

Appendix F

Financial Analysis

Ochoco National Forest & CRNG Forest-Wide Travel Analysis

Introduction

As mentioned in Section 5 of the TAP report document, part of the 2005 Travel Management Rule, at 36 CFR 212.5(b)(1), requires each national forest to identify the minimum road system that is needed to:

1. Meet resource and other management objectives adopted in the relevant land and resource management plan;
2. Meet applicable statutory and regulatory requirements;
3. *Reflect long-term funding expectations;*
4. Ensure that the identified system minimizes adverse environmental impacts associated with road construction, reconstruction, decommissioning, and maintenance.

The purpose of the Financial Analysis section of this report is to address bullet number 3 above, and identify opportunities for how the road system could be managed in the future to better reflect long-term funding expectations. This information will be used by the Responsible Official, along with other information regarding the risks and benefits of the road system, to strike the best balance between the four items above. The official decision and “identification” of what will constitute that future road system will be made following subsequent NEPA analyses at various scales.

Background

Forest Service road budgets have been steadily declining for the past 20 plus years. Region-wide, the amount of funding for road work including both appropriated funding and work contributed by commercial users is less than 20 percent of what it was 20 years ago. Appropriated road funds to the Pacific Northwest Region (Region 6) have been reduced 40% in the past 5 years alone. Current levels of funding for road work on the Ochoco NF & CRNG are shown in figure 1 below.

Figure 1: 5 year average road funding

Ochoco NF & CRNG - 5 Year Average Budget								
BLI	Forest Operational Budget (x1000)					5 Year Average	% to Rd Maintenance	Average Mtc Budget
	2011	2012	2013	2014	2015			
CMRD	323	223	255	513	450	353	45	\$159
CMLG	54	9	10	10	10	19	100	\$19
CWF2	12	30	39	70	38	38	100	38
Title II	6	1	0	0	0	1	100	1
Purchaser Mtce	30	26	39	44	31	34	100	34
Total								\$250
5YR Ave Mtc Budget		Range		<i>Amount from appropriated funds:</i>				\$250
		-20%	+20%					
\$250		\$200	\$300					

With funds being far below what is necessary to keep the road system properly maintained, many roads do not get the maintenance treatments they need on schedule and are falling into a severe state of disrepair.

Deferred Maintenance is defined as “maintenance that was not performed when it should have been or when it was scheduled and which, therefore, was put off or delayed for a future period. When allowed to accumulate without limits or consideration of useful life, deferred maintenance leads to deterioration of performance, increased costs to repair, and decrease in asset value”, (Financial Health - Common Definitions for Maintenance and Construction Terms, July 22, 1998).

Annual Maintenance is defined as “work performed to maintain serviceability, or repair failures during the year in which they occur. Includes preventive and/or cyclic maintenance performed in the year in which it is scheduled to occur”, (Financial Health - Common Definitions for Maintenance and Construction Terms, July 22, 1998).

Since 1999, the Forest Service has been tracking the amount of the deferred maintenance backlog. Figure 2 shows what the accumulated totals are for deferred maintenance (DM) and the annual maintenance (AM) needs that would be required to keep the road system fully maintained to standard.

Figure 2: R6 Annual and Deferred Maintenance Needs

National Forest	Road Miles	Total Maintenance Need ¹	
		DM	AM
Deschutes	8,152	\$80,566,681	\$7,526,877
Fremont-Winema	12,548	\$133,971,908	\$13,642,507
Gifford Pinchot	4,103	\$53,330,891	\$5,312,486
Malheur	9,628	\$56,025,932	\$6,153,833
Mt. Baker-Snoqualmie	2,453	\$81,915,920	\$9,660,568
Mount Hood	2,881	\$51,813,990	\$4,896,610
Ochoco	3,276	\$33,260,537	\$3,313,734
Olympic	2,026	\$42,680,614	\$4,467,995
Rogue River-Siskiyou	5,288	\$111,614,953	\$11,581,995
Siuslaw	2,128	\$26,115,387	\$2,777,636
Umatilla	4,624	\$65,211,612	\$6,647,168
Umpqua	4,776	\$73,669,140	\$7,148,103
Wallowa-Whitman	9,150	\$64,279,905	\$6,808,709
Okanogan-Wenatchee	8,163	\$158,111,026	\$17,050,400
Willamette	6,542	\$90,942,456	\$8,838,067
Colville	4,309	\$37,336,065	\$4,306,765
Columbia River Gorge	99	\$1,454,584	\$121,557
	90,078	\$1,162,301,600	\$120,255,010

This chart shows that it would take approximately \$1.2 billion dollars to bring the entire road system in Region 6 back up to standard (all roads in a like new condition), and then it would take approximately \$120 million dollars per year to keep all roads perfectly maintained to standard. For the Ochoco NF & CRNG, it

¹ These costs are derived from average National Unit Costs and include a burden rate of approximately 40% to cover planning, contracting, and all other overhead costs associated with returning the road system components to an original “like new” condition.

would take approximately \$33 million to bring their entire road system back up to standard, and about \$3.3 million per year to keep it that way. Please note that the unit costs used to arrive at the figures above are made up of national averages to restore and maintain the road system in a like new condition. They also include the cyclical items necessary to replace gravel surfacing, pavement overlays, bridges/structures, and major culverts on schedule.

