/04/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Auditing	If we do not follow state auditing rules, we lose trust and potential funding.	Financial	PDR/records management	X. Internal Administration and Policies	3.00	5.00	15.00	We follow state auditing rules to avoid these consequences. We are subject to periodic state audits.	New admin or staff may misunderstand and misapply audit rules, causing us to fail.	1.25	3.75	4.69	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Check audit rules early in audit process, refer to them often. Confer with state auditors when there are questions. Transparency with auditing agency.	7/1/2021	We do not fail any audits.	Metrics we track as part of our internal audits show inconsistencies or issues	None - we have done well at audits in the past and appear to have a system in place.
11/18/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Contracts for Services	Using third party vendors may expose the Commission to vulnerability if those vendors are impacted by malicious attacks or other disruptions	Strategic_Operational	Contracts and procurement	X. Internal Administration and Policies	1.50	5.00	7.50	Contracts are with high quality vendors with protections against malicious action	We don't have control or significant influence over our vendor's actions, decisions, or what happens to them	1.25	3.00	3.75	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Develop high quality contracts that ensure service from these high quality vendors. Discuss and plan for emergencies on either end of the contract.	7/1/2020	Have clear roadmap for what happens if vendors are compromised in some way	More contracts dealing with data means more opportunities for failure	None
11/18/19	Administration	Connie Acker	connie.acker@gorgecommission.org	1/1/2020	Protecting Confidential Information	If we experience a cyber attack or data breach, confidential information may be compromised	Strategic_Operational	IT / data security	1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge.	2.00	5.00	10.00	Radcomp does our data security, do it better than we can. Staff are aware of phishing attempts or other types of directed attacks.	Unclear that we're a great target but we are always a target, anything could happen. Radcomp could be targeted too.	1.00	3.50	3.50	<input checked="" type="checkbox"/> Accept and Monitor <input type="checkbox"/> Void <input type="checkbox"/> Reduce likelihood or impact <input type="checkbox"/> Transfer	Radcomp contract. Reminders or trainings for staff on how to protect against cyber attacks	7/1/2020	Fewer or zero attacks on our data	More attacks on data, specifically phishing attempted directed at staff	None