Oregon Board of Forestry – Virtual Public Meeting

Wednesday, January 5, 2022

The Board of Forestry will hold its January meeting virtually to allow interested persons to view the meeting and participate without having to travel or assemble indoors. The meeting will be streamed live on the department's YouTube channel. There will be an opportunity for the public to provide live testimony during the meeting. Written testimony may be submitted for information items, before or up to two weeks after the meeting day to boardofforestry@oregon.gov with the agenda item number included with the submission.

Link to view Board of Forestry Meeting available at
https://www.youtube.com/c/OregonDepartmentofForestry

Prior meetings' audio and this meeting's written material is available on the web www.oregon.gov/odf/board. The matters under the Consent Agenda will be considered in one block. Any board member may request the removal of any item from the consent agenda. Items removed for separate discussion will be considered after approval of the consent agenda. Public comment will not be taken on consent agenda items.

Consent Agenda

9:00 – 9:01	**A.**	**July 12, 2021, Board of Forestry Special Meeting Minutes**	State Forester Nancy Hirsch
9:00 – 9:01	**B.**	**Financial Dashboard Report**	Bill Herber
9:00 – 9:01	**C.**	**Enforcement Rule Clarification**	Tim Holschbach
9:00 – 9:01	**D.**	**2021–2022 Fire Fighting Expense Insurance Policy Overview**	Bill Herber
9:00 – 9:01	**E.**	**Senate Bill 762 Grant Programs and 20-Year Plan Updates**	Ryan Gordon and Josh Barnard
9:00 – 9:01	**F.**	**Post Fire Restoration**	Mike Kroon
9:00 – 9:01	**G.**	**2022 Board Governance Performance Self-Evaluation**	Sabrina Perez

Action and Information

9:01 – 9:30　**1.**　**State Forester and Board Member Comments**
　　A. Public Comments [for information items on agenda and topics not on agenda-see page 2].... Register online

9:30 – 9:45　**2.**　**Guiding Principles for 2023 Legislative Concept Development** .... Adam Meyer and Kyle Abraham
Department to seek feedback from the Board on principles guiding legislative concept development and initial draft concepts. This is an information item.

9:45 – 10:00　**3.**　**Principles and Guidance for 2023-2025 Agency Request Budget Development** .... Bill Herber
Board to review 2023-2025 guiding principles for agency request budget development. Request to adopt the Department of Forestry Executive Team's recommendations for principles that will guide the 2023-2025 Agency Request Budget. **This is a decision item.**

10:00 – 10:15　Morning break

10:15 – 11:45　**4.**　**2022-2024 Board Work Plans Discussion** .... ODF Leadership and Staff
Board to review draft Board work plans developed by Divisions. This is the first step of a two-step process, to refine and approve Board work plans. The second step is projected to be part of the March Board meeting and will seek Board approval on the work plans. This is an information item.

11:45 – 12:15　**5.**　**2021 Forest Practices Operator of the Year Awards** .... Scott Swearingen
Department staff will present the Forest Practices Regional Operator of the Year awards for 2021. The program encourages protecting forest resources and values by recognizing operators who have excelled in the effort, innovation, cooperation, consistency, and prevention to achieve or surpass the standards of forest resource protection. This is an information item.

12:15 – 1:00　Lunch

1:00 – 2:00　**6.**　*****Executive Session** .... Chair Kelly and Kate Skinner
The Board will meet in executive session to discuss an attorney-client privileged communication pursuant to ORS 192.660(2)(f) and to confer with legal counsel regarding the Board's rights and duties related to current litigation likely to be filed pursuant to ORS 192.660(2)(h).

2:00 – 2:15　**7.**　**Forest Trust Land Advisory Committee Testimony** .... David Yamamoto or John Sweet
The FTLAC is a statutorily established committee that advises the Board on State Forests policy.

2:15 – 3:15　**8.**　**State Forests Management Focus** .... Kate Skinner and Justin Butteris
The Board will review the management focus (OAR 629-035-0020(2)) of State Forests' Forest Management Plans as required by OAR 629-035-0020(5). **This is a decision item.**

3:15 – 3:30　Afternoon break

3:30 – 4:45	**9.**	**Macias Gini & O'Connell LLP (MGO) Department Implementation Plan Progress and Draft Board Policy Concepts for Financial Oversight** ....Bill Herber and Sabrina Perez with Leah Cochran

The Department to provide an update on the implementation of MGO recommendations and draft policy concepts for consideration in defining the Board's financial oversight.

4:45– 5:00	**10.**	**Board Closing Comments and Meeting Wrap Up** .... Chair Kelly and Board Members

Board Chair and members to summarize meeting's action items and provide closing comments.

The times listed on the agenda are approximate. At the discretion of the chair, the time and order of agenda items—including the addition of an afternoon break—may change to maintain meeting flow. The board will hear public testimony [*excluding marked items] and engage in discussion before proceeding to the next item. * A single asterisk preceding the item number marks a <u>work session</u>, and public testimony/comment will not be accepted.

BOARD WORK PLANS: Board of Forestry (Board) Work Plans result from the board's identification of priority issues. Each item represents the commitment of time by the Board of Forestry and Department of Forestry staff that needs to be fully understood and appropriately planned. Board Work Plans form the basis for establishing Board of Forestry meeting agendas. The latest versions of these plans can be found on the Board's website at: https://www.oregon.gov/odf/Board/Pages/AboutBOF.aspx

PUBLIC TESTIMONY: The Board of Forestry places great value on information received from the public. The Board will only hold public testimony at the meeting for decision items. The Board accepts written comments on all agenda items except consent agenda and Work Session items [see explanation below]. Those wishing to testify or present information to the Board are encouraged to:

- Provide written summaries of lengthy, detailed information.
- Remember that the value of your comments is in the substance, not length.
- For coordinated comments to the Board, endorse rather than repeat the testimony of others.
- To ensure the Board will have an opportunity to review and consider your testimony before the meeting, please send comments no later than 72 hours prior to the meeting date. If submitted after this window of time the testimony will be entered into the public record but may not be viewed by the Board until after the meeting.
- For in-person meetings, sign in at the information table in the meeting room when you arrive. For virtual meetings, follow the signup instructions provided in the meeting agenda.

Written comments for public testimony provide a valuable reference and may be submitted before, during, or up to two weeks after the meeting for consideration by the Board. Please submit a copy to boardofforestry@oregon.gov, and written comments received will be distributed to the Board. Oral or written comments may be summarized, audio-recorded, and filed as a record. Audio files and video links of the Board's meetings are posted within one week after the meeting at https://www.oregon.gov/odf/Board/Pages/BOFMeetings.aspx

The Board cannot accept comments on consent agenda items or a topic for which a public hearing has been held and the comment period has closed. If you wish to provide oral comments to the Board, you must email the Board Administrator to sign up for live testimony, contact, Hilary.Olivos-Rood@odf.oregon.gov, by 5 p.m. Friday, December 31, 2021. Instructions for providing public comment virtually will be confirmed by email and the link provided before the meeting.

Three minutes will be allotted for each individual to provide their comments. Those requesting additional time for testimony should contact the Board Support office at 503-945-7210 at least three days before the meeting. The maximum amount of time for all public testimony for agenda items with a Board decision will be thirty minutes.

WORK SESSIONS: Certain agenda topics may be marked with an asterisk indicating a "Work Session" item. Work Sessions provide the Board opportunity to receive information and/or make decisions after considering previous public comments and staff recommendations. No new public comment will be taken. However, the Board may choose to ask questions of the audience to clarify issues raised.

- During consideration of contested civil penalty cases, the Board will entertain oral argument only if Board members have questions relating to the information presented.

- Relating to the adoption of Oregon Administrative Rules: Under Oregon's Administrative Procedures Act, the Board can only consider those comments received by the established deadline as listed on the Notice of Rulemaking form. Additional input can only be accepted if the comment period is formally extended (ORS 183.335).

GENERAL INFORMATION: For regularly scheduled meetings, the Board's agenda is posted on the web at www.oregonforestry.gov two weeks prior to the meeting date. During that time, circumstances may dictate a revision to the agenda, either in the sequence of items to be addressed or in the time of day the item is to be presented. The Board will make every attempt to follow its published schedule and requests your indulgence when that is not possible.

To provide the broadest range of services, lead-time is needed to make the necessary arrangements. If special materials, services, or assistance is required, such as a sign language interpreter, assistive listening device, or large print material, please contact our Public Affairs Office at least three working days before the meeting via telephone at 503-945-7200 or fax at 503-945-7212.

Use of all tobacco products in state-owned buildings and on adjacent grounds is prohibited.

DRAFT Board of Forestry Special Meeting Minutes

July 12, 2021

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Items listed in order heard.

Complete recordings from the meeting are available on the web at www.oregonforestry.gov.

By the provisions of ORS 526.016, a meeting of the Oregon Board of Forestry was held virtually on July 12, 2021, and hosted by the Oregon Department of Forestry online.

All Board members joined online by 3:45 p.m. into Zoom meeting. Board Chair Jim Kelly called the public meeting to order at 4:00 p.m.

Board Members Present by Video:	*Board Members Absent:*
Karla S. Chambers	None
Ben Deumling	
Chandra Ferrari	
Joe Justice	
Brenda McComb	
Jim Kelly	

ACTION AND INFORMATION:

1.   BOARD DISCUSSION ON STATE FORESTER RECRUITMENT
         Listen to audio MP3 – (1 hour, 12 minutes, and 2 seconds– 32.9 MB)
         View video on YouTube (1:16:15)

Chair Kelly commented on:
* Outlined public meeting proceedings for Board members, presenters, and the public.
* Noted the public meeting will be live-streamed, recorded, and posted online.
* Live public comment will be accepted for the special meeting.
* Explained public testimony can be accepted until July 16 and will become part of the record.
* Performed Board roll call to confirm quorum.

Chair Kelly outlined the scope of the discussion in front of the Board, mentioning if any process questions emerged from Board members on the direct appointment process there are representatives from the Department of Justice, Department of Administrative Services, and from the Department of Forestry available. He referenced the four attachments provided to the Board and the public as part of July 21, 2021, meeting materials for item two, the State Forester recruitment process, and explained these documents were in draft form and open for discussion. Discussion followed.

* Reviewed the desired skills and attributes expressed by the Board and thought the Chair captured the full range of the perspectives shared by the Board members. Pondered what feedback will be provided by the public on the Board's draft documents.

- Discussed when the Department of Administrative Services (DAS) reviews the recruitment materials to ensure the Board can achieve a large and diverse pool of candidates. Chair Kelly explained the review is ongoing between DAS Chief Human Resources Office, the Department Human Resources Manager, and him as the versions are drafted.
- Explored potential gaps and terminology relative to the desired skills and attributes. Chair Kelly explained that some qualifications are included to meet the statutory requirements in hiring a State Forester by the Board under Chapter 526. Board spoke on what changes they would make to the drafted language for the job announcement.
- Chair Kelly described the potential hiring process for the State Forester candidates, the time commitment by the Board, and the method used for the initial interviews. DAS Executive Recruiter John Paschal outlined the VidCruiter method and how the candidates will be scored. Department of Justice (DOJ) Anika Marriott and Sylvia Van Dyke confirmed this method would not fulfill the parameters of a public meeting. Chair Kelly noted how an executive session can be utilized by the Board to deliberate on candidate selection as they move forward with the interview process, dependent upon the number of candidates.
- Chair Kelly floated the idea for a Board subcommittee to develop the interview questions for VidCruiter and the potential for a subsequent special meeting to vet questions by the full Board. Board members expressed their perspectives on the Chair's proposal and shared their opinions on the proposed process.
- DAS Executive Recruiter John Paschal commented on the minimum qualification verification process and the use of a diversity lens for recruitment. Chair Kelly explored options available to the Board for an external recruiter with associated costs and funding available. Department Human Resources Manager offered recommendations for the Board consideration when translating the desired skills to the job announcement. DAS Executive Recruiter encouraged the Board's involvement to share the public job announcement as it becomes available.

Public Testimony:
- Grace Brahler, Beyond Toxics, provided oral and written testimony ([attachment](#)) on behalf of several members of the Oregon Climate Action coalition's forest policy sub-table and stakeholder advocacy group for the implementation of the Governor's Executive Order 20-04. The comments included a summary of leadership elements desired for the next State Forester, accompanied by a list of attributes, skills, values, and approaches.
- Bob Van Dyk, Wild Salmon Center, provided oral testimony about the Board's consideration on the skills, areas of focus, and candidacy process for the State Forester recruitment.
- Felice Kelly, 350PDX, provided oral testimony on the requirements for skills and attributes included with the job announcement and highlighted expertise in various areas as an additional Board consideration.
- Ron Bunch, provided written testimony ([attachment](#)) on the skills, attributes, and vision for the next Oregon State Forester.
- Randy Knop, provided written testimony ([attachment](#)) on the desired attributes, experience, and skill set for the next Oregon State Forester.
- Micky Ryan, Great Old Broads for Wilderness Cascade Volcanoes Chapter, provided written testimony ([attachment](#)) on the skills, attributes, and vision for the next Oregon State Forester.

INFORMATION ONLY

Chair Kelly summarized the Board's deliberation on the recruitment for the next State Forester and offered closing comments on the Department's efforts in responding to the demands of fire season.

Chair Jim Kelly adjourned the public meeting at 5:17 p.m.

Respectfully submitted,
/s/ Nancy Hirsch

Nancy Hirsch, Acting State Forester and
Secretary to the Board

Agenda Item No:	B
Work Plan:	Administrative
Topic:	Financial Dashboard
Presentation Title:	Department Financial Report for November and December 2021
Date of Presentation:	January 5, 2022
Contact Information:	Bill Herber, Deputy Director for Administration
	(503) 945-7203, bill.herber@oregon.gov

SUMMARY AND CONTEXT

An executive financial report and summary will be submitted monthly to ensure the Board of Forestry (Board) has up-to-date information for oversight of the Department's financial condition. This report will include the financial and budgetary status of the Department as well as other ancillary topics as appropriate.

BACKGROUND AND ANALYSIS

This consent item is transparent publishing of the Department's transmittal of monthly financial reports to the Board of Forestry. While executive-level in nature, the financial report provides information on various topics that are either germane, or direct impacts to the financial status of the agency, or other administrative functions of the organization during any given month.

This financial report will continue to evolve over time. As the Department's reporting ability matures and insights into its operational and administrative work improve, this financial report will reflect those improvements. These improvements could include operational or process improvements or the introduction of new systems and technologies that enhance the Department's administrative capabilities. In addition, Board input will be factored in as the report evolves.

NEXT STEPS

The Board will receive the Department's Financial Report the third week of every month, whether a Board meeting is occurring or not. This will allow the Department to report on the previous month while allowing for the fiscal month closing process to conclude.

ATTACHMENTS

1) Department of Forestry Financial Report for November 2021
2) Department of Forestry Financial Report for December 2021 (available before the meeting)

Oregon

Kate Brown, Governor

November 30, 2021

Sen. Betsy Johnson, Co-Chair
Sen. Elizabeth Steiner Hayward, Co-Chair
Rep. Dan Rayfield, Co-Chair
Joint Committee on Ways and Means
900 Court St. NE, H-178
Salem, OR 97301

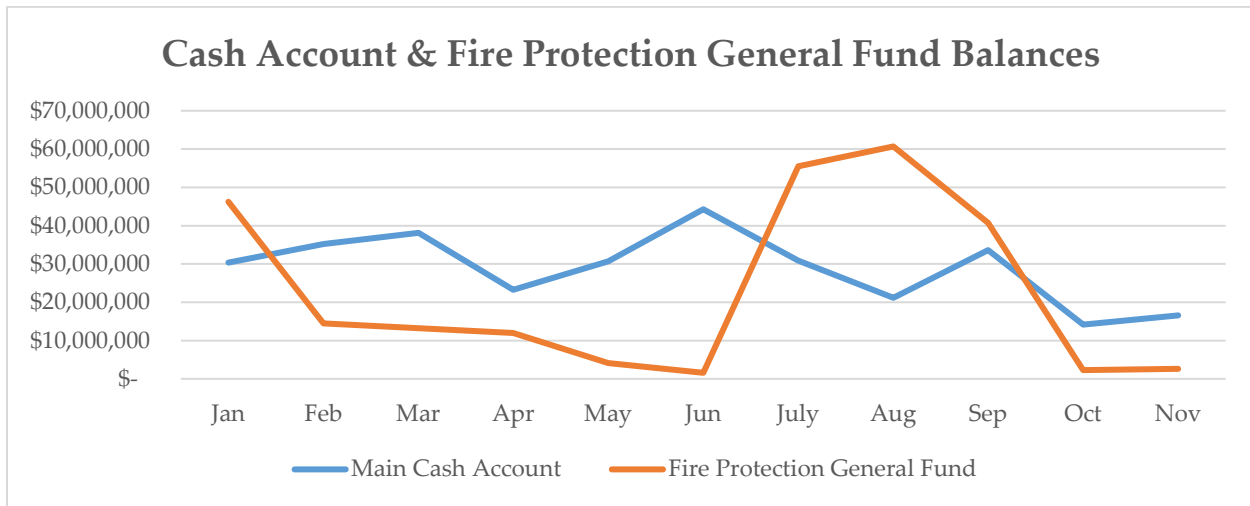Re: Oregon Department of Forestry (ODF)—Monthly financial condition report

Dear Co-Chairs,

Cash and General Fund Balances

Since last month's financial report, continued payment of large fire costs necessitated the use of the department's General Fund (GF) balances beyond fire protection's share, including the landowner offset and federal forest restoration (FFR) appropriations. To-date, the department has paid over $102 million of the estimated gross fire costs of $129 million. The remaining amount consists of payments that are on hold or have not yet been received from our federal partners.

As noted in previous reports, fire protection's entire biennial GF appropriation has almost completely been utilized (Figure 1), severely putting at risk the department's ability to prepare and respond to fire operations for the 2022 fire season. When the agency covers large fire costs it hampers the department's capabilities on all operational fronts. Using GF appropriations beyond fire protection's share puts direct pressure on the ability of those agency programs to function. For example, by utilizing the FFR GF appropriation, authorization of grants under the Landscape Resiliency Program may have to be tempered by available funding, potentially impeding the ability to put money on the ground for landscape resiliency and fuels mitigation.

To ensure the department can successfully prepare for the next fire season as well as implement programs outlined in SB762, a request will be made to the Legislature for not only the state's portion of large fire costs, but to also make these appropriations whole while awaiting reimbursement from our federal partners. The department understands that carrying costs with GF beyond the state's net portion has not been utilized before, but given the importance of preparing for the 2022 fire season, the operationalization of programs within SB762, and the limited options, it is the prudent thing to do.

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Financial Projections

Large fire costs continued beyond projections once again, severely impacting October's performance (Table 1). The continued utilization of the department's GF appropriations drove up revenue well beyond projections, corresponding with the unanticipated expenditures.

Current projections anticipate a decline in expenditures for November and beyond. Given that very few large costs are outstanding, this should hold true, allowing the department to recover slightly with projected steady revenue from forest patrol assessments and timber sales; however, the available resources will be limited through the new year without additional funding.

Table 1 - Financial Projections through December 2021

	Oct-21		Nov-21	Dec-21
	Projection	Actual	Projection	Projection
Total Revenue	$34,328,369.01	$73,569,939.76	$31,632,635.32	$30,678,084.18
Total Expenditures	-$54,559,739.36	-$84,265,594.45	-$35,736,839.12	-$21,028,349.80
Net Total Exp/Rev	-$20,231,370.35	-$10,695,654.69	-$4,104,203.79	$9,649,734.38
Beginning Cash Balance	$23,982,235.39	$23,966,959.01	$13,271,304.32	$9,167,100.53
End of Month Cash Balance	$3,750,865.04	$13,271,304.32	$9,167,100.53	$18,816,834.91
Available GF Appr	$80,295,852.68	$51,680,255.12	$43,623,319.09	$35,990,432.33
Available Resources	$84,046,717.72	$64,951,559.44	$52,790,419.62	$54,807,267.23

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Accounts Receivables

As expected, the department began to see revenue in the form of timber harvests and receipts from annual Forest Patrol Assessments (see Figure 2). This trend should continue for the next month. Work with the Office of Emergency Management and the Federal Emergency Management Agency (FEMA) to recover the $52 million in Public Assistance grants from the 2020 fire season continues, albeit at a slow pace for all parties.
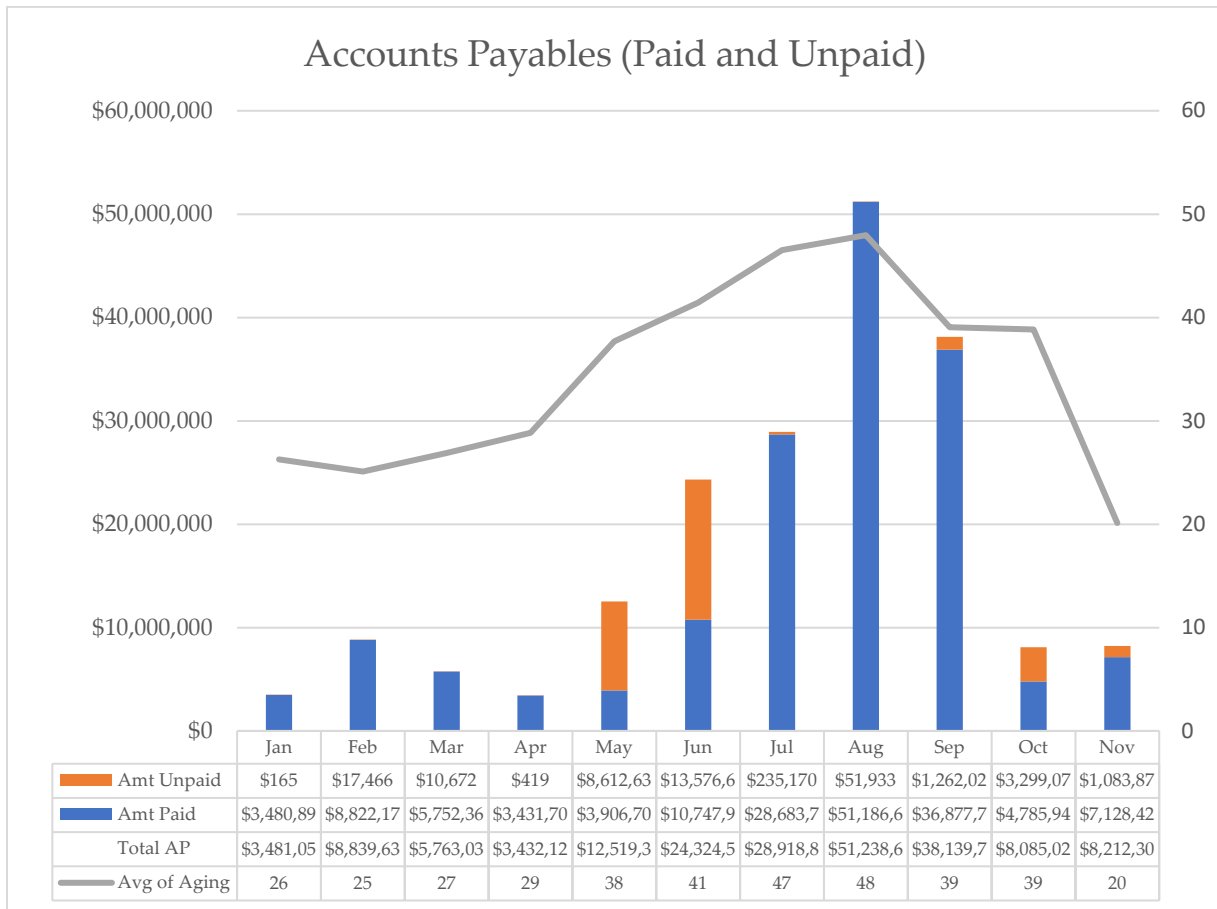
Figure 2 - Accounts Receivables Aging as of November 29, 2021

Accounts Receivables Aging

	0 to 30 Days	31 to 60 Days	61 to 90 Days	91 to 120 Days	Over 120 Days
State	$3,978,101	$306,812	$154,004	$13,375	$1,245,201
Private	$2,890,954	$26,810	$3,788,767	$6,992	$5,760,169
Local Govt	$294,022	$131,101	$-	$2,085	$548,451
Federal	$3,657,109	$1,069,681	$1,885,311	$-	$61,474,622
Total	$10,820,185	$1,534,404	$5,828,081	$22,452	$69,028,443

Federal Local Govt Private State Total

Accounts Payables

Significant payables from the fire season increased the department's average days of payment, although that has dropped significantly after the surge was processed (Figure 3). Monthly AP costs should stabilize throughout the winter as most fire costs are accounted for. Most of the amounts unpaid are payment holds to government partners as the department awaits reimbursements from various sources, primarily FEMA.