Figure 1 shows that, on average, the Ochoco N.F. & CRNG only receives about \$217 thousand dollars in appropriated funds per year that can be applied toward road maintenance work, that is only about 7% of the funding necessary to address the estimated annual maintenance needs to fully maintain the road system.

Financial Analysis Process

The goal of the financial analysis step in the overall Travel Analysis Process is to identify opportunities to help move the road system to a more affordable state.

Based on the figures in the previous section, if the Ochoco National Forest & CRNG were to focus their available appropriated funds on a given set of roads to fully maintain to standard, they would only be able to maintain approximately 58 miles of roads if they were paved, or about 143 miles of roads if they were gravel surfaced. That size of road system would not meet the needs of the forest or the public, and does not meet the requirements of the first two bullets in the opening paragraph of this section regarding the requirements of a minimum road system as it would not allow the forest to meet resource management objectives in the Forest Plan and would not allow the forest to meet statutory and regulatory requirements.

Given the enormous gap between available appropriated funding for road work and the cost to maintain the road system fully to standard, the Region recognized that it would not be possible to balance the size of the road system with the cost of maintaining all roads fully to standard and still be able to meet resource management needs or the needs of the public. Since the requirement to “reflect long-term funding expectations” was not defined in regulation or policy, Region 6 defined it in the *R6 Guidance for Preparing a Travel Analysis Report* document to mean that “average annual funding” is reasonably in balance with the “average annual cost of routine road maintenance”, where:

Average annual funding is defined as the average amount of funding available for each NFS unit for routine annual maintenance from appropriations, collection accounts, commercial users, cooperators, and other partners during the 2011-2015 timeframe, plus or minus 20%. It does not include funding from the American Recovery and Reinvestment Act (ARRA) or the Capital Improvement Program (CIP). Only the modest amounts specified for “routine maintenance” in Legacy Roads and Trails funding allocations are included.

Average annual cost of routine road maintenance is defined as the average yearly need for basic road maintenance. This includes log out, drainage maintenance, erosion control, blading, brushing, traffic signs, etc. It does not include cyclical replacement costs (such as bridge replacement every 50 years, asphalt overlays, etc.), which are covered by funding beyond the individual NFS unit budgets (e.g., Regional Capital Investment Program).

The Ochoco National Forest & CRNG utilized the *Region 6 Financial Analysis Template*, which is based on the definitions above, to perform the financial analysis. This template is an excel spreadsheet workbook that allows users to input budget information and calculate unit costs for a variety of road maintenance work activities for different maintenance intensities on different standards of road. This allows the user to compare the cost of maintaining the current system of roads with a variety of scenarios for different potential future road systems. The user is able to alter the overall size of the road system, the composition of different maintenance standards, and the intensity or frequency of maintenance work on

different types of roads.

Financial Analysis Steps:

1. Estimate 5 year average funding available for road maintenance work
2. Identify local Unit Rates used for routine annual road maintenance work
3. Use work item unit rates to build unit rates for different road standards and maintenance intensities
4. Calculate cost to maintain current road system at current maintenance intensity
5. Develop different scenarios for future road systems that show what size and composition of road networks can be maintained within range of average annual funds.

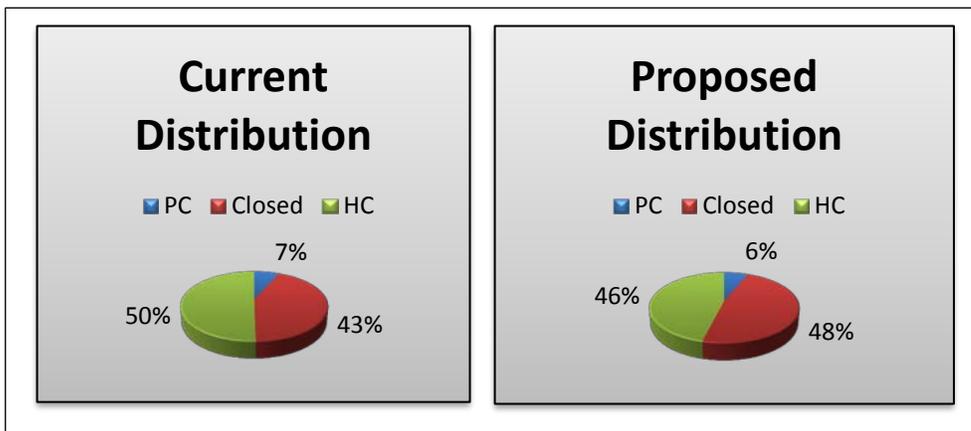
Results

One scenario that reflects the opportunities for change identified in Step 4 of the Ochoco NF and CRNG Travel Analysis Report is shown in Figures 3 and 4 below. (The rest of the calculation sheets used to arrive at these summaries are included in the attached excel file “R6_MRS_financial_analysis_Ochoco_5_15_2015.xlsx”)