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Figure 3 - Accounts Payable as of November 29, 2021

Accounts Payables (Paid and Unpaid)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Amt Unpaid	$165	$17,466	$10,672	$419	$8,612,63	$13,576,6	$235,170	$51,933	$1,262,02	$3,299,07	$1,083,87
Amt Paid	$3,480,89	$8,822,17	$5,752,36	$3,431,70	$3,906,70	$10,747,9	$28,683,7	$51,186,6	$36,877,7	$4,785,94	$7,128,42
Total AP	$3,481,05	$8,839,63	$5,763,03	$3,432,12	$12,519,3	$24,324,5	$28,918,8	$51,238,6	$38,139,7	$8,085,02	$8,212,30
Avg of Aging	26	25	27	29	38	41	47	48	39	39	20

Large Fire Costs

No notable activity has occurred for previous fire seasons since the last report. (Table 2).

Table 2 – Gross Large Fire Cost Summary (red indicates estimates – in millions) as of November 29, 2021

Fire Season	2015	2016	2017	2018	2019	2020	Total
Total Costs	76.48	20.74	60.98	109.34	34.26	139.80	441.60
Currently Invoiced	(0.33)	(0.07)	(0.17)	(1.39)	(0.24)	(59.65)	(61.85)
Outstanding to Invoice	-	-	(0.07)	(0.38)	(0.48)	(15.13)	(16.06)

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MGO Update

As mentioned in the last update, the department recently finalized the work order contract with Macias, Gini, and O'Connell (MGO). MGO will provide direct technical assistance and oversight of recommendation implementation from their April 2021 assessment of the department's fire finance function. MGO is currently developing a work plan to carry out this new contract while reviewing the department's implementation management plan efforts to date. An updated version of the department's Implementation Management Plan (starts on page 60) for MGO's recommendations was presented to the Board of Forestry at their September meeting. An interim report from MGO is scheduled for the January Board of Forestry meeting.

Sincerely,

Cal Mukumoto
Oregon State Forester

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

Department of Forestry
State Forester's Office
2600 State Street
Salem, OR 97310
503-945-7200
www.oregon.gov/ODF

Oregon

Kate Brown, Governor

January 3, 2022

Sen. Elizabeth Steiner Hayward, Co-Chair
Rep. Dan Rayfield, Co-Chair
Joint Committee on Ways and Means
900 Court St. NE, H-178
Salem, OR 97301

Re: Oregon Department of Forestry (ODF)—Monthly financial condition report

Dear Co-Chairs,

Cash and General Fund Balances

With expenditures from the 2021 fire season largely coming to an end, pressure on the department's cash resources have subsided. In addition, increasing timber revenues have allowed the department's main cash account balance to recover slightly. While this is certainly a relief from previous months, the burden of covering a majority of the $129 million in gross costs is still heavily impacting the biennial General Fund (GF) appropriation balances of the department.
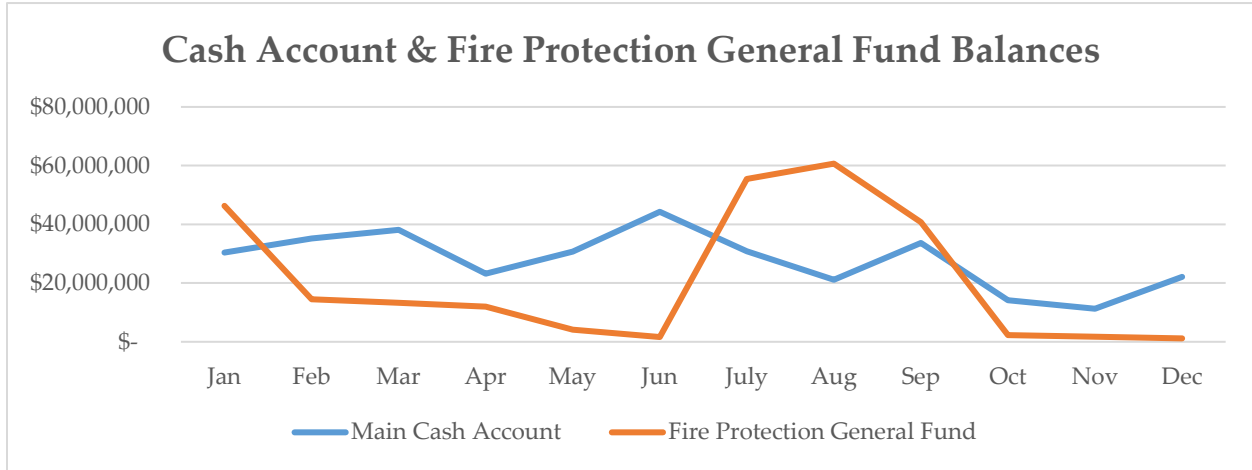
The new year brings the onset of preparation for the 2022 fire season along with the implementation of several new programs outlined in Senate Bill 762. All these efforts are potentially at risk due to the over-utilization of respective GF appropriations, with the Protection Division's entire biennial GF appropriation nearly exhausted (Figure 1) and several GF balances appropriated within SB 762 being heavily used.

Fortunately, some relief is likely forthcoming with the 2022 Legislative Session, for which the department has submitted four GF requests to address 2021 fire season costs. The first two requests are for the state's portions of large fire costs ($40 million) and severity costs ($6.1 million).

The department has also requested nearly $500,000 in GF matching dollars of district large-fire deductibles. Finally, the department has requested $30 million in GF to cover a portion of gross fire costs. currently being covered by GF appropriations slated for programs within SB 762. Typically, the department has not asked for GF to cover gross costs, instead relying on internal resources and short-term loan mechanisms from the Oregon State Treasury. However, this request is necessary because the funds used to cover fire season costs while awaiting reimbursements from federal partners were pulled from GF appropriations for implementation of SB 762 programs. Fire cost recovery from our federal partners is taking longer than anticipated due to new processes and requirements, and the uncertainty on repayment

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timeframes limits the options the department has with the Treasury. There is the risk that lack of funding will hamper implementation of these critical programs.

Figure 1 - Cash Account and Fire Protection General Fund Balances as of December 27, 2021

Financial Projections

Projection variances are starting to tighten up and show a stabilization and slight growth in the department's cash balances in the coming months. The projections model an increase in timber harvest revenues, and, to date, these revenues seem to be tracking accordingly.

Last month's projections compared to actuals recorded were once again affected by the continuing usage of GF resources to cover large fire costs (Table 1). Large fire costs are typically difficult to model, due to not only the uncertainty in the amount of those costs, but the details in what and to whom those costs are attributed to. These factors alter the way those costs impact the department's resources.
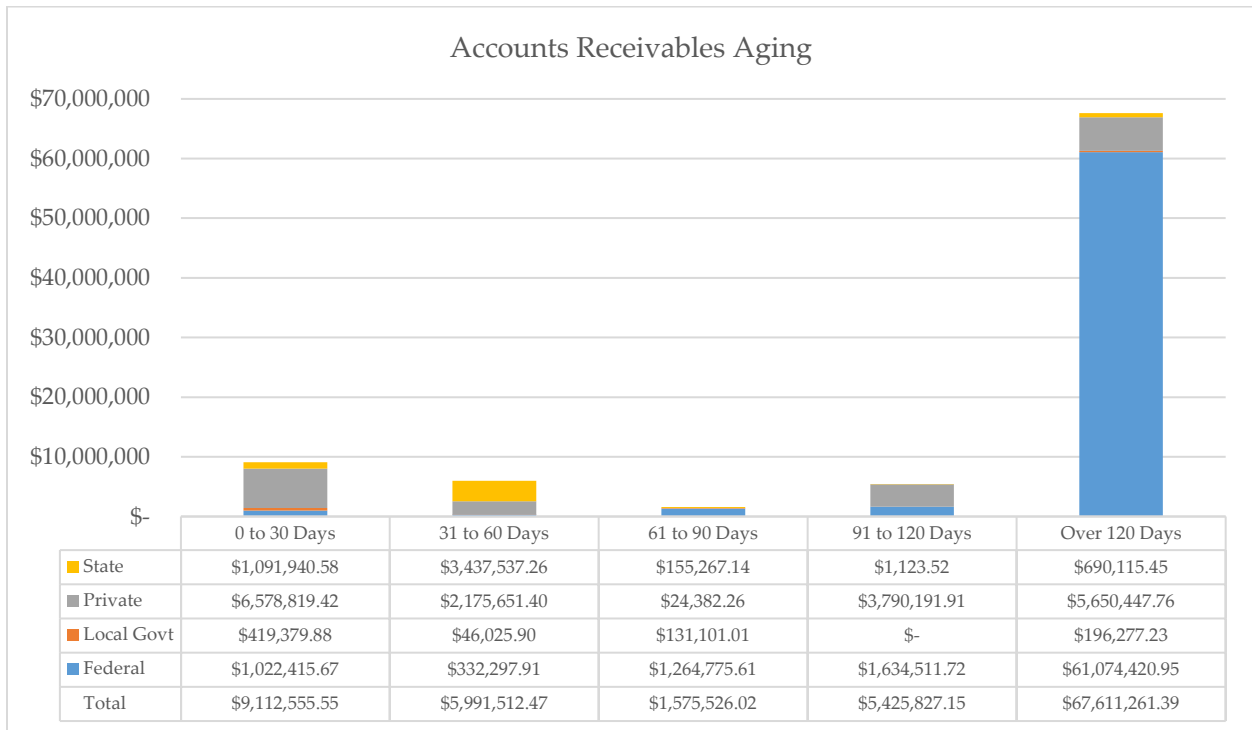
Table 1 - Financial Projections through January 2022

	Nov-21		Dec-21	Jan-22
	Projection	**Actual**	**Projection**	**Projection**
Total Revenue	$31,632,635.32	$47,050,501.69	$29,882,766.88	$12,871,971.05
Total Expenditures	-$35,736,839.12	-$41,824,802.82	-$21,028,349.80	-$12,842,974.56
Net Total Exp/Rev	-$4,104,203.79	$5,225,698.87	$8,854,417.08	$28,996.49
Beginning Cash Balance	$13,271,304.32	$6,007,039.96	$11,232,738.83	$20,087,155.91
EOM Cash Balance	$9,167,100.53	$11,232,738.83	$20,087,155.91	$20,116,152.40
Available GF Appr	$43,623,319.09	$35,484,264.78	$28,721,991.19	$22,335,399.46
Available Resources	$52,790,419.62	$46,717,003.61	$48,809,147.10	$42,451,551.86

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Accounts Receivables

Overall, accounts receivables for the department remain relatively low, but the expected increase in timber harvest revenues from our private contractors are starting to increase as expected. While the department has received some repayment from Federal Emergency Management Agency (FEMA) for some of its smaller Fire Management Assistance Grant (FMAG) fires, the bulk of outstanding receivables are tied up in FEMA's Public Assistance (PA) grant process.
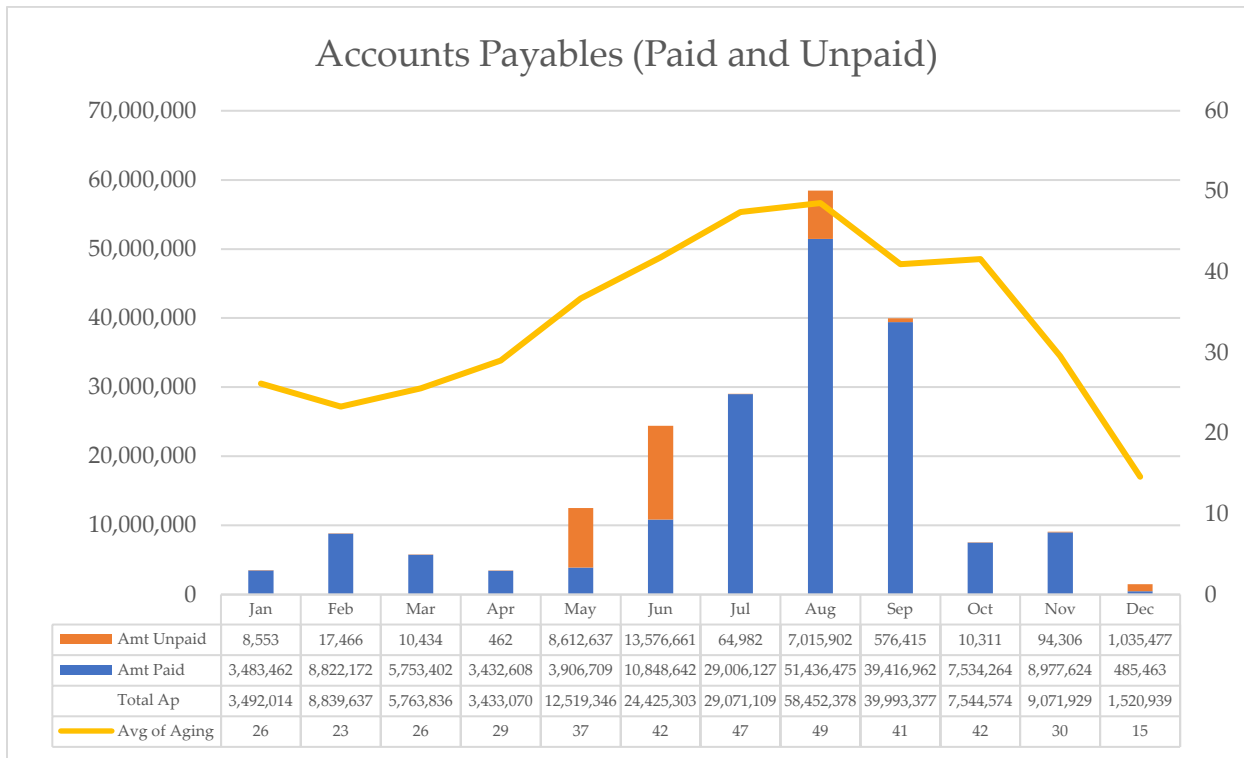
Figure 2 - Accounts Receivables Aging as of December 27, 2021

Accounts Receivables Aging

	0 to 30 Days	31 to 60 Days	61 to 90 Days	91 to 120 Days	Over 120 Days
State	$1,091,940.58	$3,437,537.26	$155,267.14	$1,123.52	$690,115.45
Private	$6,578,819.42	$2,175,651.40	$24,382.26	$3,790,191.91	$5,650,447.76
Local Govt	$419,379.88	$46,025.90	$131,101.01	$-	$196,277.23
Federal	$1,022,415.67	$332,297.91	$1,264,775.61	$1,634,511.72	$61,074,420.95
Total	$9,112,555.55	$5,991,512.47	$1,575,526.02	$5,425,827.15	$67,611,261.39

Accounts Payables

As noted, the department saw a significant decrease in the number of accounts payables owed this month (Figure 3). The department expects these monthly AP costs should continue to stabilize throughout the winter as most fire costs are accounted for. The department continues to hold payments to government partners as the department awaits reimbursements from various sources, primarily FEMA.

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Figure 3 - Accounts Payable as of December 27, 2021

Accounts Payables (Paid and Unpaid)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Amt Unpaid	8,553	17,466	10,434	462	8,612,637	13,576,661	64,982	7,015,902	576,415	10,311	94,306	1,035,477
Amt Paid	3,483,462	8,822,172	5,753,402	3,432,608	3,906,709	10,848,642	29,006,127	51,436,475	39,416,962	7,534,264	8,977,624	485,463
Total Ap	3,492,014	8,839,637	5,763,836	3,433,070	12,519,346	24,425,303	29,071,109	58,452,378	39,993,377	7,544,574	9,071,929	1,520,939
Avg of Aging	26	23	26	29	37	42	47	49	41	42	30	15

Large Fire Costs

There has been no notable activity in large fire recovery costs as the department awaits FEMA funds to proceed to the next steps in the cost recovery process (Table 2). The department has maintained a steady cadence in working with the Office of Emergency Management and FEMA for processing the 2020 PA grants. The bulk of this effort involves providing the Environmental and Historic Preservation (EHP) documentation now required by FEMA to continue processing these claims. This is a new process for the department, with two of the outstanding nine PA projects having their EHP documentation submitted to date.

Table 2 – Gross Large Fire Cost Summary (red indicates estimates – in millions) as of December 27, 2021

Fire Season	2015	2016	2017	2018	2019	2020	Total
Total Costs	76.48	20.74	60.98	109.34	34.26	139.80	441.60
Currently Invoiced	(0.33)	(0.07)	(0.17)	(1.39)	(0.24)	(59.65)	(61.85)
Outstanding to Invoice	-	-	(0.07)	(0.38)	(0.48)	(15.13)	(16.06)

Co-Chairs, Joint Committee on Ways and Means
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MGO Update

At the January 5, 2022 Board of Forestry meeting, the department will provide a status report on its progress of implementing the MGO recommendations. Details of the implementation effort is captured in version 3 of the department's Implementation Management Plan. The most significant change of the implementation thus far has been the reorganization identified in MGO's recommendation #20, *Finance/Accounting (Org Structure)*. Fire finance staff, largely responsible for large fire cost recovery and Emergency Fire Cost Committee administration, were previously located within the Protection Division, but now reside within the Administrative Branch, most within the Financial Services Program. This organizational change will lead to work alignment and efficiencies for many processes, as well as more cohesively leveraging staff through the entire lifecycle of large fire cost recoveries.

An update on MGO recommendation implementation will be provided to the Joint Committee on Ways and Means, Subcommittee on Natural Resources, during January Legislative Days.

Sincerely,

Cal Mukumoto
Oregon State Forester

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

Agenda Item No.:	C
Work Plan:	Fire Protection
Topic:	Evolving Topic: Governor's Council on Wildfire Response
Presentation Title:	Senate Bill 762 – Enforcement rule clarification
Date of Presentation:	January 5, 2022
Contact Information:	Tim Holschbach, Deputy Chief – Policy & Planning
	503-945-7434, Tim.J.Holschbach@odf.oregon.gov

SUMMARY

The purpose of this agenda item is to seek approval from the Board of Forestry (Board) to hold public hearings regarding clarification of the enforcement of ORS 477.515 and ORS 477.625 in Oregon Administrative Rule 629-043-0026.

BACKGROUND AND ANALYSIS

Following the 2013-2015 fire seasons, two parallel review processes were initiated, the Secretary of State (SOS) Audit and the Fire Program Review. Both of these efforts were aligned to help continue a highly functioning wildfire protection system for Oregon into the future. The Department has fully embraced the findings and recommendations from both final reports. The 2017-2108 fire seasons experience reinforced the need for the agency to continue efforts on these recommendations. Additionally, the Governor issued Executive Order 19-01 creating the Governor's Council on Wildfire Response.

- The Department's 2015 Fire Protection Program Review - Response Committee was coordinated with all agency partners through a transparent process including legislators, governor's office, forest landowners, and cooperators to reach for continuous improvement in Oregon's complete and coordinated fire protection system;

- The Secretary of State Performance Audit offered a third-party review of the Department's ability to sustain its multiple missions, as increased demand to support the fire protection effort has been required from the entire agency;

- The Governor's Council on Wildfire Response offered 37 recommendations to improve Oregon's wildfire protection system. Many of the recommendations required legislative action to be carried out.

Senate Bill 762 captured many of the recommendations of the Governor's Council on Wildfire Response, providing legislative direction to the Board of Forestry regarding the wildland-urban interface; statewide fire risk mapping; prescribed fire; directed the Department to review and clarify the enforcement of rules pertaining to forestland; and baseline standards for unprotected and under-protected lands in Oregon.

CONTEXT

Senate Bill 762, Section 25 directed the Department to adopt rules to clarify that a person may:

1. "Conduct a prescribed fire that burns across land ownership boundaries if the person obtains a permit for the fire as described in ORS 477.515 or 477.625 and complies with the conditions of the permit"; and
2. Obtain a single permit under ORS 477.515 or 477.625 for a prescribed fire that burns across land ownership boundaries if the person demonstrates to the department that the person has obtained consent to conduct the fire from all persons on whose lands the fire is planned to burn.

ANALYSIS

Department staff reviewed the requirements of Senate Bill 762, in comparison with the current administrative rules and the Department's enforcement policy guidance. Upon review, the Department's enforcement policy guidance is in alignment with the requirement of Senate Bill 762 at this time. Department staff proposed amending Oregon Administrative Rule 629-043-0026 (Attachment 1) to provide the clarification as required by Senate Bill 762.

The proposed changes are not anticipated to have a fiscal or economic impact on the public or small businesses.

RECOMMENDATION

The Board adopts the recommendations of the Department (Attachment 1), revising OAR 629-043-0026.

The Board directs the Department to proceed with the public hearing process and return in April 2022 with the proposed changes for the final rule language of OAR 629-043-0026.

NEXT STEPS

- Pending the Board of Forestry's acceptance of this revised rule, the Department will schedule and hold public hearings.
- Following public input, the Department will return to the Board requesting promulgation of the rules.

RULE DEVELOPMENT TIMELINE

Promulgation of Oregon Administrative Rules (OAR) adhere to the Administrative Procedures Act (APA) outlined in Chapter 183, and with the Department engaging in a multifaceted rule making effort, timelines may change to ensure the Legislative outlined deadlines are met.

RULE REVIEW TIMELINE

January 5, 2022 – Proposed rule presented to the Board of Forestry with a request to conduct public hearings.

January 15, 2022 – Notice of Proposed Rulemaking and Fiscal Impact Statement sent to Secretary of State. Notify legislators and interested parties.

February 22 – 24, 2022 – Conduct public hearings.

April 27, 2022 – ODF submits final proposed rule with public comments to Board of Forestry for final consideration and approval.

April 28, 2022 – Submit rule to Secretary of State and Legislative Counsel for filing. Effective date May 1, 2022.

ATTACHMENTS

1. Department's proposed rule changes to OAR 629-043-0026
2. Oregon Administrative Draft rule filing

(3) When using fire to dispose of slashing at any time of year, the operator must develop a plan for prior approval which sets forth the personnel, equipment and procedures necessary to safely conduct the burning. The plan must be developed in such a manner as to give due consideration to prevention of fire escape and protection of life, forest resources, property and air quality. **If a prescribed fire is planned to burn across land ownership boundaries, the operator must:**

a) Obtain a single permit listing all landowners on whose lands the fire is planned to burn;
b) Demonstrate to the Department that the operator has obtained consent to conduct the fire from all persons on whose lands the fire is planned to burn, and
c) Conduct the burn in compliance with the permit and the conditions of the permit.

NOTICE OF PROPOSED RULEMAKING FILING
INCLUDING STATEMENT OF NEED & FISCAL IMPACT

For internal agency use only.

Agency and Division Name			Administrative Rules Chapter Number

Rules Coordinator		Email	Telephone

Filing Contact	Address	Email	Telephone

FILING CAPTION

Last Date and Time for Public Comment: [   ]

Hearing Date	Time	Address		Hearings Officer

Hearing Date	Time	Address		Hearings Officer

Hearing Date	Time	Address		Hearings Officer

RULEMAKING ACTION

List each rule number separately (000-000-0000) below. Attach proposed, tracked changed text for each rule at the end of the filing.

ADOPT:

AMEND:

REPEAL:

RULE SUMMARY:
Include a summary for each rule included in this filing.

STATEMENT OF NEED AND FISCAL IMPACT.

Need for Rule(s):

Fiscal and Economic Impact:

Statement of Cost of Compliance:
(1) Identify any state agencies, units of local government, and members of the public likely to be economically affected by the rule(s). (2) Effect on Small Businesses: (a) Estimate the number and type of small businesses subject to the rule(s); (b) Describe the expected reporting, recordkeeping and administrative activities and cost required to comply with the rule(s); (c) Estimate the costof professional services, equipment supplies, labor and increased administration required to comply with the rule(s).

Describe how small businesses were involved in the development of these rule(s)?

Documents Relied Upon, and where they are available:

Was an Administrative Rule Advisory Committee consulted? Yes or No?
    If not, why not?

Agenda Item No.:	D
Work Plan:	Administrative
Topic:	Firefighting Expense Insurance Policy
Presentation Title:	Overview of Firefighting Expense Policy
Date of Presentation:	January 5, 2022
Contact Information:	Bill Herber, Deputy Director for Administration (503) 945-7203 bill.herber@odf.oregon.gov
	Nancy Hirsch, EFCC Administrator (503.881.5255) Nancy.hirsch@odf.oregon.gov

SUMMARY

Since 1973, the Oregon Department of Forestry (ODF), in coordination with the Emergency Fire Cost Committee (EFCC) and the Department of Administrative Services Risk Management Division (DAS), has acquired a catastrophic wildfire insurance policy for the State of Oregon. This one-of-a-kind insurance policy, currently through Lloyd's and Acceptance Casualty (US), has provided vital indemnification for ODF firefighting expenses when Oregon has experienced losses from qualifying large forest fires. While this policy has evolved over its lifetime, with various limits and deductibles levels, the recent increases in fire duration, severity, and cost have increased the current deductible to $50,000,000. Over its nearly five decades of history, the state has paid $83,338,046 in premiums and has received $99,256,585 in policy claims (Attachment 1 – Insurance Program Summary). It is estimated the state will receive an additional $19 million based on fire cost estimates from the 2021 fire season.

CONTEXT

The term for this policy begins on April 15 of the year the policy is purchased and is in effect for one year, to the next April 15. Due to this, ODF and EFCC engage yearly in the renewal process for securing this coverage. The purpose of this staff report is to provide an overview of the process and timeline of that effort.

BACKGROUND

Acquiring such a unique policy takes time and effort from all parties involved and is accomplished in three phases, submittal, evaluation, and procurement.

Submittal

ODF works through DAS, which has a contract with the brokerage firm of Willis Towers Watson (WTW). Towards the end of every year, ODF, EFCC, DAS, and WTW start a rigorous coordination effort to develop an Insurance Policy Submission letter. This letter outlines the department's proposal to acquire indemnification for firefighting costs occurring within the coverage specifications. DAS and WTW are important partners in this process.

Another unique aspect within the framework of acquiring this policy is the nature of the Lloyds market. Business is conducted in person, face-to-face, not over the phone or by email. Rapport and respect are an important part of the process. Given that relationships have been key in acquiring and keeping this policy in place, ODF, EFCC and DAS have visited London, England to meet with the international partners or have met virtually since the 2013 and 2014 back-to-back claims. The Lloyd's insurers have stood by this program and the department, even during the most recent years' losses. As noted, this one-of-a-kind

program is built on relationships and support and has shown financial benefit to the state. Based on feedback from WTW, if the option to renew was not exercised, it is highly doubtful this program would ever be available again.

Evaluation

Once the proposal has been submitted, the US and UK brokers begin negotiations with a collection of underwriters to outline coverage and capacity for the policy. Each underwriter represents a set of investors who are willing to sign on for percentages of the policy. Ultimately the brokers will provide for full capacity of the coverage and a resulting offer is presented to the state. The EFCC, through a vote of the committee, provides a recommendation to the State Forester whether to purchase the insurance or not. The State Forester finalizes the decision, following coordination with Governor's office and legislative leadership, and begins the administrative process of acquiring the insurance.

Procurement

Once approved for purchase, ODF works with DAS to actually procure the coverage. Based on the statute, DAS procures the coverage then bills the department to request reimbursement for the premium, taxes, and fees. Once procured, the state is once again provided coverage for the year as outlined in the policy terms.

Financing the Policy

Financing for the insurance policy is provided by the General Fund (GF) and the Oregon Forestland Protection Fund (OFLPF), with costs typically being split 50/50. For the GF portion, every biennium one year of the premium is funded through ODF's budget, and the other year a Special Purpose Appropriation is established in the Emergency Board Fund to pay for the state's share of fire insurance premium costs. The remaining share is paid for by the OFLPF, however, by statute, the OFLPF cannot pay for more than half of the insurance premium (see Enabling Legislation below) and must have funding available under its statutory cap of $13.5 million. This cap occasionally leaves a shortfall for available funding which must then be requested to be filled with GF by the department through the emergency board or other legislative action.

Timeline

- October 2021– January 2022 – ODF, EFCC, DAS, and WTW coordinates biweekly on submittal strategy and letter preparation.
- January 4, 2022 – EFCC to likely consider a decision item on their agenda that would recommend to the State Forester to continue to pursue an insurance policy.
- January 14, 2022 – ODF provides WTW final Insurance Policy Submittal letter.
- February – WTW hosts virtual meetings with ODF, EFCC, and DAS with underwriters to exchange information and questions and answers regarding the policy request.
- Beginning January 17, 2022 – WTW provides ODF and DAS with bi-weekly updates on the renewal status of their negotiations.
- March 1, 2022 – WTW obtains initial renewal quotes carriers and begins negotiating terms.
- March 8, 2022 – EFCC meeting
  - DAS and WTW provide ODF and EFCC, with a renewal status update outlining the policy specifications and price obtained to date through negotiations with the underwriters.
  - EFCC has a decision item on their committee agenda to determine if they recommend the purchase of the insurance policy to the State Forester. Given the timing of the EFCC meeting and the concurrent negotiations with WTW, the EFCC often recommends

purchase based on assumed criteria, i.e., "EFCC recommends the purchase of the insurance policy for 2022, not to exceed the percentage increase in premiums from the prior year, and exclusive of fees and taxes.".

- By approximately April 1, 2022 – final terms and pricing from the insurers are reviewed. An update is made to ODF and EFCC and a request is made by DAS to the State Forester to confirm if the policy should be purchased (assuming EFCC continues to recommend purchase).
- By April 5 – Assuming DAS receives approval to purchase, WTW facilitates binding orders put to markets.
- April 15, 2022 – Fire fighting expense insurance policy is in effect until April 15, 2023, both days effective at 12:01 AM Local Standard Time.
- 2nd - Quarter of 2022 – DAS requests reimbursement from ODF for the premium and administrative costs of acquiring the policy

As the timeline dictates, ODF and EFCC are currently drafting the insurance policy submittal letter for 2022, in consultation with DAS and WTW.

Given the nature of the risks this policy is mitigating, communication and outreach throughout this process are paramount. Regular communication with the DAS Chief Financial Office, Governor's office Legislative Fiscal Office, as well as the Board of Forestry, occurs regularly.

Timeline of the claims process

If during the term of the policy, the State of Oregon suffers catastrophic wildfire costs in excess of the deductible, currently at $50,000,000, a lengthy and robust claims process begins. At the end of the qualifying fire season, and into the following year, ODF and the EFCC work with adjusters and forensic auditors to reconcile and finalize costs. Auditing is jointly completed by the ODF, EFCC, and forensic auditors. As soon as actual costs are verified, a final claims meeting occurs. Following that the adjuster submits a final claim. When the claim is approved, the adjuster sends Proof of Loss for notarization by DAS, typically occurring at the end of the following year and into the new year. The State of Oregon can expect final payment through ODF in the spring of the second following year or sooner. If the claim is significant enough, partial payments can be made based on audited qualifying costs. This payment could be expected during the end of the first following year.

Enabling Legislation

The enabling legislation that delegates the authority of the State Forester and the EFCC to purchase emergency fire suppression costs insurances through DAS is outlined in Oregon Revised Statute 477.775. That section is as follows:

> **477.775 Emergency fire suppression costs insurance; considerations; payment of premium from fund.**
> (1) Prior to February 1 of each year, the Emergency Fire Cost Committee and the forester shall consult regarding the purchase of emergency fire suppression costs insurance and the level of coverage to purchase for the fire season of that year.
> (2) In determining whether the purchase of insurance is advisable, the forester and the committee shall consider:
> 　　a. The cost, coverage, and deductible of insurance available from private insurance carriers;

      b.   The funding available for fire suppression from the Oregon Forest Land Protection Fund and other sources;

      c.   The current condition of forests;

      d.   Long-term weather predictions;

      e.   Available fire fighting resources; and

      f.   Available funds for the purchase of insurance.

(3) If the committee and the forester agree to purchase insurance, the forester shall purchase insurance through the Oregon Department of Administrative Services to cover any lawful expense incurred by the State Forestry Department, or contractors or cooperators, that is payable by the Oregon Forest Land Protection Fund. The insurance may be obtained through negotiation or competitive bids, whichever is in the best interest of the state, its contractors and cooperators.

(4) The Oregon Forest Land Protection Fund may not be charged for payment of more than one-half of any premium for the insurance. [1969 c.524 §10; 1985 c.158 §2; 1989 c.91 §1; 1989 c.769 §11; 1991 c.639 §7; 2005 c.802 §15]

RECOMMENDATION

This is an informational item.

NEXT STEPS

Department staff will continue working with all partners to understand the state's options for future coverage within the negotiated terms of the insurance policy, culminating in a decision from the Emergency Fire Cost Committee and the State Forester on their option to renew.

ATTACHMENT

1) Insurance Program Summary (1973-2020)

INSURANCE PROGRAM SUMMARY

	Fire Season	Insurance Year**	Premium Cost	Insurance Deductible (Self-Insur.)	Amount of Coverage	Anticipated FEMA Reimbursement	Net F.F. Cost Claims (EFC Claims)	Paid By Insurance
1	73	73-74	$45,000	$325,000	$1,000,000	NA	$853,801	$528,801
2	74	74-75	$45,000	$325,000	$1,000,000	NA	$453,331	$128,331
3	75	75-76	$75,000	$500,000	$1,000,000	NA	$299,721	$0
	76	76-77	NO COVERAGE			NA	$304,240	
4	77	77-78	$92,850	$500,000	$1,000,000	NA	$465,503	$0
5	78	78-79	$77,006	$500,000	$1,000,000	NA	$640,372	$140,372
6	79	79-80	$61,919	$500,000	$1,000,000	NA	$1,166,147	$666,147
7	80	80-81	$138,875	$1,000,000	$1,000,000	NA	$887,888	$0
8	81	81-82	$174,750	$1,000,000	$2,000,000	NA	$3,048,422	$2,000,000
9	82	82-83	$174,750	$1,000,000	$2,000,000	NA	$237,146	$0
10	83	83-84	$170,000	$1,000,000	$2,000,000	NA	$0	$0
11	84	84-85	$144,968	$1,000,000	$2,000,000	NA	$41,360	$0
	85	85-86	NO COVERAGE			NA	$414,723	
12	86	86-87	$170,000	$3,000,000	$2,000,000	NA	$4,217,318	$917,993
13	87	87-88	$244,045	$2,000,000	$2,000,000	NA	$19,002,716	$2,000,000
14	88	88-89	$1,781,493	$2,000,000	$7,650,000	NA	$9,600,000	$7,549,771
15	89	89-90	$1,956,109	$4,000,000	$8,000,000	NA	$5,216,613	$1,216,613
16	90	90-91	$2,418,438	$7,500,000	$35,000,000	NA	$4,511,611	$0
17	91*	91-92	$2,418,438	$7,500,000	$35,000,000	NA	$3,406,772	$0
18	92*	92-93	$2,418,438	$7,500,000	$35,000,000	NA	$12,850,855	$5,350,855
19	93*	93-94	$2,878,421	$8,000,000	$34,500,000	NA	$1,954,271	$0
20	94*	94-95	$2,668,039	$8,000,000	$34,500,000	NA	$14,669,153	$6,669,153
21	95*	95-96	$2,777,477	$10,000,000	$32,500,000	NA	$3,618,209	$0
22	96*	96-97	$2,714,577	$10,000,000	$32,500,000	NA	$2,410,977	$0
23	97*	97-98	$2,539,980	$10,000,000	$33,000,000	NA	$36,189	$0
24	98*	98-99	$2,380,439	$10,000,000	$33,000,000	NA	$666,713	$0
25	99*	99-00	$2,372,098	$10,000,000	$43,000,000	NA	$3,036,044	$0
26	00*	00-01	$2,372,098	$10,000,000	$43,000,000	NA	$5,780,952	$0
27	01*	01-02	$2,266,528	$10,000,000	$43,000,000	NA	$14,889,423	$4,880,003
28	02*	02-03	$3,345,305	$10,000,000	$43,000,000	NA	$30,001,937	$19,975,885
29	03*	03-04	$3,570,743	$15,000,000	$20,575,000	NA	$9,180,727	$0
30	04*	04-05	$3,875,425	$15,000,000	$25,000,000	NA	$2,017,509	$0
31	05	05-06	$1,290,626	$25,000,000	$25,000,000	NA	$13,196,716	$0
32	06	06-07	$1,290,626	$25,000,000	$25,000,000	NA	$9,238,746	$0
33	07	07-08	$1,081,510	$25,000,000	$25,000,000	NA	$14,125,366	$0
34	08	08-09	$907,966	$25,000,000	$25,000,000	NA	$9,129,075	$0
35	09	09-10	$907,972	$25,000,000	$25,000,000	NA	$5,387,719	$0
36	10	10-11	$860,776	$25,000,000	$25,000,000	NA	$5,036,777	$0
37	11	11-12	$811,590	$25,000,000	$25,000,000	NA	$2,705,646	$0
38	12	12-13	$854,926	$25,000,000	$25,000,000	NA	**$5,209,073**	$0
39	13	13-14	$923,318	$20,000,000	$25,000,000	$43,316,069	$74,628,615	$25,000,000
40	14	14-15	$2,012,041	$20,000,000	$25,000,000	$14,150,201	$42,232,661	$22,232,661
41	15	15-16	$3,832,815	$50,000,000	$25,000,000	**$20,490,997**	**$20,562,364**	$0
42	16	16-17	$3,526,191	$50,000,000	$25,000,000	**$2,833,896**	**$11,079,577**	$0
43	17	17-18	$3,240,879	$50,000,000	$25,000,000	**$2,110,195**	**$32,462,251**	$0
44	18	18-19	$3,560,044	$50,000,000	$25,000,000	**$20,482,731**	**$40,143,014**	$0
45	19	19-20	$3,726,264	$50,000,000	$25,000,000	**$7,893,434**	**$12,985,035**	$0
46	20	20-21	$4,010,403	$50,000,000	$25,000,000	**$63,399,005**	**$49,649,895**	

| | Total(s) | | $79,206,156 | | | $174,676,528 | $503,653,172 | $99,256,585 |

1973-2021 Insurance Years   **Fire Seasons**

Cumulative Difference (Cost-Claim) $20,050,429

Bolded figures indicate estimated costs.

*1991 Legislature required the EFCC, by statute, to purchase insurance. The Legislature did not establish a minimum for insurance, but the Legislative intent
indicated a deductible plus insurance amount equal to approximately $45 million. (ORS 477.775)

Policy Period: April 1, 20XX-April 1, 20XX (Fire Season)

Updated November 18, 2020

Agenda Item No.:	E
Work Plan:	Senate Bill 762 Implementation Work Plan
Topic:	Senate Bill 762 Implementation Forest Resources and Planning Branch
Presentation Title:	Grant programs and 20-year strategic plan update
Date of Presentation:	January 5, 2022
Contact Information:	Derek Gasperini, Public Affairs Officer

SUMMARY

This agenda item provides an update about the department's implementation of Senate Bill 762 Landscape Resiliency Program, Small Forestland Grant Program, and 20-year Strategic plan.

CONTEXT

Senate Bill 762 was passed by the 2021 Legislature with bipartisan support and brings $220 million in investments to reduce the risk of wildfire in Oregon. Among those investments are two grant programs to restore resiliency to private and public forestlands and rangelands.

The basis for the 20-year strategic plan is described in the Shared Stewardship Agreement signed on August 13, 2019, and should prioritize restoration actions and geographies for wildfire risk reduction. The plan must be able to be used to direct federal, state, and private investments in a tangible way.

BACKGROUND AND ANALYSIS

Senate Bill 762 was passed by the 2021 Legislature and brings instruction and General Fund appropriations to the agency for two grant programs, each with specific guidance for eligible recipients and lands to be treated. Descriptions of each program and progress in implementing them is provided below.

Landscape Resiliency Program (section 18)—$ 20 million

Senate Bill 762 directed the department to "design and implement a program to reduce wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuel on public and private forestlands and rangelands and in communities near homes and critical infrastructure." The bill also states, "when developing program and project selection criteria, the department shall, to the extent practicable, consult and cooperate with state and federal agencies, counties, cities and other units of local government, federally recognized Indian tribes in this state, public and private forestland and rangeland owners, forest and rangeland collaboratives, and other relevant community organizations…" The department was appropriated $20 million of General Fund to support this work.

To implement the bill, a work group was established to inform the department on project selection criteria and the identification of strategic landscapes. The Landscape Resiliency Program's Work Group met five times from September to early November to develop

selection criteria for grant recipients. The workgroup was comprised of numerous federal, state, tribal, and local partners and collaborative organizations. The work group's input informed grant selection criteria and processes for how and when to apply.

The department has sent out a Request for Proposals (RFP) with applications due by 5 p.m. Friday, January 7, 2022. The application forms and supporting information and webinars may be found on ODF's website. The work group will rank proposals in early to mid-January. The department will begin contacting successful applicants in late January. Project work is anticipated to begin in mid-February.

Small Forestland Grant Program (section 24)—$ 5 million

The State Legislature appropriated $5 million of General Fund for ODF to "establish a small forestland grant program for the purpose of providing grants to support small forestland owners in reducing wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuels on the owner's property.

The bill defines a small forestland owner as an individual, group, federally recognized Indian tribe in Oregon or association that owns:

a) Up to 160 acres of nonindustrial private forestland west of the crest of the Cascade Mountains, or
b) Up to 640 acres of nonindustrial private forestland east of the crest of the Cascade Mountains.

The Small Forestland Grant Program launched two grants on November 22: the Small Forestland Grant; and the Firewise Community Grant. The Committee for Family Forestlands reviewed and provided input into the final grant solicitation. A webinar hosted Monday, December 6 detailing the application process had 125 participants with plenty of questions and participant engagement. A five-person review panel for scoring proposals has been identified including two Committee for Family Forestland members and representatives from the USFS, OWEB, and ODF.

The Firewise grant closes on January 14, 2022. The Small Forestland Grant application period closes January 21, 2022 with a list of selected proposals anticipated the first week of February.

20-year strategic plan

Senate Bill 762 funded a position dedicated to developing the 20-year strategic plan. That position has been hired, the person is being onboarded, and exploratory work has begun in preparation for collaborating with stakeholders and gathering input from ODF staff. June's informational update will share the initial framework and approach for how to develop the detailed plan.

RECOMMENDATION

Information only.

NEXT STEPS

Forest Resources Division will return in November 2022 to update the Board on implementation progress of the Landscape Resiliency Program and Small Forestland Grant Program. The Planning Branch will return in June 2022 to update the Board on the development of the 20-year strategic plan.

Agenda Item No.:	F
Work Plan:	Forest Resources Division Work Plan
Topic:	Fire Recovery
Presentation Title:	Post Fire Restoration
Date of Presentation:	January 5, 2022
Contact Information:	Mike Kroon, Interim Deputy Chief, All Lands Restoration and Assistance Unit Manager
	(503) 400-4815, mike.e.kroon@odf.oregon.gov

SUMMARY

This agenda topic provides an update on post-fire restoration and implementation of House Bill 5006 (HB 5006) section 183, grants to expand tree seedling nursery capacity and supply.