Figure 3: Scenario #1-Comparison of existing and proposed annual maintenance needs

OPML	Current				Proposed		
	Miles	% of sys	Cost		Miles	% of sys	Cost
5	55	2%	\$205,302		55	2%	\$205,302
4	31	1%	\$46,982		31	1%	\$46,982
3	132	4%	\$60,303		109	3%	\$44,936
2	1,647	50%	\$101,699		1,446	46%	\$89,288
1	1,411	43%	\$706		1,497	48%	\$749
	3,276	100%	\$414,990		3,138	100%	\$387,256

Figure 4: Scenario #1-Existing vs Proposed distribution of maintenance levels



This scenario shows that by using the Ochoco National Forest’s & CRNG current road maintenance costs for routine annual maintenance items, (which does not include things like replacing gravel surfacing, replacing pavements, or replacing bridges and structures), the current cost of keeping up the existing road

system would be about \$415 thousand dollars per year. By making some adjustments to the current road system in terms of reducing the total miles of roads on the system (decommissioning), closing some roads that are currently open, and changing the maintenance intensities on other roads, the overall cost can be reduced to somewhere around \$387 thousand dollars per year. This amount is NOT within the 20% range of the 5 year average annual amount available as shown in Figure 1.

A quick summary of what the changes in this scenario would look like are shown in Figure 5:

Figure 5: Potential changes to road system based on Financial Analysis Scenario

Category	Road Miles		
	Before	After	Diff
Roads Maintained for Passenger Cars (ML 3-5)	218	195	-23
Roads Maintained for High Clearance Vehicles only (ML2)	1,647	1,446	-201
Overall Open Road System (ML 2-5)	1,865	1,641	-224
Closed Intermittent Service Project Roads (ML1)	1,411	1,497	86
Overall size of transportation system (open and closed roads)	3,276	3,138	-138
Roads to be further considered for Decommissioning		138	138

This would result in a road system that is 138 miles smaller, overall, than the existing road system. The amount of roads maintained for passenger car traffic would reduce slightly in terms of mileage, this is the result of some options to downgrade our maintenance level 5 roads to maintenance level 4 roads, level 4 roads to level 3 roads, etc. The amount of roads maintained for the overall open road system (ML 2-5) would be reduced by 224 miles. Of these, 86 miles would remain on the official transportation system as intermittent use project roads (ML 1), and the remaining 138 miles would be considered for decommissioning or conversion to other uses.

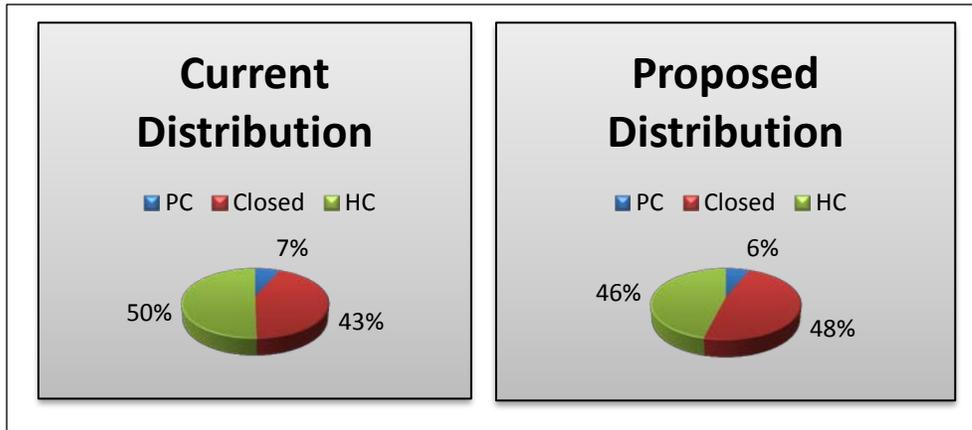
The results of this scenario show one example of a future road system that reflects long-term funding expectations according to Region 6 guidelines.

Another scenario (Scenario #2) is to change all paved maintenance level 5 roads (55 miles) to maintenance level 3 aggregate roads.