CONTEXT

As noted in the Climate Change and Carbon plan (CCCP), climate change is threatening Oregon's forest and forest products industry through increased severity and incidence of wildfire, drought, and greater susceptibility to insects and diseases. Fires in 2020 impacted over one million acres in Oregon. Within the fire perimeters, approximately 343,000 acres of private (industrial and non-industrial) forest land has been impacted to varying extents. The 2020 fires have exacerbated issues in Oregon involving access to adequate tree seedlings, as well as nursery and contractor capacity. House Bill 5006 Section 183 appropriated $5 million to the department for distribution as grants to expand tree seedling nursery capacity and supply. Division staff are working with collaborative groups and state partners to implement the legislation. The legislation is specific to aiding landowners affected by the 2020 fire season and will help promote reforestation of burned lands and the process of recovering lost carbon. Funds appropriated during this session are set to expire at the end of the biennium (June 2023).

BACKGROUND AND ANALYSIS

The department has been working with a seedling workgroup made up of agency and non-profit partners to identify and address reforestation challenges following the 2020 fires. Several challenges for both nurseries and small private landowners have been identified in the 2020 wildfire reforestation process:
- Nursery capacity to grow more seedlings
- Small orders size and technical knowledge for reforestation
- Upfront cost of seedlings
- Access to labor for site preparation, planting, and follow up monitoring for seedling survival

The department has added one limited duration position to facilitate development of a grant program to increase nursery capacity and seedling supply and continue to interface with partners to provide assistance and gauge seedling needs across impacted areas. This

position has also convened a workgroup for nursery grants and purchasing seed. The department is in the planning process of identifying nurseries across the region interested in expanding tree seedling growing capacity with the assistance of grants that will be funded by HB 5006.

To identify reforestation and upfront cost barriers to small private landowner's reforestation processes, ODF staff have connected with partners such as Oregon State University (OSU) extension, Watershed Councils, and community-based non-profits across the major 2020 wildfire footprints. Seedling needs, landowner planting schedules, species diversity, size, seed zones, and elevations are being identified. A comprehensive list of seedlings needs across the state is being compiled. Based on the previous year's work, the partners will assist in the distribution of approximately 451,000 seedlings in the winter of 2021 and the spring of 2022. Orders are currently being placed with nurseries to meet landowner needs for seedlings in 2023 and 2024.

Landowner access to contractors for reforestation is another challenge. ODF staff are designing pass-through grants for landowners through key non-profit groups working in each 2020 fire footprint. These grants may be used by non-profit groups to fund contractors for aggregated landowner groups in each fire footprint. Staff is also establishing collaborative relationships with other grantors and partners working in 2020 fire footprints, including Oregon Watershed Enhancement Board and One Tree Planted, to meet the broader set of landowner needs.

Staff is partnering with American Forests as well as agency and non-profit partners to craft a climate resilient all-lands reforestation strategy for Oregon. This will include climate-smart forestry components to increase carbon sequestration and support natural resource-dependent communities, as outlined in the CCCP.

The department expects to purchase approximately $1.25 million of seedlings, administer approximately $3.5 million in pass-through grants to non-profit partners and direct grants to increase nursery capacity, and fund two limited duration positions at approximately $250,000 to help implement the program. The department is exploring options to extend funds beyond the current biennium given time frames necessary for growing seedlings, planting them, and ensuring they are successful. The department is collaborating with OWEB, who is administering $20,000,000 in post-fire recovery grants, to ensure the success of the seedlings after planting.

Post fire restoration and recovery needs for the 2021 fires is still being assessed and progress will be added to future updates.

RECOMMENDATION
Information only.

NEXT STEPS
The Department will continue to work with statewide partners and other agencies on post fire restoration and to meet the goals of the legislation.

Agenda Item No.:	G
Work Plan:	Administrative
Topic:	Board Governance Performance Self-Evaluation
Presentation Title:	2022 Board Governance Performance Self-Evaluation
Date of Presentation:	January 5, 2022
Contact Information:	Sabrina Perez, Senior Strategy Manager
	(503) 945-7311 sabrina.perez@odf.oregon.gov

SUMMARY

The Board of Forestry reviewed the results of their 2021 Board Governance Performance Evaluation at their July board meeting and the October planning retreat. Prior to initiating the next annual evaluation cycle, the Department is soliciting the Board's interest in proposing any changes to the best practices criteria and tailored descriptions.

CONTEXT

The governance performance measure for state boards and commissions, "percent of total best practices met by the board" was enacted by the Oregon State Legislature and adopted by the Board in 2006. The measure includes fifteen standard best practices criteria tailored to meet the Board's specific needs and interests.

In 2007, the Board appointed an ad hoc Board Performance Measure Implementation Subcommittee consisting of Chair Steve Hobbs and members Barbara Craig and Larry Giustina to "tailor and fine tune" the Board's specific approach for the performance measure. The Subcommittee completed their work and the Board adopted a tailored set of best practices criteria that included descriptive text to assist in a shared understanding of the measure, one additional criterion relating to public involvement and communications, and key summary questions to the evaluation. The measure is included in the agency's annual Key Performance Measures and has been conducted every year since 2008.

To facilitate the Board's interest in reviewing the evaluation criteria, the Department added an additional milestone in the evaluation cycle to include the individual collection of Board member feedback through the month of January. This feedback will assist in tailoring a discussion with the full Board in March, if necessary, and allow a final set of evaluation criteria to be presented for Board approval at the April meeting, as an initiation to the self-evaluation period that annually occurs in May.

The Board's discussion at this year's October planning retreat provided substantial feedback surrounding the evaluation criteria and several concepts to consider integrating into future performance evaluations. An additional summary attachment of the feedback is included in this report to assist the Board in their formal review of the evaluation criteria and offered as consideration if the Board has interest in formally modifying the evaluation measures.

RECOMMENDATION

The Department recommends Board members provide a preliminary review of the best management practices performance measure self-evaluation criteria as tailored by the Board Performance Measure Implementation Subcommittee and adopted by the Board of Forestry in 2007 and submit any proposed changes individually to the Senior Strategy Manager, utilizing the attached review form prior to February 1, 2022.

NEXT STEPS

Following receipt of any proposed changes from the Board, staff will analyze the individual board member input to aid in facilitating a discussion with the Board tailored to the proposed changes and allowing a final set of evaluation criteria to be presented for Board approval in April prior to initiating the self-evaluation period in May.

ATTACHMENTS

(1) Oregon Board of Forestry, Governance Performance Measure, Best Management Practices Self-Evaluation Criteria, 2022 Preliminary Review, and Proposed Changes Input Form for the 2021 Evaluation Period

(2) Considerations for the Board of Forestry Governance Performance Measures Self-Evaluation

Oregon Board of Forestry
Governance Performance Measure
Best Management Practices Self-Evaluation Criteria
2022 Preliminary Review and Proposed Changes Input Form for the 2021 Evaluation Period

Oregon Boards and Commissions Best Management Practices Performance Measure Criteria (2005) (Standard – Not Subject to Change)	Best Practices tailored by the Board Performance Measure Implementation Subcommittee and adopted by the Board of Forestry (2007)	Board of Forestry Preliminary Review and Proposed Changes on tailored Best Practices descriptions (2021 Evaluation)
1. **Executive Director's performance expectations are current.**	*The Board understands this to mean that the State Forester's Position Description is current.*	
2. **Executive Director's performance has been evaluated in the last year.**	*The Board understands this to mean that the State Forester's Position Description is current and that the annual performance appraisal has been completed.*	
3. **The agency's mission and high-level goals are current and applicable.**	*The Board understands this to mean that the Board's <u>Forestry Program for Oregon</u> and Oregon Forest Practices Act/Rules are current.*	
4. **The Board reviews the <u>Annual Performance Progress Report</u>.**	*The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.*	
5. **The Board is appropriately involved in review of the agency's key communications.**	*The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.*	
6. **The Board is appropriately involved in policy-making activities.**	*The Board understands this to mean those policy activities that particularly have a statewide perspective, including holding Board meetings at different geographic locations around the state.*	

Oregon Board of Forestry
Governance Performance Measure
Best Management Practices Self-Evaluation Criteria
2022 Preliminary Review and Proposed Changes Input Form for the 2021 Evaluation Period

Oregon Boards and Commissions Best Management Practices Performance Measure Criteria (2005) (Standard – Not Subject to Change)	Best Practices tailored by the Board Performance Measure Implementation Subcommittee and adopted by the Board of Forestry (2007)	Board of Forestry Preliminary Review and Proposed Changes on tailored Best Practices descriptions (2021 Evaluation)
7. The agency's policy option packages are aligned with their mission and goals.	*The Board understands this to mean the packages included in the biennial budget process as part of the Agency Request Budget.*	
8. The Board reviews all proposed budgets.	*The Board understands this to mean the Department of Forestry's biennial budget at the Agency Request Budget level.*	
9. The Board periodically reviews key financial information and audit findings.	*The Board understands this to mean significant financial issues and as audits are released.*	
10. The Board is appropriately accounting for resources.	*The Board understands this to mean critical issues relating to human, financial, material, and facilities resources by providing oversight in these areas. This means that the Board receives briefings on such issues as succession management, vacancies, the budget, and the financial effects of the fire program.*	
11. The agency adheres to accounting rules and other relevant financial controls.	*The Board understands this to mean the receipt of the annual statewide audit report from the Secretary of State which highlights any variances in accounting rules or significant control weaknesses.*	

Oregon Board of Forestry
Governance Performance Measure
Best Management Practices Self-Evaluation Criteria
2022 Preliminary Review and Proposed Changes Input Form for the 2021 Evaluation Period

Oregon Boards and Commissions Best Management Practices Performance Measure Criteria (2005) (Standard – Not Subject to Change)	Best Practices tailored by the Board Performance Measure Implementation Subcommittee and adopted by the Board of Forestry (2007)	Board of Forestry Preliminary Review and Proposed Changes on tailored Best Practices descriptions (2021 Evaluation)
12. Board members act in accordance with their roles as public representatives.	*The Board understands this to mean that they follow public meeting rules, the standard of conduct for Board members, and the public input process. Members received training and information from the Governor's Office upon appointment.*	
13. The Board coordinates with others where responsibilities and interests overlap.	*The Board understands this to mean other public agencies and boards with statutory authority connections or overlaps, e.g. the Forest Trust Land Counties, the Oregon Environmental Quality Commission/Department of Environmental Quality; the Oregon Fish and Wildlife Commission/Department of Fish and Wildlife; the State Land Board; local fire districts; the United States Forest Service; the Bureau of Land Management..*	
14. The Board members identify and attend appropriate training sessions.	*The Board understands this to mean the workshops, symposia, and field tours that accompany some Board meetings, and that the Board receives adequate technical information.*	
15. The Board reviews its management practices to ensure best practices are utilized.	*The Board understands this to mean carrying out this self-evaluation on an annual basis, conducting the annual Board work plan status check, and by conducting the periodic scan of issues on a biennial basis.*	

Oregon Boards and Commissions Best Management Practices Performance Measure Criteria (2005) (Standard – Not Subject to Change)	Best Practices tailored by the Board Performance Measure Implementation Subcommittee and adopted by the Board of Forestry (2007)	Board of Forestry Preliminary Review and Proposed Changes on tailored Best Practices descriptions (2021 Evaluation)
Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.		
16. **The Board values public input and transparency in conducting its work through outreach to and engagement of stakeholders and by using its work plan communication tools. The Board also values input and communications with its standing advisory committees, special ad hoc committees and panels and external committees with board interests.** *(2007 – Board of Forestry)*	*n/a*	
Board of Forestry Preliminary Review of Best Practices Criteria – **New Criteria Proposed for 2021 Evaluation**		
17.		
18.		
19.		
20.		
21.		

Oregon Board of Forestry
Governance Performance Measure
Best Management Practices Self-Evaluation Criteria
2022 Preliminary Review and Proposed Changes Input Form for the 2021 Evaluation Period

Oregon Boards and Commissions Best Management Practices Performance Measure Criteria (2005) (Standard – Not Subject to Change)	Best Practices tailored by the Board Performance Measure Implementation Subcommittee and adopted by the Board of Forestry (2007)	Board of Forestry Preliminary Review and Proposed Changes on tailored Best Practices descriptions (2021 Evaluation)
22.		
23.		

Oregon Board of Forestry
Governance Performance Measure
Best Management Practices Self-Evaluation Criteria
2022 Preliminary Review and Proposed Changes Input Form for the 2021 Evaluation Period

Summary Questions from Prior Evaluations	Board of Forestry Preliminary Review and Proposed Changes to Summary Questions (2021 Evaluation)
1. How is the Board doing?	
2. What factors are affecting the Board's results?	
3. What needs to be done to improve future performance?	
New Summary Questions Proposed for 2021 Evaluation	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Considerations for the Board of Forestry Governance Performance Measure Self-Evaluation

The Board of Forestry reviewed their recent self-evaluation of Best Management Practices in Governance Performance at the October 2021 Planning Retreat. In response to the discussion and feedback heard, the following conceptual focus areas are offered for Board consideration during their 2022 preliminary review of the self-evaluation criteria occurring throughout the month of January 2022.

#1 – Measuring trust.

Measuring trust within the Board's self-assessment survey could be accomplished through a variety of direct and indirect methods, as briefly explored further below.

A direct response measurement might include a scaled assessment of a trust statement (Example A) or an open-ended summary question (Example B).

> **Example A** - New Criteria (Metric over time, Likert-scale, not included in formal KPM %):
> 1. ***The Board has a high level of trust amongst its members.***
>
> Responses would be measured through the Likert scale, providing a metric that could be referenced over time. The percentage would not be included in the formal Key Performance Measure of agreement. This criterion can include an area for commenting, if desired.
>
> **Example B** - Open-ended summary question(s):
> 1. ***What is the level of trust amongst the Board (from your perspective)?***
> 2. ***Do we have enough trust in our relationships with each other on the Board?***
>
> Responses would be generally measured upon the context of the statements within.

Indirect indicators of trust (Example C) could include a variety of new criterion or open-ended summary questions along the following concepts, (Hon, L. C., & Grunig, J.E. (1999), and Gourguechon, P. (2018)):

> **Example C** – Likert-scale criterion and/or open-ended summary questions measuring:
> 1. ***Competence*** – effectiveness, efficiency, ability, confidence, success, decisiveness
> 2. ***Dependability*** – follow-through, consistency, reliability, responsibility, disciplined
> 3. ***Integrity*** – fairness, transparency, honesty, openness
> 4. ***Inclusiveness*** – listening, inquiring, responsive
> 5. ***Respect*** – commitment, kindness, safety, empathy

The Likert-scale measured criterion used in examples above should remain neutrally stated; however, additional open-ended questions in the survey (Example D) could have an intentional, proactive focus on identifying good governance practices this board wants to see in its working relationship.

> **Example D** – Open-ended summary questions focused on positive identification:
> 1. ***What actions over the last year have built or reinforced trust amongst board members?***
> 2. ***What outcomes were produced in this last year when a high level of trust was present amongst the Board?***
> 3. ***What were the attributes or characteristics of trust you observed in your Board relationships?***

#2 - Measuring effectiveness.

The Board previously discussed effectiveness measures during their April 2021 orientation and reflected upon these measures during the October 2021 planning retreat. Formal measurement of these areas of effectiveness could be built into a new criterion (Example E) or this example could be split into eight or more individual criteria. Alternatively, the Board's effectiveness measures could be responded to in a summary question (Example F) or a hybrid blending the evaluation styles.

> **Example E** – Likert-scale criterion w/ option for open-ended response:
> 1. ***The Board has effectively performed their work over the last year with:***
>   - ***no surprises;***
>   - ***an openness and willingness to discuss bias;***
>   - ***working on interpersonal relationships to build trust;***
>   - ***honesty around meeting mission, vision, and values;***
>   - ***clarity on priorities;***
>   - ***results-oriented;***
>   - ***drawing on multiple sources of information; and***
>   - ***constructive debate or deliberations.***
>
> Additional effectiveness criteria that could be incorporated from the October retreat include:
>   - ***intellectual honesty,***
>   - ***decisions based on the best information available,***
>   - ***high level of accountability,***
>   - ***preparedness through review of materials, and***
>   - ***prioritization of pre-board and business meetings.***
>
> **Example F** – Open-ended summary question:
>
> 1. ***Considering effectiveness of the Board's collaborative governance space, please reflect on how the Board is performing in areas of: no surprises; openness and willingness to discuss bias; working on interpersonal relationships to build trust; honesty around meeting mission, vision, and values; clarity on priorities; results-oriented; drawing on multiple sources of information; constructive debate or deliberations, and (insert any additional criteria desired)?***

#3 - Measuring public sentiment.

Criteria #16 is an existing criterion added by the 2007 Board of Forestry focused on the Board measuring its own perspective of the Board's value in public input, outreach, engagement, and communications. At the planning retreat, interest was shared in assessing the public's sentiment and perspective on whether the Board is offering enough opportunity for input and whether the public venues utilized are viable methods to provide feedback. A full assessment of our existing and potential measurements of public sentiment will require additional investment of staff and resources beyond this January 2022 self-evaluation review; however, if the Board is interested in further pursuit of this topic, Example G contains an initial idea for evaluating our existing public engagement and/or public sentiment measures with an independent research firm. If desired, this research could be incorporated into future evaluation cycles and inform other public engagement processes:

Example G –
   1. ***Independent Public Opinion Research*** *– formal public opinion polling, outreach, and research conducted by an independent firm with expertise in telephone and online surveys, focus groups and other tools involving public opinion and outreach.*

#4 - Measuring staff perspectives on Board performance.

Department staff could engage in a collective performance review to supplement the Board's evaluation processes. One method could involve a defined focus group of department staff utilizing the same, or a similar version, of the governance performance evaluation form the Board completes each year and a collective summary prepared for the Board's review. Alternatively, a separate, additional 360-style review could be developed using a new set of performance-based questions that the Board and Department staff would complete simultaneously and then debrief on the results. If this additional style of evaluation is desired, staff will require additional time to develop the activity. With either method of staff evaluation utilized, a subsequent collective discussion on the working relationship between the Board and Department staff would be necessary to effectively process the feedback received.

#5 - Measuring board effectiveness outside the formal evaluation cycle.

To elevate measures of effectiveness within the Board environment all throughout the year, one strategy could be to utilize a series of open-ended questions based on Examples C and E, at regular meeting intervals and particularly after the Board faces a tough decision, to promote healthy board relationships, open process, and dialogue beyond the formal evaluation cycle. A similar strategy could be utilized with Department staff in an after-action review of the meeting with highlights shared by the State Forester in ongoing check-in meetings with Board members.

References:

Hon, L. C., & Grunig, J.E. (1999). Guidelines for measuring relationships in publics. Retrieved from
http://www.instituteforpr.org/research_single/guidelines_measuring_relationships

Gourguechon, P. (2018). How to Assess an Essential Leadership Capacity: Trusting Others and Inspiring Trust.
Retrieved from https://www.forbes.com/sites/prudygourguechon/2018/02/25/how-to-assess-an-essential-leadership-capacity-trusting-others-and-inspiring-trust/?sh=1a4ae23834ff

State Forester, Board Member, and Public Comments

Agenda Item No.:	2
Work Plan	Administrative
Topic:	Legislative Concepts for 2023 Legislative Session
Presentation Title:	Legislative Concept Guiding Principles and Initial Ideas
Date of Presentation:	January 5, 2022
Contact Information:	Adam Meyer, Interim Legislative Coordinator
	503-383-5847, adam.k.meyer@odf.oregon.gov

SUMMARY

This agenda item seeks Board input and direction on:
- Draft guiding principles for the development of legislative concepts.
- Initial ideas for agency-led legislative concepts for the 2023 legislative session.

CONTEXT

Legislative concept development, a part of the Board's and Department's strategic planning cycle, begins in the fall of odd-numbered years. Agency-led legislative concepts may result in bills that will be introduced during the 2023 legislative session. The development of legislative concepts serves to seek authority to advance Board and Department goals, objectives and priorities, or to address current barriers resulting from current or lack of existing statutes.

Development of legislative concepts is an iterative process that includes engagement with the Board, Department leadership, stakeholders, and the Governor's Office. The 2023 legislative concepts will be due to the Department of Administrative Services (DAS) and the Governor's Office in April 2022. Review at the highest level of the Executive Branch generally focuses on alignment with statewide budget and policy considerations, and with the Governor's priorities.

BACKGROUND AND ANALYSIS

Guiding principles for developing Legislative Concepts

The agency's executive team has utilized a set of principles to guide the development of legislative concepts. These are submitted for the Board's consideration:

2023 legislative concept development will:

Seek input and ensure alignment. Key inputs for legislative concepts include alignment with other elements of the Board's and Department's strategic planning cycle, such as:
- Board and Department's strategic initiatives
- Board and Department work plans
- Governor's priorities
- Public input from Board meetings and other sources

<u>Consider the political and economic environments.</u> These factors may render some legislative concepts more viable, necessary, or timely than others. This environment requires an ongoing assessment as concepts are developed.

<u>Consider feasibility/workload.</u> The number and complexity of concepts should reflect the Department's capacity to engage in the necessary outreach and legislative interaction. Some concepts are relatively simple, non-controversial, and/or offer opportunities for "housekeeping" changes. Others are larger in scale and may connect to or establish major statewide policy direction.

Initial Legislative Concepts for 2023 Legislative Session

The following list, presented for Board consideration and discussion, represents preliminary thinking about possible 2023 concepts.

<u>Fire Protection Division</u>
- Prevention Program Advancement

<u>State Forests Division</u>
- A forest land transfer tool and the ability to sell isolated parcels or conservation easements. To have the authority to sell lands with limited performance potential as revenue-generating assets and sell conservation easements that provide high-value recreational or conservation benefits, would provide greater financial stability over time. Currently, the Division can exchange and purchase property. New legislation would intend to complement existing authorities to optimize the management of these public forests to best achieve the greatest permanent value for the people of Oregon.

<u>Private Forests or Forest Resources Division</u>
- Forest Products Harvest Tax Rate. Historically, legislation has been introduced each session to set tax rates for Forest Practices Act administration, support of the Oregon State University (OSU) Forest Research Laboratory, and professional forestry education at the College of Forestry, OSU. For the Department of Forestry, when combined with public funds (General Fund), the bill maintains the concept of shared responsibility for the Forest Practices program delivery between the general public and program recipients.

<u>Administrative Branch</u>
- Large Fire Funding Fix.

RECOMMENDATION

The Department recommends the Board review the proposed guiding principles and the draft list of legislative concepts, and provide direction on desired focus areas.

NEXT STEPS

Based on guidance received through this agenda item, staff will continue developing concepts and return to the March Board meeting for approval to submit the Department's Legislative Concepts.

Agenda Item No.:	3
Work Plan:	Administrative
Topic:	Agency Budget Development and Request
Presentation Title:	Principles and Guidance for 2023-25 Agency Request Budget Development
Date of Presentation:	January 5, 2022
Contact Information:	Bill Herber, Deputy Director for Administration 503-945-7203 or bill.herber@odf.oregon.gov

SUMMARY

The time has come to begin the 2023-25 biennial budget development effort. As the first steps in the process, agency leaders have collectively assessed the situation for the coming biennium and created an initial set of budget development guiding principles. Board consideration and shaping of these draft principles will provide needed input and direction to the agency as the next steps of budget development occur during the coming months. This agenda item seeks that input and direction from the Board.

CONTEXT

Biennial budget development begins in the fall of odd-numbered years as one component of the Department's strategic planning effort. To be effective with budget development over the next 11 months through the finalization of the Governor's Recommended Budget, joint engagement by agency leadership, the Board, and stakeholders is necessary and is a part of the operating model of leadership at the Board and agency levels. The first steps involve assessing the current and expected situation and establishing development principles and guidelines. The principles and guidance will set the foundation for final budget development during 2022.

BACKGROUND AND ANALYSIS

Since the start of the current 2021-23 biennium, the Department's Executive Team has been working on the initial steps of strategic planning and budget development for the 2023-25 biennium.

Guiding Principles of Budget Development
Budget development principles are important to serve as sideboards in leading the Department and the Board in both budget content and budget process development (i.e., both the 'what/why' and the 'how'). These principles set the stage for how we move forward and reflect "what's important" in the long run from a budget process standpoint.

Initial draft content and process principles identified by the Executive Team, using previous biennia principles as a starting point, are provided as Attachment 1.

RECOMMENDATION

The Department recommends that the Board review and discuss the initial proposed guiding principles and provide the Department with direction on needed changes, additions, or deletions.

NEXT STEPS

Following Board discussion and input, the guiding principles will be revised and begin to be used by agency staff on initial budget development and stakeholder engagement.

ATTACHMENT

1) 2023-25 Guiding Principles of Budget Development (available week before meeting)

Oregon Department of Forestry
2023-25 Biennium – Agency Request Budget
Guiding Principles of Budget Development

Budget development principles are essential in leading the department and the Board of Forestry in budget content and process development. These principles set the stage for moving forward and long-term reflection from a budget perspective.

Guided by agency leadership, the 2023-25 budget development process will be conducted through the following principles:

1. Place priority to maintain the department's core business functions, including legal mandates, key performance measures, Board of Forestry and Governor's Office initiatives, while addressing any resource gaps that jeopardize fulfillment of that core business.

2. Focus on and consider the current operationalization of new investments from the 2021-23 biennium in the context of 2023-25 development.

3. Make budgetary decisions with the agency's holistic organization and mission in mind.

4. Be creative and proactive but realistic in concept development and proposals, recognizing the balance between asking for needed resources while considering budget climate, stakeholder and legislative expectations, and revenue constraints.

5. Support a viable, effective, highly-skilled, diverse, and empowered workforce and organization.

6. Clearly communicate the results of budget investments or reductions that impact forest resources and prioritize services that directly benefit, protect, and sustain Oregon's forest resources.

7. Consider and integrate climate change, climate change impacts, and the state's greenhouse gas emissions reduction goals when determining the department's budgetary needs.

8. Prioritize opportunities to promote diversity, equity, inclusion, and social justice through the department's work. Consider the needs of historically and currently underserved communities and the racial impacts related to the department's programs, policies, and budget modifications.

Through these principles, the department and the Board of Forestry, will plan, craft and ultimately implement its 2023-25 biennial budget, focusing on an open and transparent process, encouraging input from impacted, affected or interested parties.

Agenda Item No:	4
Work Plan Title:	Administrative
Presentation Title:	2022-2024 Draft Board Work Plans
Date of Presentation:	January 5, 2022
Contact Information:	Dave Lorenz, Interim Facilitator for
	Ryan Gordon, Planning Branch Director
	503-779-5278, ryan.p.gordon@odf.oregon.gov

SUMMARY

Oregon Department of Forestry (ODF) executive leadership will present draft 2022-2024 work plans for Board consideration. This is an opportunity for the Board to provide additional input about items in the work plans, sequencing, or timelines.

CONTEXT

The development of Board work plans is intended to strengthen the Board's ability to be an effective policy-making body, direct the Department's work, and focus the Board's and Department's efforts on the most important issues.

At the October Planning Retreat, Department staff discussed potential work plan items for 2022-2024 with the Board. Specific deliverables, processes, and timelines for each item or issue will be detailed in individual work plans (see attachments).

BACKGROUND AND ANALYSIS

The Board and Department's work plan process is designed to create a systematic way for the Board to identify issues and set priorities that lead to specific decisions and products. The process is also designed to link with the biennial budget cycle where resources are identified and allocated within the Department.

The process of developing work plans provides a number of advantages including:
- Allowing staff to more efficiently allocate time among multiple demands,
- Providing the public with a better idea about when to provide input, and
- Organizing the Board's work so that it leads to specific decisions.

The steps of the work plan development process include:

> **September** – Staff presents information to help the Board take stock of the current situation surrounding forest issues. *Note: these items were heard on the November 2021 agenda*
> **October** – Planning Retreat – Board and Department discuss work plan priorities
> **January** – Department staff provides an overview of draft work plans
> **March** – Board approves two-year work plans

RECOMMENDATION

This item is for the purposes of discussion with an explicit intent to gain Board direction on priorities for the 2022-2024 Board Work Plans.

No decision is required.

NEXT STEPS

The Department will revise the work plans based on direction provided by the Board and will return with final work plans presented for approval on the March consent agenda.

ATTACHMENTS

1) Emerging and Overarching Issues Work Plan
2) Climate Change and Carbon Work Plan
3) Senate Bill 762 Implementation Work Plan
4) Fire Protection Work Plan
5) Forest Resources Work Plan
6) State Forests Work Plan
7) Administrative Work Plan

Work Plan:	Emerging & Overarching Issues
Version:	2022-2024 Draft
Primary Contacts:	Ryan Gordon, Planning Branch Director
Date Presented:	January 5, 2022

OVERVIEW

The Planning Branch serves the Board of Forestry, ODF Divisions, coordinates policy analysis and input to the Governor's Office and other state agencies, and partners with federal land management agencies to achieve cross-boundary restoration work. As it relates to policy development, the Planning Branch houses agency expertise in forest ecology, forest economics, and economic development.

The Emerging & Overarching Issues work plan cover the following topics:

- Elements pertaining to the Forestry Program for Oregon (FPFO). The Forestry Program for Oregon describes the Board's mission, values, vision, goals, objectives, and indicators of sustainable forest management and is a central element for informing and directing the Board of Forestry's framework for strategic planning.
- Emerging topics not yet ready for decision making or inclusion in one of the Division work plans. Planning Branch staff will conduct background research on topics of interest to the Board, identify timelines for discussion, and provide the foundation for division work plan items or allow items to sunset if action will not be taken on the topic.

WORK PLAN ITEMS

TOPIC: Revise the Forestry Plan for Oregon (FPFO)

The *Forestry Program for Oregon* (FPFO) serves as the strategic plan for the Board of Forestry. The purpose of the Board's Strategic Plan is to institute a comprehensive sustainable forest management policy vision and framework for guiding the agency, informing actions, and discussing and measuring performance on all Oregon public and private forest ownerships. The Board's Strategic Plan was last updated in 2011 and is due for review and consideration for revision by the Board. In addition, the revision will permit further clarity on board policy interests, direction, and alignment between the board and agency values.

The 2011 version relied heavily on the 2003 edition for its foundation. The Board updated its mission, vision, and value statements in 2011, though the seven strategies identified in the 2003 document were relabeled as goals and largely remained unchanged. The Board's Strategic Plan adopted in 2011 is a highly layered document with five vision statements, eleven values, and seven goals, each with no less than seven objectives.

The most significant change was the inclusion of rating information for the 19 Oregon indicators of sustainable forest management, based on the Oregon Roundtable on Sustainable Forest's input. These indicators were intended as a metric to inform the Board on pertinent issues, to measure performance, and inform policy, regulatory, and management decisions. To ensure that Board members had up-to-date information in a timely fashion, the indicators were intended to be updated and reported on a regular basis. In 2015, the Board de-emphasized this set of indicators acknowledging that the indicators framework when reported on in lump sum had multiple missing pieces and multiple points of redundancy. In November 2014, the Board moved away from the indicators as a single framework. The Board recognized the importance of maintaining these data sets and in building relationships with partners to help maintain and provide data. Instead of annual Indicator reports, the Board asked that Department staff bring forward similar information on pertinent issues as they arise.

At present, an initial FPFO revision discussion with the Board in October 2019 indicated an interest in revising the current Board Strategic Plan and in January 2020 the Board confirmed this interest. Emergence and prioritization of the Climate Change Carbon Plan along with capacity challenges and changes in Board membership and leadership have slowed the initiation of the FPFO revision process. With the completion of the Climate Change and Carbon Plan, explicit deliberation of an FPFO revision will be able to proceed. Within this determination, the Board must decide the nature and extent of the FPFO revision and determine a process. This effort along with a revision of the Board's Strategic Plan will require significant time and potentially extend beyond a two-year timeframe to fully develop. These aspects were further acknowledged and agreed to at the October 2021 Board Retreat.

There are three primary deliverables in this work plan. The work plan matrix includes more specific steps for each of the deliverables summarized here.
1. Determine scope and process of the Forestry Plan for Oregon Revision
2. Revision of the Forestry Plan for Oregon consistent with scope and process
3. Development of Indicators for the Forestry Plan for Oregon

Specific elements for the Board timeline will be determined once the scope and process have been decided. The Board will also need to determine a process for including a public comment in its revision to the FPFO.

TOPIC: Senate Bill 762 Implementation

Provisions in the bill will be implemented by the Protection Division, Forest Resources Division, and the Planning Branch, which are outlined in the issue-based Senate Bill (SB) 762 Implementation Board work plan. The Planning Branch specifically has been tasked with developing a 20-year strategic plan, and the milestones as it relates to the Board are noted in the SB 762 Implementation work plan matrix.

Emerging & Overarching Issues	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	July	Sep	Nov	Jan	Mar
Revise the Forestry Program for Oregon (FPFO)																
Revise FPFO – Scope and Process																
• Adopt a plan for revision scope and process		i	D													
Revise FPFO – To be determined (TBD)																
• Full revision TBD based on Scope and Process decision																
Revise FPFO Indicators																
• Review past indicators		**TBD**														
• Develop current indicators		**TBD**														

Matrix Key:

TBD – **To be decided**

i – **Informational item**

d – **Preceding Decision item**

D – **Final Decision item**

Work Plan:	Climate Change and Forest Carbon
Version:	2022-2024 Draft
Primary Contacts:	Ryan Gordon, Planning Branch Director
Date Presented:	January 5, 2022

OVERVIEW

The Oregon Board of Forestry (Board) directed the Department to pursue a wide array of issues relative to climate change and forest carbon. The issue-based work plan is coordinated by the Resources Planning Unit in the Planning Branch, and milestones outline the goals expressed by the Board.

<u>Current Context:</u>

Oregon's forests encompass 30 million acres, 47 percent of the total land area of the state. A variety of statutes and management objectives direct the management of our public and private forests. However, across these different mandates, one commonality exists: Oregon's forests are both an asset and at risk to a changing climate. The state's forests have faced other challenges. Policymakers passed the nation's first Forest Practices Act (1971) and land use protections (1974) to maintain Oregon's forests. Due to these actions, over 97% of Oregon's wildland forests present in 1974 remain forests today.

A changing climate in the state represents a new and different threat to the state's forest ecosystems and communities. We are already seeing examples of forecasted impacts of a warmer climate. In the past decade, large wildfires have shown to be more resistant to suppression actions and tree mortality and susceptibility to disease and insects have increased because of drought stress and extreme heat events. Oregon's economy and communities have been impacted as significant areas of the state have been inundated with unhealthy levels of smoke. These impacts increase the risks and costs to state agencies, communities, industries, and homeowners.

- Fire managers use the energy release component (ERC) as a strong predictor of heightened fire risk and severity. Since 1995, the percentage of the fire season above a critical threshold has risen from 3% to 33% of the season, staying above the critical ERC for 60 days in 2018.
- A direct result of increased wildfire, smoke intrusions into communities have caused health impacts to residents and economic harm to local businesses forced to alter work, cancel events, or evacuate the active fire areas.
- A "bathtub ring" of drought-induced mortality in Douglas-fir and true firs surrounds the Willamette Valley. These native species are on the fringe of their native ranges and exhibiting signs that they are maladapted to changing climate on a local level.

- Extreme heat events have resulted in damage to foliage across landscapes and many different ecotypes, from the coast to the mountains to the urban setting. The full impact of these heat events is still unclear but has a high damage potential.

While the most visible result of climate change at this time is an altered fire environment, there are many other impacts less well understood and studied. Many of these impacts are currently subject to research and monitoring, including species susceptibility to drought and the movement of tree species based on adaptive traits and environmental conditions.

Summary of Work to Date

Climate Change and Carbon Plan (2020-2021)

The Climate Change and Carbon Plan (CCCP) was initiated following a request by the Governor's Office that the department creates a plan that would place it as a leader in climate-smart forestry in the region. Department staff initiated this work with the Board, the state forester, and the executive team with that direction. Throughout the waning months of 2020 and throughout 2021, staff have developed drafts of the CCCP and conducted public and stakeholder outreach efforts. Following a late summer Board workshop with the executive staff, the final edits were incorporated, and the plan was approved by the Board at the November 2021 meeting.

The plan intends to act as a visioning document, a road map, for the department as it implements the tenets of climate-smart forestry. This document will be utilized throughout the implementation and planning processes across all areas of the department. Being a living document, it will go through assessment and future revision (likely target of 2026 for revision approval). Incorporation of the CCCP will take place in processes like the Forest Management Plan, Implementation Plans, and also provide a guiding path for the Forestry Program for Oregon revision (in the Overarching Issues workplan).

Department of Justice Carbon and climate Statutory Authority Analysis (2020)

A request to the Department of Justice (DOJ) for legal analysis to inform the board of its statutory authority relative to forest carbon and climate interests, provided awareness and context for the extent to which board climate and carbon policy considerations can be made.

Oregon Forest Ecosystem Carbon Report (2019-2020)

The development of a forest carbon accounting framework for Oregon began with the first iteration of the Oregon Forest Ecosystem Carbon Report (FECR) in 2018. This work was developed in collaboration with the US Forest Service Forest Inventory Analysis (FIA), provided estimates of the stocks and flux of carbon in Oregon's forests, and is compatible with California and Washington for regional analyses. This work will be updated regularly with the continuous remeasurement of FIA field plots and provides a mechanism for monitoring the rate of carbon sequestration in Oregon's forests that is fundamental to evaluating forest conditions and trends, the effect of current forest practices, and potential policy options for forest carbon mitigation.

Oregon Harvested Wood Products Carbon and Oregon Sawmill Energy Report (2020-2021)

The analysis in the Oregon Harvested Wood Products Report which is called for in the work plan along with the Sawmill Energy Report provides the carbon-in-wood-products dimension of Oregon's forest carbon accounting framework. A significant portion of the flux in forest carbon occurs through the removal and production of forest products, which can retain carbon for long periods of time. This report provides an evaluation of how much carbon is stored in wood products, in landfills, or has been emitted back to the atmosphere and will be updated regularly. The Sawmill Energy Report (2021) is based on a survey of Oregon's sawmills and provides estimates of the energy use and production at those mills along with the amount of associated emissions. Like the Forest Ecosystem Carbon Report, this report will continue iteratively as it was designed to utilize fixed data collection conducted by the USDA every three to four years and will be updated on a four-to-five-year basis to reflect new data and improved methodologies. Together with the Forest Ecosystem Carbon Report these reports provide:

1. A framework for evaluating how Oregon's forests and wood products are contributing to carbon sequestration; and
2. A foundation of information for understanding the dynamics of the forest carbon, and baseline to compare the effect of management practices or potential carbon mitigation policies.

Temperate Forest Climate and Carbon Memorandum of Understanding and Regional Collaboration (2019-2020)

Forest Carbon and Climate Change are shared interests not limited by borders. Neighboring states initiated an evaluation of forest carbon and flux and became aware of complementary interests and needs. States formalized a working and knowledge-sharing relationship with the Temperate Forest Climate and Carbon Memorandum of Understanding (MOU). The MOU and regional collaboration allow broader and more robust coordination and accountability relative to the evaluation of forest carbon, flux, accounting, and mitigation interests, opportunities, and challenges.

WORK PLAN ITEMS

Topic A: Climate Change and Carbon Plan Tracking

With the approval of the Climate Change and Carbon Plan at the November 2021 Board meeting, various divisions, and programs have begun working on the implementation of the goals and supporting actions. The Planning Branch intends to bring an informational item to the Board with an update on the progress made on that implementation and two years following the plan approval. This will help the board to know how the Department is doing in relation to its goals and what adjustments should be made to work plans and policy direction moving forward.

TOPIC B: Framework for Climate Change Assessment

1. ***Develop a framework the Department can utilize to conduct analysis of policy changes, rule development, or rule revisions and their interaction with climate change related variables.*** This work plan item includes the creation of a policy analysis tool to look at proposed or current statutes and rules to assess the impacts of climate change relative to achieving desired outcomes of those policies. Ideally, this would allow any facet of the Department to utilize the framework to identify the costs, benefits, and trade offs of the proposed actions as well as the potential

2. ***Identify social interactions with climate change assessments.*** This work plan item follows part 1 (above) and would be sequenced with that analysis. The goal is to identify how climate-impacted communities are specifically affected by a policy or rule development or revision with future projections.

TOPIC C: American Forests – Carbon & Climate Change Modelling

1. ***In July of 2021, ODF entered into a partnership with American Forests to use the Carbon Budget Model (CBM) to simulate baseline and alternative forest management scenarios for carbon mitigation in Oregon.*** Results will be consistent across the Pacific Coast states because this research project will be conducted simultaneously with California in a partnership with CalFire and American Forests. The project will include technical collaboration with the Forest Inventory and Analysis program and British Columbia Forest Service and continue the stakeholder engagement process used to produce the Forest Ecosystem Carbon Inventory 2001-2016 and the Harvested Wood Products Carbon Inventory 1906-2018.

   Research to simulate the carbon consequences of forest management scenarios is complex and requires numerous decisions at each phase of the process which includes: 1) development of region-specific forest growth and yield data, 2) identifying baseline and alternative scenarios of forest management, 3) parameterizing the model, 4) running the scenarios with the CBM forest simulator, 5) interpretation of results and 6) producing a final report. Results of the modeling will track carbon from the atmosphere through harvested wood products and will be followed by an economic analysis. Updates on significant progress will be provided on a regular basis to the Board of Forestry and stakeholders. Final results and a presentation to the Board of Forestry are expected by June 2023.

Topic D: Participation in the Temperate Forest MOU and Work with the USFS PNW Research Station on Forest Carbon Co-Production efforts

1. ***The Department has been working with the other Pacific states and British Columbia on the Temperate Forest MOU.*** This work plan item continues this focus and highlights the important role that cross-agency/cross-border work is for fully understanding the

impacts of climate change and its influence on the forest environment, harvested wood products, and the flow of wood fiber across the region.

2. ***Additional work has been taking place with the Research Station to assess research and models related to carbon flux in forests***. This will continue and will include work on social dimensions as well as the influence of fire regime shifts (particularly west slope Cascades fires).

3. ***Enhanced forest change awareness, Changes in Forest Composition, and model improvement stemming from ongoing work related to the carbon accounting framework (2020-2021).*** Stemming from ongoing work related to developing the carbon framework, climate change is predicted to cause changes in the current geographic distribution of trees and other forest plants. We are currently collaborating with the US Forest Service Forest Inventory and Analysis (FIA) and Groom Analytics to use the remeasured FIA plots to evaluate how the distribution of forest species may be affected by changes in climate or other controlling factors. This project is expected to be completed before June 2023 and will result in a peer-reviewed article published in a leading scientific journal. This research will represent the first statistical analysis of the FIA remeasurement data to understand the effect of climate change on forest species geography.

Topic E: Estimation of the Department Greenhouse Gas footprint

1. ***The Resource Planning Program of the Planning Branch will undertake a third-party assessment of the agency's greenhouse gas footprint.*** This effort will include a holistic look at the department's operations and include emissions attributable to energy use, fossil fuel usage for daily operations, emissions from forest management activities as best can be captured, among other sources of emissions. While there is a statewide effort being led through a centralized process, the operations that the Department is engaged with are beyond the scope of that effort and warrant a deeper dive. Work to establish this baseline of emissions and footprint were identified as needs in the Climate Change and Carbon Plan for the agency.

Climate Change Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
Topic A: Climate Change and Carbon Plan Tracking																
Milestones																
❖ Tracking of CCCP adoption and progress							i							i		
TOPIC B: Framework for Climate Change Assessment																
Milestones																
❖ Develop a framework the Department can utilize to conduct analysis of policy changes, rule development, or rule revisions			i		d				D							
❖ Climate change assessment of rule development or revision following the above framework											TBD →					
TOPIC C: American Forests – Carbon & Climate Change Modelling																
Milestones																
❖ Complete scenario modeling and project work											i					
Topic D: Participation in the Temperate Forest MOU and Work with the USFS PNW Research Station on Forest Carbon Co-Production efforts																
Milestones																
❖ Work with other Pacific states and British Columbia on the Temperate Forest MOU		TBD →														
❖ Carbon flux in forests		TBD →														
❖ Enhanced forest change awareness											i					
Topic E: Estimation of the Department Greenhouse Gas footprint																
Milestones																
❖ Estimation of the Departments GHG footprint											i					

Matrix Key:

TBD – **To be decided**

i – **Informational item**

d – **Preceding Decision item**

D – **Final Decision item**

Work Plan:	Senate Bill 762 Implementation
Version:	2022 – 2024 Draft
Primary Contact(s):	Ryan Gordon, Planning Branch Director
	Derek Gasperini, Public Affairs/Project Management
Date Presented:	January 5, 2022

OVERVIEW

Purpose and Objective

The Oregon Board of Forestry directed the department to prepare a work plan focused on the implementation of Senate Bill 762. The bill brings new responsibilities to both the board and the department. Ongoing reporting will be crucial to ensuring the successful implementation of bill requirements for the board and across department divisions. Primary responsibility lies with department divisions and their division work plans acknowledge work brought by Senate Bill 762. Detailed work items for the board and department are collected here in this central work plan for implementation of Senate Bill 762.

Current Issues

In January 2019, the Governor issued Executive Order 19–01 creating the Governor's Council on Wildfire Response. The council completed its work during the fall of 2019 and offered 37 recommendations to advance fire protection in Oregon. These recommendations were carried to preceding legislative assemblies and culminated in the passage of Senate Bill 762 by the 2021 Legislature.

Senate Bill 762, referred to as the "Omnibus wildfire bill," is comprehensive legislation passed with bipartisan support that will provide more than $220 million to help Oregon modernize and improve wildfire preparedness through three key strategies: creating fire-adapted communities, developing safe and effective responses, and increasing the resiliency of Oregon's landscapes. The bill is the product of years of hard work by the Governor's Wildfire Council, the Legislature, and state agencies.