Figure 6: Scenario #2-Comparison of existing and proposed annual maintenance needs

OPML	Current			Proposed		
	Miles	% of sys	Cost	Miles	% of sys	Cost
5	55	2%	\$205,302	0	0%	\$0
4	31	1%	\$46,982	31	1%	\$46,982
3	132	4%	\$60,303	164	5%	\$67,610
2	1,647	50%	\$101,699	1,446	46%	\$89,288
1	1,411	43%	\$706	1,497	48%	\$749
	3,276	100%	\$414,990	3,138	100%	\$204,628

Figure 7: Existing vs Proposed distribution of maintenance levels



Many other scenarios are possible by adjusting road mileages across maintenance levels and adjusting maintenance intensities within maintenance levels. All will have some effect to the recreating public, either comfort access needs and/or public safety.

Capital Investments

The section above only considers road maintenance needs and costs, but there are also costs associated with any proposed road decommissioning, road closures, and road improvements necessary to address risks and environmental concerns that are identified in the TAP report. These costs are not included in the balancing of road maintenance funds because funding for these activities is not appropriated along with the normal road maintenance funds used in the calculations. Funding for this type of work generally comes through other programs such as capital investment programs, Legacy Roads and Trails funding, Federal Highway programs, partnerships with outside groups and agencies, etc. But the scale of the need for these types of funds certainly needs addressed here. The estimated costs from the example above are:

Figure 8: Estimated capital costs of improvement and decommissioning work

Category	Miles	Cost / Mile	Total Cost
Estimated Cost to put roads in storage	86	9,000	\$774,000
Estimated Cost to decommission roads	138	11,000	\$1,518,000
Estimated Cost for improvement work	600	5,200	\$3,120,000
			\$5,412,000

In the example above, the cost to prepare the 86 miles of road for storage as ML 1 roads is estimated to be around \$750 thousand dollars. The cost to decommission 138 miles of road would be about \$1.5 million and the cost to perform a variety of road improvement work to mitigate concerns identified in the TAP report would cost somewhere in the neighborhood of \$3 million.

Conclusions

The results of the Financial Analysis show that the opportunities identified from the risk/benefit section of the Ochoco NF & CRNG Travel Analysis Report are in line with the R6 guidelines for identifying a future system of roads where “average annual funding” is not in balance with the “average annual cost of routine road maintenance”.

This out of balance does address the lack of routine annual maintenance work performed to keep roads open and safe for use, and addresses critical resource concerns such as maintaining ditches and culverts for proper drainage. This work is trying to get accomplished by both the Forest Service, using appropriated road funds, and through commercial users who are required to maintain roads commensurate with their project uses, but still has an insufficient funding base.

Given the current trend in reduced funding for road maintenance work, and the enormous gap between current funding and need, it does not appear possible to identify a future road system where the entire cost of annual maintenance work necessary to fully maintain the roads to standard would be in balance with available funding, (i.e., to include annual maintenance items and cyclic capital costs for replacement of gravel surfacing, pavements, structures, bridges, etc.). In the Pacific Northwest Region, the size of road system to meet that requirement would be less than 100 miles per National Forest and would not allow forests to meet resource management objectives in their Forest Plans or to meet statutory and regulatory requirements. Because we will not have enough funding available to keep all road surfacing materials and structures replaced on schedule, we can expect the deferred maintenance backlog to continue to grow, and we will continue to see a decline in the overall serviceability of our road system.

However, even though we can't alter the road system so much as to be fully affordable and sustainable within today's budget levels, we can certainly take steps to move it in better direction. By utilizing the opportunities identified from the Ochoco NF & CRNG Travel Analysis Process, we can certainly move the Ochoco NF & CRNG road system to a much more affordable and sustainable state.

Recommendations

By utilizing the priorities identified in Step 4 of the TAP report, the forest can focus limited road maintenance resources, and any potential capital funds, to the most important roads necessary for management and enjoyment of the National Forest, and to the roads with the highest need for mitigation work associated with environmental risks. The Forest should consider the following:

- Focus available maintenance funding and resources on the highest priority roads identified in TAP report, (address issues related to user safety first, then on repair/prevention of resource issues)
- Focus any available capital funds toward improvement work on high use roads with high environmental risks identified in the TAP report
- Prioritize funding for roads to be closed or decommissioned based on those with the highest environmental risks identified in the TAP report
- Ensure that commercial users perform, or deposit funds, for road maintenance work commensurate with their use

- Seek additional funding for road maintenance through regular appropriations
- Seek new and additional funding sources for road maintenance and improvements through any available funding programs such as Capital Investment Programs, Legacy Roads and Trails, Forest Highway Programs, etc.
- Seek partnership opportunities to help leverage funds with outside sources
- Seek opportunities to transfer jurisdiction of FS roads to other agencies
- Continue to look for ways to reduce maintenance costs, and overhead costs related to Forest Service road programs, so as to direct more funds directly to road maintenance and improvement work