The legislation provides direction and investment to many state agencies. For the Board of Forestry and the Department of Forestry the bill, among other things, provides legislative direction regarding the wildland-urban interface; statewide fire risk mapping; prescribed fire; directed the department to review and clarify the enforcement of rules pertaining to forestland; baseline standards for unprotected and under-protected lands in Oregon; and establishes grant programs to improve forestland and rangeland restoration and resiliency.

Implementation of Senate Bill 762 requires numerous board actions for 2022–24, including defining wildland-urban interface boundary criteria, statewide wildfire risk classes, creating the state's wildfire risk map, establishing a certified burn manager program, and establishing baseline standards of wildfire protection.

The department is committed to informing the board of the department's work. This plan outlines the work of the board and informational items for the department to keep the board apprised of the department's actions related to the implementation of Senate Bill 762.

TOPICS FOR THE BOARD OF FORESTRY 2022-2024

1. Senate Bill 762 Implementation—Fire Protection (sections 3,7, 25, 27, 28, 30, 30a)
2. Senate Bill 762 Implementation—Forest Resources (sections 18–20, 24)
3. Senate Bill 762 Implementation—Planning Branch (section 18)

Senate Bill 762 Implementation—Fire Protection

Overview

Senate Bill 762 requires the board to pass a series of administrative rules to provide the public and other state agencies guidance on the regulatory framework provided for reducing wildfire risk and increasing fire protection on public and private forestland and rangelands. The guidance provided through these rules have downstream affects for regulations that must be passed by other agencies such as defensible space requirements and building code changes.

The rules required to be passed by the board and the deadlines for their completion are prescribed by Senate Bill 762.

Purpose

The work plan's purpose is to establish the process and timelines to promulgate administrative rules according to the Administrative Procedures Act, the Secretary of State's guidance on public involvement in writing administrative rules, and meeting the statutory deadlines required in Senate Bill 762.

Board Deliverables with Timelines

Explicit deliverables and timelines established in Senate Bill 762 for Protection Division include:

- Wildland-urban interface identification and criteria—Sections 31–33, deadline June 30, 2022.
- Establish risk classifications and statewide map including wildland-urban interface boundaries—Section 7, deadline June 30, 2022.
- Enforcement rule clarification regarding conducting joint prescribed burns—Section 25, deadline November 30, 2022.
- Establish Certified Burn Manager Program—Section 26.
- Base-line protection standards—Section 28, deadline January 2026.

Awareness Item Only: In addition to the Board deliverables and timelines above, Senate Bill 762 directs the department (Protection Division) to take the following actions:
- Electric Systems Plans—Section 6: Evaluate consumer-owned utility risk-based wildfire protection plans starting June 30, 2022.
- Wildfire Response Capacity—Section 30: Establish and maintain an expanded smoke detection system necessary to detect, locate and extinguish fires at the smallest size possible.
- Wildfire Response Capacity—Section 30a: Maintain Oregon's complete and coordinated fire protection system to ensure an adequate level of protection as described in ORS 477.062.

Outreach and Public Involvement

Each of the board deliverables for rulemaking in the Protection division involves using a rulemaking advisory committee that includes a diverse group representing Oregonians. All meetings receive adequate public notice, are accessible to the public, and have dedicated public comment periods. Promulgation of Oregon Administrative Rules adheres to the Administrative Procedures Act (APA) outlined in Oregon Revised Statutes Chapter 183. With the department engaging in a multifaceted rulemaking effort, timelines may change to ensure the Legislative outlined deadlines are met.

Senate Bill 762 Implementation—Forest Resources

Overview

Provisions of Senate Bill 762 require the Forest Resources Division to implement two programs to restore resiliency of public and private forestlands and rangelands by implementing the following programmatic elements:

- *The State Forestry Department shall design and implement a program to reduce wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuel on public or private forestlands and rangelands and in communities near homes and critical infrastructure. ($20 million investment)*
- *The State Forestry Department shall establish a small forestland grant program for the purpose of providing grants, on a competitive basis, to support small forestland owners in reducing wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuels on the owners' property. ($5 million investment)*

At present, there are no decision points planned for the Board, but staff will provide informational updates—especially around the design and implementation of the program to reduce wildfire risk and small forestland grant program—and seek feedback.

Purpose

The purpose of this work plan is to establish the frequency and substance of updates provided to the Board on the department's progress in implementing the program elements required of the Forest Resources Division in Senate Bill 762.

Board Deliverables with Timelines

There are no specific Board deliverables or actions necessary for the Forest Resources Division to complete its required work under Senate Bill 762. However, with other department divisions' work requiring board actions, and the high visibility of the bill's implementation work, the Forest Resources Division will provide information updates on progress in implementing programmatic elements of Senate Bill 762.

Outreach and Public Involvement

Development of the Landscape Resiliency Program will include convening a workgroup of diverse stakeholders including state and federal agencies, counties, cities, and other units of local government, federally recognized tribes in Oregon, public and private forestland and rangeland owners and collaboratives, and other community organizations. Meetings of the workgroup will be accessible to the public, adequate public notice will be provided, and public input will be sought when selecting strategic landscapes for treatment.

Development of the small forestland program will solicit public input and direct outreach towards small forestland owners, community groups, and Firewise USA communities.

Senate Bill 762 Implementation—Planning Branch

Overview

Senate Bill 762 requires the Planning Branch to implement a 20-year strategic plan:

> *The department shall develop a 20-year strategic plan, as described in the Shared Stewardship Agreement signed on August 13, 2019, that prioritizes restoration actions and geographies for wildfire risk reduction. The plan must be able to be used to direct federal, state and private investments in a tangible way.*

At present, there are no decision points planned for the Board, but staff will provide informational updates and seek feedback on development of the 20-year strategic plan.

Purpose

The purpose of this work plan is to establish the frequency and substance of updates provided to the board on the department's progress in implementing the program elements required of the Planning Branch in Senate Bill 762.

Board Deliverables with Timelines

There are no specific Board deliverables or actions necessary for the Planning Branch to complete its required work under Senate Bill 762. However, with other department divisions' work requiring Board actions, and the high visibility of the bill's implementation work, the Planning Branch will provide information updates on progress in developing the 20-year strategic plan.

Outreach and Public Involvement

Development of the 20-year strategic plan will be a highly collaborative process convening a variety of stakeholders and seeking input from ODF staff. Further updates on public outreach will be provided in the first update to the Board.

Senate Bill 762 Implementation Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
SB 762—Fire Protection (sections 3, 7, 25, 27, 28, 30, 30a)																
Milestones																
❖ WUI definition and boundary criteria		d		D												
❖ Wildfire risk classification		d		D												
❖ Enforcement rule clarification	d		D													
❖ Certified Burn Manager/Prescribed Fire program					d		D									
❖ Base-line fire protection standards					d											D
SB 762—Forest Resources updates (sections 18–20, 24)																
Milestones																
❖ Landscape Resiliency	i						i									
❖ Small Forestland Grants	i						i									
SB 762—Planning Branch (section 18)																
Milestones																
❖ 20-year strategic plan				i												

Matrix Key:
　　TBD – To be determined
　　i – Informational item
　　d – Preceding Decision item
　　D – Final Decision item

Work Plan: ODF Fire Protection

Version: 2022-2024 Draft

Primary Contact: Mike Shaw, Interim Fire Protection Division Chief

Date Presented: January 5, 2022

DIVISION OVERVIEW

Purpose & Objective

The authorizing statute for the Protection Division is ORS 477.005 stating, "The preservation of the forests and the conservation of the forest resources through the prevention and suppression of forest fires hereby are declared to be the public policy of the State of Oregon." The program's mission is to protect Oregon forestlands from fire, through a complete and coordinated system with our cooperators, including fire prevention, suppression, investigation, and cost collection. The overarching programmatic goal is to minimize acres burned, the cost of suppression, and the loss to resources through aggressive wildland fire initial attack, secondary only to the protection of human life.

Current Issues and Focus

There are several policy issues affecting the Protection Division that warrants the Board's attention over the next several years. Maintaining a complete and coordinated protection system requires periodic program review and revisions of policy ensuring a dynamic and sustainable program that encourages participation by stakeholders and cooperators. These reviews have culminated in the Governor's Council on Wildfire Response recommendations and ultimately in the passage of Senate Bill 762, which advances fire protection in Oregon.

This plan outlines ongoing wildfire leadership and policy work of the Board, including the implementation of SB 762 which requires Board action through 2024. The full requirements of Senate Bill 762 can be found in the SB 762 workplan.

DIVISION TOPICS FOR THE BOARD OF FORESTRY 2022-2024

Annual & Ongoing Topics: **Intermittently presented to the Board**

Overview / Purpose

Approve Protection Budgets: As directed by statute, at the June Board of Forestry meeting, "The State Board of Forestry shall annually review the forest protection district and rangeland protection budgets, make any changes in the budgets that are proper and consistent with law, and pass final approval on all protection budgets and the prorated acreage rates therein."

Forest Protective Association (FPA) Letters: In each of the agreements with the non-operating forest protective associations, there is an opportunity for communication directly to the board from each protective association "…an annual letter from the Association to the Forester providing input on Department operations affecting the District or the Association (to be transmitted to all members of the Board) …" (State Forester letters). This can be delivered as a consent agenda item.

Fire Season Reports: Protection staff will provide fire season reports monthly, during the fire season.

Smoke Management Annual Report: Since the latest significant revision to the smoke management rules in 2018, Protection staff has been providing an update on prescribed burning on forestland across Oregon. This can be delivered as a consent agenda item.

Emergency Fire Cost Committee: As vacancies occur, the Board makes appointments to the Emergency Fire Cost Committee. This can be delivered as a consent agenda item.

Forest Protection Association Agreements: Periodically, agreements are updated, and Board approval of updated agreements are necessary under OAR 629-041-0100. This can be delivered as a consent agenda item.

Rangeland Protection Association formation: Periodically, a request for a public hearing on the possible formation of a Rangeland Protection Association (RPA) will come before the Board for approval. Based on the outcome of the hearing, the Board may receive a request for approval on the formation of an RPA. This can be delivered as a consent agenda item.

Forest Patrol Assessment: Periodically, property owners of forestland that is newly classified by a county Forestland Classification committee, request to appear before the Board for an appeal of the addition of property to the forest patrol assessment. The forestland classification process may also prompt review of the administrative boundaries of the Department's forest protection districts.

Board Deliverables with Timelines

At each June Board meeting, the budgets for the forest protection districts and rangeland protection associations, and copies of the FPA letters will be presented to the Board for consideration as directed in statute and the association agreements. Fire season reports will be presented to the Board monthly from June through November and as requested. All other ongoing topics will be presented to the Board on an as-needed basis, often in a consent agenda format.

Outreach and Public Involvement

- Prior to the June Board meeting, the forest protection district budgets are developed through local budget committees made up of landowners, reviewed and discussed at the forest protective association meetings, and required to go through a public hearing at district and unit offices.

- Public comments may be accepted on all annual and ongoing topics at Board meetings.

- FLCC/Forest Patrol…. Forestland classification, the county led precursor to the application of the forest patrol assessment, is conducted following the outreach process outlined in OAR 629-045-0045.

New Opportunities This Biennium: SB 762 Implementation, 2021-2023 Budget Implementation, Prevention Program Advancements and Bureau of Land Management – West Oregon Operating Plan Updates

Topic: SB 762 Implementation and 2021-2023 Budget Implementation

SB 762 Implementation is a priority for the Protection Division and all the elements within SB 762 are covered under a Board Work Plan unique to that effort.

Topic: Prevention Program Advancements

Overview/Purpose
The Department intends to initiate a comprehensive prevention program review, with an intent to advance prevention programs to mitigate the catastrophic risk of wildfire. Given that over 2/3 of fires starting on ODF protected lands are human-caused, the Division expects a prevention program review to result in recommendations for OAR and ORS changes, to be considered through the Board.

Board Deliverables with Timelines
The Division intends to complete the following program review to inform decisions on any ORS or OAR revisions from the Board:
- Prevention Program Review – **June 2023**

Outreach and Public Involvement
Initial review will be focused internally, identifying policy topics to present for Board consideration. Any proposed Oregon Administrative Rule changes will adhere to the Administrative Procedures Act (APA) outlined in Chapter 183.

Topic: Bureau of Land Management – West Oregon Operating Plan

Overview/Purpose
The Division anticipates potential changes to the protection system with BLM's interest to adjust fire protection under the West Oregon Operating Plan. Depending on these outcomes, the Division may be seeking a POP for the 23-25 ARB to address the adequate level of protection needs of Oregon's protection system.

Board Deliverables with Timelines
The Division anticipates potential changes to the BLM -Western Oregon Operating Plan:
- BLM, Western Oregon Operating Plan Status Update – **March 2022**

Outreach and Public Involvement
There has been and continues to be, outreach and work revolving around this topic with the BLM, Governor's Office, congressional delegation, LFO, OFIC, EFCC, and others.

Fire Protection Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	July	Sep	Nov	Jan	Mar
WORK IN PROGRESS OR EXPECTED ITEMS																
Issue: Agency Budget & Senate Bill 762 Implementation																
Milestones																
• WUI Definition & Criteria		d		D												
• Wildfire Risk Classification		d		D												
• Certified Burn Manager/Prescribed Fire Program					d		D									
• Baseline Fire Protection Standards					d											D
• Prevention Program Advancement					i				d		D					
• BLM West Oregon Operating Plan (i)		TBD														
Issue: Annual and Ongoing Topics																
Milestones																
• Approve Forest Protection District and Rangeland Protection Association Annual Budgets				D							D					
• Review Letters from FPA's to State Forester				i							i					
• Fire Season Reports				i	i	i					i	i	i			
• Smoke Management Annual Update		i							i							
• Appointment for Emergency Fire Cost Committee (As Needed)																
• Approve Forest Protection Association Agreements (As Needed)																
• Rangeland Protection Association Formation (As Needed)																

Matrix Key:

TBD – To be decided

i – Informational item

d – Preceding Decision item

D – Final Decision item

Work Plan:	Forest Resources Division
Version:	2022-2024 Draft
Primary Contacts:	Josh Barnard, Forest Resources Interim Division Chief 503-551-8568 josh.w.barnard@odf.oregon.gov
Date Presented:	January 5, 2022

DIVISION NARRATIVE

Purpose & Objective

The Oregon Department of Forestry's (ODF), Forest Resources Division, provides resource protection and landowner assistance on Oregon's 10.3 million acres (34 percent of Oregon's forestland) under private forest ownership and assists with federal forest restoration on federal forestland. Oregon's forests are diverse in size and character, including large industrial ownerships, family woodlands of many sizes, federal forests, and treescapes in cities, suburbs, and rural residential areas. To support such diverse ownerships, the Forest Resources Division provides landowner assistance in the areas of forest and stream health protection and enhancement, urban and community forestry, enforcement of forest practices laws, research and monitoring, tree improvement, incentive programs, and federal forest restoration. These forests provide values for all Oregonians, including watershed protection, ecosystem services, economic activity, fish and wildlife habitat, and recreation.

Current Issues

A significant task for the Forest Resources Division is administering the FPA **and** providing wildland, urban, and community forest education, technical assistance, and restoration of federal lands across all our business lines in the Division. ODF field staff spend an increasingly disproportionate amount of time working with complex natural resource situations and conflicts in forests already at risk of conversion and fragmentation. The Department continues to deliver a mix of services that meets the diverse needs of Oregonians, landowners, communities, developers, regulators, and stakeholders across a broad diversity of forests while promoting and conserving forest land and forest values.

Current issues include increasing public pressure on the role of private forestlands in aspects of water quality, fish and wildlife habitat, and other desired outcomes from forests. To help meet these challenges the Division remains anchored in the Board's 2011 Forestry Program for Oregon, which supports an effective, science-based, and adaptive Oregon Forest Practices Act (FPA) as a cornerstone of forest resource protection on private lands in Oregon (Objective A.2). The discussion of Goal A recognizes that the FPA includes a set of best management practices designed to ensure that forest operations would meet state water quality standards adopted under the federal Clean Water Act. Similarly, the discussion of Goal D recognizes that the FPA is designed to protect

soil and water resources, including aquatic and wildlife habitat (Objective D.6). The Board's guiding principles and philosophies include a commitment to continuous learning, evaluating, and appropriately adjusting forest management policies and programs based upon ongoing monitoring, assessment, and research (Value Statement 11; OAR 629-635-0110).

As an outcome of the 2021 Legislative session, the Department received legislative direction to implement provisions of Senate Bill (SB) 762. Aspects of the bill will be produced by the Protection Division, Forest Resources Division, and the Planning Branch, which are outlined in the issue-based Senate Bill (SB) 762 Implementation Board work plan. The Forest Resources Division specifically has been tasked with implementing programmatic elements relative to wildfire risk reduction and small forestland grants, and the milestones as it relates to the Board are noted in the SB 762 Implementation work plan matrix.

TOPICS FOR THE BOARD OF FORESTRY 2022-2024

A key objective is ensuring privately owned forests are responsibly managed under Oregon's Forest Practices Act. Division staff also provide technical assistance to forest landowners, protect clean water and wildlife habitat, detect, and respond to threats to forest health, support work to safeguard and improve our urban forests, grow high-quality tree seed, and assist our partners with federal forest restoration.

1. Water Quality Topics
    a. Western Oregon Streamside Protection Review
    b. ODF-DEQ Sufficiency Review Alignment
2. Forest Practices Act Rule/Policy Review
    a. Specified Resource Site Rule Analysis: Marbled Murrelet
    b. Specified Resource Site Rule Analysis: Coho Salmon
    c. Specified Resource Site Policy Review
3. Implement Legislative Direction
    a. Private Forest Accord Implementation
    b. Senate Bill 762-*See Senate Bill 762 Workplan for details*
4. Fire Recovery
    a. Post Fire Restoration and House Bill 5006, grants to increase nursery capacity and supply
5. Climate Change and Forest Carbon
    a. Climate Smart Forestry Award Development
6. Board Updates

Water Quality: Western Oregon Streamside Protections Review

Overview

ODF completed the RipStream vegetation and large wood analysis, which was reported in ODF Technical Report #21.   ODF is developing a modeling analysis of riparian stand growth and large wood recruitment over time and is tentatively planning for a literature review of Desired Future Conditions (DFC) of riparian forests and large wood in streams. These topics were identified as a high priority in the Division's 2016 Monitoring Strategy. This project was delayed due to the focus of staff resources on the completion of the Siskiyou streamside protection review and post-fire response. With the passage of the Private Forest Accord, this will move from a final decision item (i.e., sufficiency decision) to an informational item as we complete this analysis.

Purpose

Provide the Board with information from a modeling analysis and scientific literature about the protection and function of streamside riparian areas including large wood recruitment in streams.

Board Deliverables with Timelines

ODF will be presenting the combined literature review and modeling analysis to the Board in April 2023 as an informational item.

Outreach and Public Involvement

The Division had previously developed and utilized an external review team for this work. We will continue to work with this group and update our appointed Board advisory committees (Regional Forest Practices Committees and the Committee for Family Forestlands) throughout this process as well. We will continue to engage Tribal interest through the Cultural Resources and Natural Resources cluster groups as well as specific outreach to the tribes.

Water Quality: ODF-Department of Environmental Quality (DEQ) Collaboration

Overview

In March 2018, the Oregon Board of Forestry (Board) directed ODF to conduct a literature review to inform the Board's determination of the sufficiency of Forest Practices Act (FPA) stream protection rules for water quality temperature standards, and the shade and riparian stand structure components of desired future conditions (DFC).

ODF completed the literature review and presented it to the Board in June 2019. The Board expressed a desire to use DEQ's Total Maximum Daily Loads (TMDLs) as a basis for assessing the sufficiency of riparian rules for the stream temperature portion. The Board directed ODF to collaborate with DEQ and to formulate a range of other approaches to study the sufficiency of FPA rules.

ODF and DEQ have revised an existing Memorandum of Understanding (MOU) between the agencies to develop a mutual understanding of their respective policies and authorities and to align their water quality responsibilities and processes.

The Division and DEQ delivered approximately quarterly updates on their collaboration to the Board, as well as the Environmental Quality Commission (EQC).   The Board and EQC reviewed the MOU at the November 2021 joint EQC-Board meeting, and the agency directors will sign the revised MOU soon.

Purpose

To provide an update on the implementation of the revised MOU.

Board Deliverables with Timelines

The Division and DEQ will return in June or July 2022 to provide an update on the implementation of the MOU and relevant work on total maximum daily loads (TMDLs).

Outreach and Public Involvement

We will provide updates on this work to the Board. In addition, we will provide updates to our appointed Board advisory committees (Regional Forest Practices Committees and the Committee for Family Forestlands) throughout this process as well. We will continue to engage Tribal interest through the Cultural Resources and Natural Resources cluster groups as well as specific outreach to the tribes.

FPA Rule/Policy Review Specified Resource Site Rule Analysis: Marbled Murrelet

Overview

In June 2016, the Board received a Petition to Initiate Rulemaking under specified resource site rules for the marbled murrelet. In November 2016, the Board directed ODF to initiate a rule analysis for marbled murrelets and as one of the initial steps for this project, to develop a technical report on marbled murrelets as guided by Oregon Administrative Rule (OAR) 629-680-0100.

The draft technical report was presented to the Board in April 2018. Findings from an expert review of the draft technical report were presented to the Board in November 2018 and the final technical report was approved by the Board in April 2019. The approved final technical report lays out a range of options for both the definition of resource sites for marbled murrelets as well as a range of protection options the Board may want to consider protecting those resource sites.

To inform the Board's future decision-making work, ODF plans to seek input on the range of options from tribal governments and stakeholders. With the help of a facilitator, the meetings are designed to help identify preferred resource site determination and protection strategies. This input from focus groups will be summarized and submitted to the Board when completed.

The department has experienced delays in gathering input from stakeholders due to COVID-19 restrictions. Initial feedback from stakeholder groups indicated they would prefer in-person meetings, so ODF chose to temporarily pause the work on gathering further input. This work will continue to be on pause due to the upcoming workload and prioritization of the Private Forest Accord.

Purpose

The purpose of this review is to complete a specified resource site rule analysis for marbled murrelets. And assist the Board to:

1. Collect and analyze the best available information and establish inventories of resource sites.

2. Determine if forest practices would conflict with the resource sites

3. Determine appropriate levels of protection if conflicts exist.

4. Adopt rules to protect resource sites as required by statute.

Board Deliverables with Timelines

TBD

Outreach and Public Involvement

We will provide updates to our appointed Board advisory committees (Regional Forest Practices Committees and the Committee for Family Forestlands) throughout this process as well. We will continue to engage Tribal interest through the Cultural Resources and Natural Resources cluster groups as well as specific outreach to the tribes.

FPA Rule/Policy Review Specified Resource Site Rule Analysis: Coho Salmon

Overview

In April 2019, the Board received a petition to initiate rulemaking under the specified resource site rules for coho salmon. In July 2019, the Board accepted the petition and directed ODF to initiate a rule analysis for coho salmon.

ODF has paused work designed to define the resource sites and work with other natural resource agencies to help establish the inventory of the resource sites due to intersection directly with potential revisions and consideration of Private Forest Accord outcomes designed to address endangered fish and aquatic species.

Purpose

The purpose of this review is to complete a specified resource site rule analysis for coho salmon. And assist the Board to:

1. Collect and analyze the best available information and establish inventories of resource sites.

2. Determine if forest practices would conflict with the resource sites

3. Determine appropriate levels of protection if conflicts exist.

4. Adopt rules to protect resource sites as required by statute.

<u>Board Deliverables with Timelines</u>

TBD

Forest Practices Act Rule/Policy Review: Specified Resource Sites Policy Review

After more than a decade since the adoption of special resource site protection policies, a Board review of such policies—related statutes and/or rules—is needed considering changing circumstances for private forests in Oregon and species protection efforts. Changes include the development of a federal recovery plan for spotted owls, effective implementation of the Oregon Plan for Salmon and Watersheds, Oregon Department of Fish and Wildlife's development of a statewide conservation strategy, Ballot Measure 49, and the development of a programmatic Safe Harbor Agreement for Spotted Owls. Overall, there is also a growing recognition that species-by-species approaches to resource protection, as opposed to more holistic landscape-level approaches, may not be the most effective or efficient means to achieve specified resource site protection goals.

Work on this topic is paused due to intersection directly with potential revisions and consideration of Senate Bill 1602 mediated sessions, designed to address endangered fish and aquatic species and lack of staff capacity currently focused on implementing the Private Forest Accord outcomes.

<u>Purpose</u>

Assist the Board in a policy-level review of the current approach to special resource site protection.

The policy review should address the following topics:

- What is the most appropriate role of the state / Department in relation to the Endangered Species Act and federal regulations for species protection?

- Does the implementation of current policy remain appropriate given the evolution of economic, social, and environmental issues in Oregon since the policies were adopted?

<u>Board Deliverables with Timelines</u>

TBD

<u>Outreach and Public Involvement</u>

We will provide updates to our appointed Board advisory committees (Regional Forest Practices Committees and the Committee for Family Forestlands) throughout this process as well. We will

continue to engage Tribal interest through the Cultural Resources and Natural Resources cluster groups as well as specific outreach to the tribes.

Implement Legislative Direction, Private Forest Accord

Overview

The Private Forests Accord came out of Senate Bill 1602 from Oregon Legislature's June 2020 special session. Among other things, the bill called for mediated discussions between representatives of conservation and timber industry groups. The groups had the task of recommending changes to Oregon's Forest Practices Act. The mediated discussions concluded on October 30, 2021. The group recommends several detailed changes to the Forest Practices Act. The groups are drafting a bill that includes the recommendations for the legislature to consider. The Department of Forestry is not involved in drafting the bill. The drafters may consult the department to provide information as needed for technical expertise to help ensure the bill can be implemented and enforced as intended and that positions and related funding are sufficient to administer and enforce the FPA changes. If the recommendations become law, the work plan will be updated with any rulemaking required by the Board.

Purpose

Support Implementation of Private Forest Accord.

Board Deliverables with Timelines

TBD

Outreach and Public Involvement

TBD

Fire Recovery, Post Fire Restoration, and House Bill 5006, grants to increase nursery capacity and supply

Overview

As noted in the Climate Change and Carbon plan, climate change is threatening Oregon's forest and forest products industry through increased severity and incidence of wildfire, drought, and greater susceptibility to insects and diseases. Fires in 2020 impacted over one million acres in Oregon and another 841,000 acres in 2021. Within the fire perimeters, approximately 343,000 acres in 2020 and 226,242 acres in 2021 of private (industrial and non-industrial) forest land has been impacted to varying extents. The 2020 and 2021 fires have exacerbated issues in Oregon involving access to adequate tree seedlings, as well as nursery and contractor capacity. House Bill 5006 Section 183 appropriated $5 million to the department for distribution as grants to expand tree seedling nursery capacity and supply to aid in reforestation after these fires. Division staff is working with collaborative groups and state partners to implement the legislation.

Purpose

Keep the Board informed of the implementation of legislation to support post-fire recovery efforts.

Board Deliverables with Timelines

Staff will provide updates on post-fire restoration and the implementation of this legislation in January 2022 and January 2023.

Outreach and Public Involvement

We will provide updates to our appointed Board advisory committees (Regional Forest Practices Committees and the Committee for Family Forestlands) throughout this process as well. We will continue to engage Tribal interest through the Cultural Resources and Natural Resources cluster groups as well as specific outreach to the tribes.

Climate Change and Forest Carbon: Climate Smart Forestry Award

Overview

The Board adopted the climate and carbon change plan at the November 2021 meeting. The Forest Resources Division will be developing a climate-smart forestry award.

Purpose

To incentivize Climate Smart Forestry actions.

Board Deliverables with Timelines

Staff will begin developing the program in 2022 and anticipate providing an update and opportunity for feedback from the Board in November 2022. Staff would begin advertising the program in January 2023 targeting January 2024 as the first recognition by the Board for Climate Smart Forestry.

Outreach and Public Involvement

We will provide updates to our appointed Board advisory committees (Regional Forest Practices Committees and the Committee for Family Forestlands) throughout this process as well. We will continue to engage Tribal interest through the Cultural Resources and Natural Resources cluster groups as well as specific outreach to the tribes.

Private Forests Division Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
Issue: Water Quality Topics																
Milestones																
❖ Western Oregon Streamside Protections Review										i						
❖ ODF-DEQ Sufficiency Review Alignment					i											
Issue: Forest Practices Act (FPA) Rule Policy Review																
Milestones																
❖ Specified Resource Sites Rule Analysis: Marbled Murrelet***																
❖ Specified Resource Sites Rule Analysis: Coho Salmon***																
❖ Specified Resource Sites Policy Review***																
Issue: Implement Legislative Direction																
Milestones																
❖ Private Forests Accord Placeholder																
Issue: Fire Recovery																
Milestones																
❖ Post Fire Restoration and House Bill 5006, grants to increase nursery capacity and supply	i							i								
Issue: Climate Change and Carbon																
Milestones																
❖ Develop Climate Smart Forestry award							i									

Matrix Key:
TBD – To be determined
i – Informational item
d – Preceding Decision item
D – Final Decision item
*** Paused due to work on Private Forest Accord

Private Forests Division Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
Issue: Board Updates																
Milestones																
❖ Climate Smart Forestry Award															i	
❖ Operator of the Year	i							i							i	
❖ Committee for Family Forestlands Report and Appointments					D							D				
❖ Forest Practices Agency Meeting Report		i							i							i
❖ Forest Health Report						i							i			
❖ Forest Practices Monitoring Report						i							i			
❖ Urban and Community Forestry Program Update						i							i			
❖ Non-industrial Forest Landowner Program Update	i					i							i			
❖ Federal Forest Restoration						i							i			
❖ Regional Forest Practices Committee Appointments						D							D			

Matrix Key:
TBD – To be determined
i – Informational item
d – Preceding Decision item
D – Final Decision item
*** Paused due to work on Private Forest Accord

Work Plan: ODF State Forests

Version: 2022-2024 Draft

Primary Contact: Kate Skinner, Interim State Forests Division Chief

Date Presented: January 5, 2022

DIVISION OVERVIEW

Purpose & Objective

The Oregon Department of Forestry, State Forests Division, manages approximately 730,000 acres of forestlands across Oregon under a legal mandate to secure the "greatest permanent value to the people of Oregon" (ORS 530.050 and OAR 629-035-0020). To secure the greatest permanent value (GPV), these state forestlands are actively managed to create and maintain healthy productive forests that provide social, economic, and environmental benefits to Oregonians. Timber sales on these forests create jobs and generate revenue to support our county partners and provide funds for local districts and schools throughout the state. These forests offer recreation and educational opportunities and provide essential wildlife habitat and clean water. Costs associated with managing these public forests are funded primarily through the sale of timber from these lands.

The Division's core businesses include financial accounting and log tracking, timber sale contracting and administration, fish and wildlife surveys, and implementation of conservation measures. We collect, manage, and analyze data and report outcomes. Field and Salem staff conduct and coordinate reforestation activities, road construction, and maintenance collaborate with local communities and other organizations on habitat improvement projects, maintain recreation facilities and opportunities, and provide educational programs to schools and the public.

Current Issues

Climate change is an existential problem that poses a threat to the health and resiliency of Oregon's State Forests through increased severity and incidence of wildfire, drought, and greater susceptibility to insects and disease. The impacts of climate change differentially affect vulnerable populations, including people of color and lower income Oregonians. Most of the revenue from State Forest timber sales is distributed to 15 rural counties and then to local taxing districts, which can further exacerbate the impacts of climate change to communities that are dependent on natural-resource economies.

The costs associated with forest management and conservation are covered by a portion of the revenue generated from timber sales from these lands. Reliance on one source of revenue makes the Division vulnerable to the volatility of the timber market. We are addressing this

issue on multiple fronts. We continue to make improvements in our business processes. We modernized our organizational structure to efficiently meet the expectations for managing public forests. We continue to explore ways to diversify funding streams and build partnerships so we can sustainably manage state forests to deliver the greatest permanent value to Oregonians now and into the future.

The Board of Forestry establishes overarching policies that govern the management of State Forests in Forest Management Plans (FMPs). FMPs address a full range of forest and social resources such as timber management, protection of fish and wildlife, and providing for clean water and recreation. Among the many benefits provided from state forests is the protection of threatened and endangered species. As is the case with any forest manager, State Forests must comply with state and federal laws such as the state and federal Endangered Species Acts (ESA). Efficient and effective conservation and protection of ESA-listed species will support long-term management objectives.

Focus Areas
The Division policy work is focused on revising Forest Management Plans and pursuing a Habitat Conservation Plan, both of which are intended to manage State Forests equitably and sustainably through a lens of climate change.

TOPICS FOR THE BOARD OF FORESTRY 2022-2024
Following the Board's direction at the October 2020 meeting, the Division has been pursuing forest management policy with a focus on obtaining an Incidental Take Permit, by developing a Draft Western Oregon Habitat Conservation Plan (HCP) and drafting a Western Oregon Forest Management Plan (Draft FMP) to accompany the HCP. Development of these two policy documents is occurring simultaneously to ensure a complete and comprehensive policy package is prepared for Board consideration.

In June of 2021, the Oregon Department of Fish and Wildlife Commission determined that the marbled murrelet should be uplisted from a threatened status to endangered status under the State Endangered Species Act. This decision requires the Oregon Department of Forestry to write an Endangered Species Management Plan.

1. *Habitat Conservation Plan for Western Oregon State Forests*
2. *Forest Management Plan for Western Oregon State Forests*
3. *Endangered Species Management Plan*

ISSUE: Habitat Conservation Plan for Western Oregon State Forestlands

Overview

The Board of Forestry directed the Division to continue exploring options for enhancing GPV outcomes, including the pursuit of an HCP which is a programmatic Endangered Species Act (ESA) compliance tool.

Purpose

The purpose of this work is to develop a Western Oregon State Forests HCP to achieve programmatic ESA compliance. The State Forests Division is taking the following 3-phased approach to evaluate the possibility of an HCP to cover state forestland west of the Cascade Mountains:

- ✓ Phase 1: HCP Initiation/Scoping: (*Completed)*
- ✓ Phase 2: HCP Draft Development (*Completed*): Development of an administrative draft HCP that includes conservation measures and mechanisms to provide operational certainty into the future.
- ✓ Phase 3: National Environmental Protection Act (NEPA) process and Draft FMP development (*In Progress*).
    - o Submit the draft HCP into the Federal National Environmental Protection Act (NEPA) process.
    - o An HCP must be coupled with an FMP. Develop a Draft FMP (see Issue below).

Board Deliverables with Timelines
- ✓ November 2021: Information Item
    - o Provide project update, including an update on the NEPA process.
- ✓ May 2022 (special session): Information Item
    - o Present Draft Environmental Impact Statement (DEIS).
- ✓ June 2022: Decision Item
    - o Summary of the Western Oregon HCP from the NEPA Process.
    - o Board direction to move the proposed action forward.
- ✓ April 2023: Decision Item
    - o Board approval of HCP.

ISSUE: Draft Western Oregon Forest Management Plan

Overview

The dominant management plan for State Forests is the NW Forest Management Plan (Northwest FMP) which includes 650,000 acres, about 75% of the total state forest land base, and generates over 90% of the revenue from the Board of Forestry lands. The Board of Forestry approved the original Northwest FMP in January 2001 as the first integrated resource management plan for the state and approved a plan revision in 2010 to improve financial outcomes. The foundation of the plan is an approach called "structure-based management" under which the forest is managed to produce a range of forest conditions across the landscape. The original (2001) plan was intended to be coupled with an HCP. However, the state was not able to acquire an HCP. The lack of an HCP combined with

costs associated with take avoidance and some challenges with implementing structure-based management are impacting the State Forests Division's financial viability.

Purpose
The purpose of this work is to develop a Western Oregon Forest Management Plan to guide the management of all State Forests west of the Cascades, in conjunction with the Habitat Conservation Plan. The goal of the Draft FMP is to enhance GPV outcomes and equitably and sustainably manage State Forests through a lens of climate change. The BOF has also directed the Division to pursue an HCP, and these two efforts are now merged.

Board Deliverables with Timelines
- ✓ November 2021: Information Item
    - o Board direction on Guiding Principles and Draft Goals.
    - o Board direction on Modeling Outcomes Analysis.
- ✓ January 2022: Decision Item
    - o Board review of the Management Focus of State Forest Lands.
- ✓ March 2022: Information Item
    - o Board direction on draft Strategies and Performance Measures.
    - o Provide reports on Stakeholder Engagement.
- ✓ September 2022: Information Item
    - o Presentation of Draft FMP.
- ✓ November 2022: Decision Item
    - o Board approval of Final Draft FMP, Engagement Update.
    - o Board approval to initiate formal rulemaking on the Draft FMP.
- ✓ May 2023: Decision Item
    - o Board approval of FMP.

ISSUE: Endangered Species Management Plan

Overview
The Oregon Fish and Wildlife Commission (Commission) directed the Oregon Department of Fish and Wildlife (ODFW) to conduct a status review of the marbled murrelet in December 2019 to determine if its status should be changed from threatened to endangered under the state Endangered Species Act (ORS 496.171 to 496.192). The Commission voted to uplist the marbled murrelet to endangered at its June 2021 meeting. The decision to uplist triggers a statutory requirement for state landowners and land managers to develop an Endangered Species Management Plan (ESMP) for the listed species. Landowners have 18 months to develop and submit their ESMP to the ODFW Commission, who then has 6 months to approve it.

The process of development and final approval of the ESMP by the Commission is required to be completed within 2 years (ORS 496.182).

<u>Purpose</u>
The purpose of this work is to draft an ESMP for the marbled murrelet. The State ESA establishes a process of plan development and approval, and plan content requirements have been established in Oregon Administrative Rule (OAR 635-100-0140).

<u>Board Deliverables with Timelines</u>
- ✓ November 2021: Information Item
  - o Present the statutory requirements and process to complete the ESMP.
- ✓ March 2022: Decision Item
  - o Board approval of Agency role and ESMP content framework.
- ✓ July 2022: Information Item
  - o Status update.
- ✓ November 2022: Decision Item
  - o Board approval of the Endangered Species Management Plan.

Outreach and Public Involvement

Developing sufficient understanding, acceptance, and support from stakeholder groups will be important to completing these policy projects in the planned timeframes. Providing accurate and timely information to stakeholders will be of critical importance, and the Division is committed to an open, equitable, and transparent stakeholder engagement process. Additionally, counties within which we manage Board of Forestry lands have a statutorily established relationship with the Board through the Forest Trust Lands Advisory Committee (FTLAC).

The Division will provide accurate and timely information to ensure FTLAC has the information they need to advise the Board of Forestry and the State Forester. The Division will continue to seek public engagement and convene informational meetings for all interested stakeholders with the purpose of providing the information in a clear and transparent manner and allowing sufficient time for the stakeholders to prepare their input for the Board of Forestry meeting.

Our county partners represented by the FTLAC, all standing stakeholder committees (State Forests Advisory Committee, Oregon Forest Conservation Coalition, Conservation Ad Hoc, Industry Ad Hoc), multiple conservation non-governmental organizations, and Oregon Forest & Industries Council have been invited to engage and participate in the HCP and FMP projects, including multiple meetings open to the public, focus group meetings, and stakeholder meetings. The FTLAC has expressed concerns about an HCP on state forestlands. Despite these reservations, no committee or stakeholders have actively declined participation.

The Department recognizes the importance and value of reaching out to all Oregon's federally-recognized Tribes on issues related to managing Oregon's state forests. We will pursue opportunities to meet with Tribal Chair Council and Tribal staff directors to listen and learn from the Tribes, seek opportunities for input and collaboration, and build relationships.

This work is being conducted collaboratively with our state and federal sister agencies including- National Marine Fisheries Service, US Fish and Wildlife Service, Department of State Lands, Oregon Department of Fish and Wildlife, Department of Environmental Quality.

State Forests Work Plan	2022							2023								2024	
	Jan	Mar	May	Jun	Jul	Sep	Nov	Jan	Feb	Mar	Apr	May	Jul	Sep	Nov	Jan	Mar
Issue: Western Oregon Habitat Conservation Plan																	
Milestones																	
❖ Draft Environmental Impact Statement – special session of the Board			i														
❖ Summary of the Western Oregon HCP from the NEPA Process. ❖ Board direction to move the proposed action forward				d													
❖ Board approval of HCP											D						
Issue: Draft Western Oregon Forest Management Plan																	
Milestones																	
❖ Review Management Focus of the Lands	D																
❖ Strategies, Performance Measures, Engagement Update		i															
❖ Draft FMP, Engagement Update						i											
❖ Final Draft FMP, Engagement Update							d										
❖ Initiate rulemaking							d										
❖ Board approval of FMP												D					
Issue: Endangered Species Management Plan																	
Milestones																	
❖ Agency role and ESMP content framework		d															
❖ Progress update					i												
❖ Board approval of ESMP							D										

Matrix Key:
TBD – To be determined
i – Informational item
d – Preceding Decision item
D – Final Decision item

Work Plan:	Administrative
Version:	2022-2024 Draft
Primary Contacts:	Bill Herber, Deputy Director for Administration Ryan Gordon, Planning Branch Director
Date Presented:	January 5, 2022

OVERVIEW

Purpose & Objective

Agency Administration provides leadership and management, policy development and assessment, public outreach and communications, and administrative support to the Board of Forestry and the agency's key operating programs.

Current Issues and Focus

The administrative issues that regularly require the Board's attention include Board of Forestry Work Plan management, securing the Board's input and approval of the Department's legislative concepts, and the Agency Request Budget that is submitted to the Governor and the Department of Administrative Services (DAS) every two years; assisting the Board with its governance performance self-evaluation each year; reporting on the agency's annual Key Performance Measures, and periodic reports on the agency's financial status and human resource metrics. Additional special topics in this 2022-24 work plan include implementation of the Macias, Gini, & O'Connell LLP (MGO) recommendations and review of the Department's emergency fire financial administration.

TOPICS FOR THE BOARD OF FORESTRY 2022-2024

1. Board of Forestry Work Plan Management
2. Development of Legislative Concepts and Legislative Updates
3. Agency Budget Development and Request
4. Board Governance Best Practices Self-Evaluation
5. Key Performance Measures Review
6. Financial Dashboard
7. Human Resources Dashboard
8. Facilities Capital Management Plan
9. Public Information Request Report
10. Macias, Gini & O'Connell LLP (MGO) Recommendations
11. Emergency Fire Financial Administration

Board of Forestry Work Plan Management

<u>Overview</u>
Board work plans are intended to strengthen the Board's ability to be an effective policy-making body, direct the Department's work, and focus the Board's and Department's efforts on the most important issues.

<u>Purpose</u>
The Board and Department's work plan process is designed to create a systematic way for the Board to identify issues and set priorities that lead to specific decisions and products. The process is also designed to link with the biennial budget cycle where resources are identified and allocated within the Department.

<u>Board Deliverables with Timelines</u>

Review draft Board Work Plans ....January 2022
Approve final Board Work Plans ....March 2022
Assessment of Issues and Trends..September 2022, 2023
Annual Planning Retreat .... October 2022, 2023
Mid-Course Work Plan Updates... January/March 2023, if needed

<u>Outreach and Public Involvement</u>
Public comments and input will be taken at Board of Forestry meetings and in meetings with stakeholders.

Development of Legislative Concepts and Legislative Updates

<u>Overview</u>

The Oregon State Legislature convenes annually in February at the State Capitol with sessions lasting generally 160 days in odd years and 35 days in even years. If an emergency arises during the interim period when the legislature is not in session, a special session may also occur. Additionally, the Legislature also meets quarterly in their assigned committees to receive updates on bills that were passed last session and issues that may have emerged since adjournment.

Development of legislative concepts for bills that may be introduced during the 2023 Oregon Legislative Session represents an important opportunity to advance Board and Department goals, objectives, and priorities, to help shape statewide policy, and to address barriers.

<u>Purpose</u>

The Oregon Legislative Assembly enacts new laws and revises existing ones, provides a forum for public engagement, allocates and manages the state's biennial budget thereby influencing priorities and policies of the executive branch, reviews administrative rules drafted by state agencies at times, and confirms certain executive appointments made by the Governor to Oregon's public boards and commissions.

The Department's legislative concept development process involves interactions among multiple groups, including the Board, Department leadership, stakeholders, and the Governor's Office. Consistent with past cycles, it is expected that the 2023 concepts will be due to the Department of Administrative Services (DAS) and the Governor's Office in April 2022. Review at those levels generally focuses on alignment with agency and statewide budget and policy considerations, and with the Governor's priorities. As the legislative sessions adjourn, the Department will provide an update to the Board on relevant legislative outcomes.

<u>Board Deliverables with Timelines</u>

Review proposed guiding principles and an initial list of potential legislative concepts ....January 2022
Approve the legislative concepts for submission to DAS ....March 2022
Update on legislative session outcomes.. April 2022 and July 2023

<u>Outreach and Public Involvement</u>
Public comments and input will be taken at Board of Forestry meetings and in meetings with stakeholders.

Agency Budget Development and Request

Overview

Biennial budget development begins in the fall of odd-numbered years as one component of the Department's strategic planning effort. To be effective with budget development, joint engagement by the agency leadership, the Board, and stakeholders is necessary and is a part of the operating model of leadership at the Board and agency levels.

Purpose

The first steps involve assessing the current and expected situation, establishing development principles and guidelines, and creating initial focus areas for further consideration as the process moves along. These steps guide preliminary budget concept development and may adjust due to changing environments over the course of the next nine months as the 2023-25 Agency Request Budget is completed. This combination of assessment, principles, and guidance, and initial focus areas sets the foundation for final budget development during 2022. As the Agency Request Budget moves through the budgetary processes the Department will provide updates to the Board on outcomes of the Governor's Recommended Budget and the Legislatively Adopted Budget.

Board Deliverables with Timelines

Review proposed guiding principles and provide direction..January 2022
Review and provide input on initial budget concepts ....April 2022
Review and provide input on the final budget concepts ....June 2022
Approve the 2023-25 Agency Request Budget and approve in concept the Board letter of transmittal to the Governor ....July 2022
Update on budgetary outcomes... January 2023 and July 2023

Outreach and Public Involvement

Public comments and input will be taken at Board of Forestry meetings and in meetings with stakeholders.

Board Governance Performance Self-Evaluation

Overview

The governance performance measure for state boards and commissions, "percent of total best practices met by the board" was enacted by the Oregon State Legislature and adopted by the Board in 2006. The measure included fifteen standard best practices criteria and flexibility for Boards and Commissions to develop additional criteria to meet the Board's specific needs and interests.

In 2007, the Board appointed an ad hoc Board Performance Measure Implementation Subcommittee consisting of Chair Steve Hobbs and members Barbara Craig and Larry Giustina to "tailor and fine-tune" the Board's specific approach for the performance measure. The Subcommittee completed their work and the Board adopted a tailored set of best practices criteria that included descriptive text to assist in a shared understanding of the measure, one additional criterion relating to public involvement and communications, and key summary questions added to the evaluation. The measure is included in the agency's annual Key Performance Measures and has been conducted every year since 2008.

Purpose

Board members complete individual self-evaluations of board governance performance and a summary of the self-evaluations is presented to the board for approval in meeting the sixteen best practices criteria. The performance measure information is then included in the Department's Key Performance Measures Report submitted to the Department of Administrative Services and Legislative Fiscal Office.

The Board of Forestry collectively discusses the results of their annual evaluation at the Board's planning retreat each October.

To facilitate the Board's review of the criteria prior to each year's evaluation process, the Department has built in an additional milestone in the preliminary stage that includes the individual collection of Board member feedback on the criteria and a collective review of any proposed changes that would be presented for Board approval at the April meeting as an initiation to the self-evaluation period that annually occurs in May.

Board Deliverables with Timelines
Board members provide an individual preliminary review of self-evaluation criteria ....January 2022, 2023
Review proposed changes to criteria, approve and initiate self-evaluation process ....April 2022, 2023
Board members complete individual self-evaluations ....May 2022, 2023
The summary evaluation presented for approval of best-practices criteria metrics...............July 2022, 2023
Collective discussion on board governance performance .... October 2022, 2023

Outreach and Public Involvement

None. This is a self-evaluation measure performed by the Board as defined by the Legislature; however, additional evaluations outside this measure may be considered by the Board in the future.

Key Performance Measures Review

<u>Overview</u>

Through the biennial budgeting process, each Oregon state agency is required to develop key performance measures consistent with joint direction from the Legislative Fiscal Office (LFO) and DAS Chief Financial Office (CFO). Key performance measures proposed by state agencies must be approved by the Legislature along with their respective agency budgets. The Department is required to submit an Annual Performance Progress report to LFO and CFO in September of each year.

<u>Purpose</u>

A summary listing of the agency's key performance measures, an executive summary on the Department's performance for the year based on these measures, and individual summaries for each of the current biennium's 14 measures are provided to the Board for informational purposes.

<u>Board Deliverables with Timelines</u>

Key Performance Measures Report ....July 2022, 2023

<u>Outreach and Public Involvement</u>

None. This is an informational item.

Financial Oversight

Overview

The Board has requested regular executive financial reports to ensure the Board has up-to-date information for oversight of the Department's financial condition.

Purpose

The Department's financial report includes the financial and budgetary status of the Department while also providing information on various topics that are either germane, or direct impacts to the financial status of the agency, or other administrative functions of the organization during any given month.

This financial report will continue to evolve over time. As the Department's reporting ability matures and insights into its operational and administrative work improve, this financial report will reflect those improvements. These improvements could include operational or process improvements or the introduction of new systems and technologies that enhance the Department's administrative capabilities. In addition, Board input will be factored in as the report evolves.

An additional deliverable relative to agency finances includes the Board's annual review and approval of the State Forester's financial transactions as required by statewide policy.

Board Deliverables with Timelines

Financial Report.. Monthly
Annual Approval of the State Forester's Financial Transactions ....March 2022, 2023

Outreach and Public Involvement

None. This is an informational item.

Human Resources Dashboard

Overview

The Board has requested regular updates on the Department's human resources and safety-related metrics.

Purpose

The Department has developed a human resources dashboard providing valuable information about the agency's human resource trends and safety-related metrics.

Board Deliverables with Timelines

Human Resources Dashboard ....June 2022, 2023

Outreach and Public Involvement

None. This is an informational item.

Facilities Capital Management Plan

<u>Overview</u>

The Department manages over 400 structures in a network of Salem and Field office buildings, storage warehouses, housing facilities, communication sites, and miscellaneous infrastructure.

<u>Purpose</u>

The Department's Facilities Capital Management Plan provides the Board an overview on the status and condition of our facilities statewide, recurring, and deferred maintenance needs, and investment strategies to manage this extensive network of facilities in Salem and the Field.

<u>Board Deliverables with Timelines</u>

Facilities Capital Management Plan ....June 2022, 2023

<u>Outreach and Public Involvement</u>

None. This is an informational item.

Public Affairs Report

<u>Overview</u>
The Public Affairs Program resides organizationally within the Administrative Branch and provides internal and external communications support to the department. This support includes strategic communications, outreach, and engagement planning; media relations; and management of the department's web, social media, and public records functions.

<u>Purpose</u>
The Public Affairs Report provides an overview of the Department of Forestry's Public Affairs Program and reports on some of the department's most common types of requests for information. Department staff statewide regularly communicate with and respond to inquiries from the public, stakeholders, and customers in several ways including phone calls, in-person interactions, emails, and social media messages and comments.

Individuals, organizations, and members of the media can request records from the department through the process provided under Oregon's Public Records Law. The department's public records function is coordinated through the Public Affairs Program.

Oregon Public Records Law (ORS Chapter 192) guides the agency's protection, retention, and disclosure of public records. More details can be found in the 2019 Attorney General's Public Records and Meetings Manual on the Oregon Department of Justice's website at https://www.doj.state.or.us/oregon-department-of-justice/public-records/attorney-generals-public-records-and-meetings-manual/

<u>Board Deliverables with Timelines</u>
Public Affairs Report ....June 2022, 2023

<u>Outreach and Public Involvement</u>

None. This is an informational item.

Macias, Gini, & O'Connell LLP (MGO) Recommendations

<u>Overview</u>

In late 2019, Governor Kate Brown established the Forestry Financial Oversight Team to support the Department of Forestry in the financial management of increasingly complex and expensive wildfire season costs. The Team pursued two primary tasks: 1) hire an independent contractor to provide recommendations for structural changes to expedite and standardize the processing of financial transactions associated with wildfire costs, and 2) evaluate options for a financial structure and cash flow management system that recognizes the reality of seasonal borrowing to support wildfire response.

Macias, Gini, & O'Connell LLP (MGO), a certified public accountant (CPA) and advisory firm, was hired by the Department of Administrative Services to assess the Department of Forestry's (ODF) fire finance operations, including accounts receivable, accounts payable, and district fire budgeting. MGO's report highlighted 28 observations and recommendations in the five original areas of concern: Budgeting, Financial Resources, Information Technology, Oversight, and Policies and Procedures. The observations fall into three risk categories (based on severity and impact to operations), with 12 in the high category, 12 medium, and 4 in the low.

The Department developed a comprehensive Implementation Management Plan consisting of critical deliverables and actions necessary for the agency to mitigate risk, implement structural changes, and refine our financial processes to reflect the reality of increasingly large wildfires. It is anticipated this plan will have multiple iterations as each recommendation progresses through a lifecycle of cascading refinement in planning and milestone achievements are accomplished.

Additional funding was provided to the Department through its 2021-23 Legislatively Adopted Budget to support the implementation of the recommendations. These investments are detailed in the 2021 Senate Bill 5518 and include the creation of four new financial positions and transfer of eight financial positions from the Fire Protection Division to Agency Administration, established seven new positions focused on administrative modernization, three dedicated limited-duration positions focused on recommendation implementation, and an additional $500,000 to continue the contractual relationship with MGO to provide direct implementation, technical assistance, oversight, and reporting as directed by a budget note.

<u>Purpose</u>

ODF will continue to refine the Implementation Management Plan, report on milestone deliverables and progress, and fully implement MGO's recommendations, including policy development with the Board as defined in MGO Recommendation #16.

<u>Board Deliverables with Timelines</u>

Board Policy on Financial Oversight (MGO #16) ....January 2022 and further, until codified
ODF Implementation Management Plan Updates ....every other meeting until June 2023
MGO Interim Update ....every other meeting until June 2023
MGO Final Implementation Report...June 2023

<u>Outreach and Public Involvement</u>

Public comments and input will be taken at Board of Forestry meetings.

Emergency Fire Financial Administration

Overview

Oregon's large fire funding structure was designed for the average fire season of a decade ago. Under the current structure, the Department of Forestry starts the fire season with $10 million in cash on hand for the suppression of large fires. These funds come from landowner fees paid into the Oregon Forestland Protection Fund. This approach worked fine when average gross costs for fighting large fires was $10 million or less, as was the case prior to 2013. Since then, the state has seen a significant change in the intensity of wildfires in recent years, and more extreme fire behavior has increased suppression costs by orders of magnitude.

Purpose

This topic encompasses a variety of milestone deliverables focused on emergency fire financial administration to include an overview of the firefighting expense insurance policy, appointments to the Emergency Fire Cost Committee, and exploration of solutions to address large fire funding.

The Oregon Forest Land Protection Fund, established by ORS 477.750, is used to equalize (reimburse) emergency fire suppression costs expended in protecting forestland statewide by forest protection districts, both state and association. ORS 477.440 directs that the Board "shall appoint an Emergency Fire Cost Committee consisting of four members, who shall be forest landowners or representatives of forest landowners whose forestland is being assessed for forest fire protection within a forest protection district. ORS 477.445 gives authority to the Emergency Fire Cost Committee to "supervise and control the distribution of funds from the Oregon Forest Land Protection Fund".

Board Deliverables with Timelines

2021-2022 Firefighting Expense Insurance Policy Overview ....January 2022
Appointments to the Emergency Fire Cost Committee (EFCC) ....as needed
Large Fire Funding Fix .... to be determined

Outreach and Public Involvement

Public comments and input will be taken at Board of Forestry meetings and in meetings with stakeholders.

Administrative Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
Board of Forestry Work Plan Management																
Milestones																
❖ Review draft Board Work Plans	d														d	
❖ Approve final Board Work Plans		D														D
❖ Assessment of Issues and Trends						i							i			
❖ Annual Planning Retreat in October						Oct.							Oct.			
❖ Mid-course Work Plan Updates								TBD	TBD							
Development of Legislative Concepts and Legislative Updates																
Milestones																
❖ Review proposed guiding principles and draft list of potential concepts	d														d	
❖ Approve the legislative concepts for submission to DAS		D														D
❖ Update on legislative outcomes			TBD									i				
Agency Budget Development and Request																
Milestones																
❖ Review proposed guiding principles and provide direction	d														d	
❖ Review and provide input on draft budget concepts			d													
❖ Review and provide input on final budget concepts				d												
❖ Approve the 2023-25 Agency Request Budget and conceptual Board letter of transmittal to the Governor					D											
❖ Update on budgetary outcomes								i				i				
Board Governance Best Practices Self-Evaluation																
Milestones																
❖ Individual review of the annual Board governance self-evaluation criteria	d							d							d	
❖ Review any proposed changes to criteria; approve and initiate self-evaluation process		D								D						
❖ Approve summarized evaluation report and metrics of Board governance best practices criteria					D							D				
❖ Collective discussion on evaluation results						Oct.							Oct.			

Matrix Key:
TBD – To be determined
i – Informational item
d – Preceding Decision item
D – Final Decision item
Oct.- October Retreat

Administrative Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
Key Performance Measures (KPM) Review																
Milestones																
❖ Review the Annual Performance Progress Report summarizing the agency's 14 key performance measures					i							i				
Financial Oversight																
Milestones																
❖ Financial Report	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i
❖ Annual Approval of the State Forester's Financial Transactions		D							D							D
Human Resources Dashboard																
Milestones																
❖ Human Resources Dashboard				i							i					
Facilities Capital Management Plan																
Milestones																
❖ Facilities Capital Management Plan				i							i					
Public Affairs Report																
Milestones																
❖ Public Affairs Report				i							i					
Macias, Gini & O'Connell LLP (MGO) Recommendations																
Milestones																
❖ MGO #16 Board Policy on Financial Oversight	i	d/D TBD	d/D TBD	d/D TBD	d/D TBD	d/D TBD	d/D TBD									
❖ ODF Implementation Management Plan Updates	i		i		i		i		i		i					
❖ MGO Interim Update	i		i		i		i		i							
❖ MGO Final Implementation Report											i					
Emergency Fire Financial Administration																
Milestones																
❖ Emergency Fire Cost Committee Administration & Membership						D					D					D
❖ 2021-2022 Firefighting Expense Insurance Policy Overview	i															
❖ Large Fire Funding Fix		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Matrix Key:
  TBD – To be determined
  i – Informational item
  d – Preceding Decision item
  D – Final Decision item

Agenda Item No.:	5
Work Plan:	Private Forests
Topic:	Ceremonial Events and Recognitions
Presentation Title:	2021 Forest Practices Operator of the Year Awards
Date of Presentation:	January 5, 2022
Contact Information:	Greg Wagenblast, Policy Analyst, Private Forests
	503-945-7382, Greg.Wagenblast@odf.Oregon.gov
	Scott Swearingen, Field Support Unit Manager, Private Forests
	503-945-7473, Scott.Swearingen@odf.oregon.gov

SUMMARY

The Board of Forestry recognizes Operators of the Year. This year's award recipients are H Timber Contracting LLC, All Around Logging LLC, and Plikat Logging, Inc.

BACKGROUND

The *Forestry Program for Oregon* includes the operator recognition program. The program aims to protect, maintain, and enhance forest soil and water resources through voluntary efforts. Forest resources, such as water, wildlife habitat, and soil are important to all Oregonians. The program recognizes operators who voluntarily protect these resources in a conscientious and diligent way. To recognize operators who meet or exceed Forest Practice Act requirements, typically the Board names one Operator of the Year per Region and one or more Merit Award recipients; ODF districts may also issue Letters of Commendation. Program goals are to:

1. Recognize operators who consistently exceed the Oregon Forest Practices Act and voluntarily raise industry standards; and,
2. Improve public understanding of the Forest Practices Act, its administration, and its effectiveness in protecting natural resources.

PROCESS

Anyone may nominate candidates for the Operator of the Year award. Agency staff screens the nominees for minimum requirements. The Regional Forest Practices Committees review the nominations for their region. Each committee chooses a recipient based on innovative techniques, cooperative spirit, consistent performance, and measures taken to protect resources. To make the selection, Regional Forest Practices Committee members reviewed nominations and watched videos that capture the operator's work. The 2021 Operators of the Year are:

For the Eastern Oregon Region –

H Timber Contracting LLC of Hines, Oregon earned the award for protecting a fish-bearing stream flowing through the middle of a timber stand being harvested near John Day. With no road access to the east bank, Tony Hauth, Owner of H Timber Contracting LLC had to install two temporary crossings by placing a 36-inch-high culvert and covering it with logs. Timber from the east side of the stream was felled and then passed by a mechanical arm across the stream

to minimize any impact to the stream or vegetation along with it. Access on the west bank required rebuilding an unused old road close to the stream. Large rocks and several logs were used to armor the bank to prevent sediment from entering the stream. All streamside vegetation was protected from damage through the course of the harvest.

Northwest Oregon Region –

All Around Logging, LLC of Stayton, Oregon earned the award for the owner, Aaron Silbernagel's work helping numerous small landowners devastated by the Beachie Creek Fire by being recognized with the Operator of the Year award for Northwest Oregon. Silbernagel helped landowners assess what timber could be salvaged after the fire, which in September 2020 burned a total of 193,000 acres in eastern Marion and Linn counties. Silbernagel worked not only to harvest burned trees but to find mills that would take the scorched logs. He then worked with the North Santiam Watershed Council and Marion County Soil and Water Conservation District to find native seedlings to help reforest burned areas up and down the Santiam Canyon.

Southwest Oregon Region–

Plikat Logging, Inc. of Winston, Oregon earned the award for its diligent planning and harvesting. The firm took on a difficult operation on a unit in Douglas County that bordered a busy state highway and had two different utility powerlines running through it as well as a fish-bearing stream and wetlands. Excellent communication and coordination with utilities during logging prevented any damage to powerlines, avoiding disruptions to customers. Thoughtful selection of access roads and timing more logging at night also avoided traffic delays on the bordering highway. Felling parallel to the stream and choosing landing sites carefully also helped preserve the buffer zone protecting the stream and wetlands.

PUBLICITY

The department recognizes the operators through news releases, social media postings, and annual statewide industry events, including the Associated Oregon Loggers Convention, the Oregon Logging Conference, and the Oregon Small Woodland Association Conference.

All nominees met or exceeded Forest Practices laws and improved Oregon's forests in multiple ways, from enhancing fish and wildlife habitat to improving fire safety and safeguarding water quality and soil.

Merit Award and Letter of Commendation recipients will be recognized at local functions. The Merit Award recipients for 2021 are:

o   Sisters Forest Products LLC of Sisters, OR – Eastern Oregon Region Merit Award
o   Blaylock, Inc. of Coquille, OR - SW Oregon Region Merit Award
o   F and B Logging LLC of Warrenton, OR - NW Oregon Region Merit Award
o   Marshall Logging, LLC of Tillamook, OR - NW Oregon Region Merit Award
o   Pacific Forest Contractors, Inc. of Eagle Creek, OR - NW Oregon Region Merit Award

Staff will give a brief presentation, including videos, and operator recognition.

- H Timber Contracting LLC:
  Eastern Oregon Operator of the Year for 2021, Winner - H Timber Contractors - YouTube

- All Around Logging, LLC:
  NW Oregon Operator of the Year for 2021, Winner – All-Around Logging - YouTube

- Plikat Logging, Inc.:
  SW Oregon Operator of the Year for 2021, Winner - Plikat Logging - YouTube

RECOMMENDATION

The Department recommends the Board of Forestry recognize each operator for their excellent forestry work and selection as Operator of the Year for each region.

Agenda Item No.:	6
Work Plan:	Administrative Work Plan
Topic:	Executive Session
Date of Presentation:	January 5, 2022
Contact Information:	Oregon Department of Justice

SUMMARY

The Board will meet in executive session to discuss an attorney-client privileged communication pursuant to ORS 192.660(2)(f) and to confer with legal counsel regarding the Board's rights and duties related to current litigation likely to be filed pursuant to ORS 192.660(2)(h).

Agenda Item No.:	7
Topic:	Forest Trust Land Advisory Committee
Presentation Title:	FTLAC Testimony to the Board of Forestry
Date of Presentation:	January 5, 2022
Contact Information:	David Yamamoto, FTLAC Chair and Tillamook County Commissioner
	John Sweet, FTLAC Vice-Chair and Coos County Commissioner

On behalf of the Forest Trust Land Advisory Committee (FTLAC), comments and additional information may be provided on State Forest Lands business.

Agenda Item No.:	8
Work Plan:	State Forests Work Plan
Topic:	State Forests Management
Presentation Title:	State Forests Management Focus Review
Date of Presentation:	January 5, 2022
Contact Information:	Kate Skinner, Interim State Forests Division Chief
	503-812-5379, Kate.j.skinner@odf.oregon.gov
	Justin Butteris, Policy Analyst
	503-945-7481, Justin.Butteris@odf.oregon.gov

CONTEXT

State Forests are managed to achieve the Greatest Permanent Value (GPV) to the state of Oregon as defined by Oregon Revised Statute (ORS 530.050) and Oregon Administrative Rule (OAR 629-035-0020). Greatest Permanent Value is defined by OAR as "healthy, productive, and sustainable forest ecosystems that over time and across the landscape provide a full range of social, economic, and environmental benefits to the people of Oregon.[1]" This mandate is implemented through direction provided in rule by the Board of Forestry.

The Board of Forestry has adopted a set of rules to guide the management of State Forest Lands, which are codified in Chapter 629, Division 35 of the Oregon Administrative Rules (https://secure.sos.state.or.us/oard/displayDivisionRules.action?selectedDivision=2840). These rules provide the overarching policies (e.g., 629-035-0010, 629-035-0020) and framework (e.g., 629-035-0030, 629-035-0040, 629-035-0050) for forest management, with the Forest Management Plan (FMP) documents adopted into rule (629-035-0105).

The GPV rule establishes a management focus (629-035-0020(2)) for the management of State Forest lands and requires the Board to review it no less than every ten years (629-035-0020(5)).

BACKGROUND AND ANALYSIS

The GPV rule was originally adopted in 1998, and subsequent reviews of the management focus have not resulted in changes to the original rule text. The management focus does not establish a hierarchy of values or primacy of any given management activity, but rather establishes a center of interest for management[2]. Given that there is no general fund appropriation for the management of State Forest lands, and due to the distribution of revenues to the counties and local taxing districts (where these revenues can either replace funds that otherwise would come from the state

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[1] There is ongoing dispute over the meaning of the term "Greatest Permanent Value", most notably in the form of a class action lawsuit filed by Linn County in 2018. This case is currently under appeal and the Board has previously affirmed the definition of GPV found in rule is the Board's expression of the management mandate for State Forest lands. The complaint did not seek a change in policy (e.g., a change to the definition of GPV in rule, change in harvest scheduling, Forest Management Plan revision), but rather monetary compensation. The assessment presented in this staff report reflects the State's position on the interpretation of GPV, not the counties'.

[2] Cambridge Dictionary defines "focus" as "the main or central point of something, especially of attention or interest." Other dictionaries provide similar definitions.

general fund, for example K-12 schools or may provide revenues to fund programs that otherwise wouldn't exist at current service levels, for example, transportation districts or rural fire departments), historically, the focus of the management has been on the sustainable production and harvest of timber. This has, however, never been an exclusive use of State Forest lands, as ORS 530.050 and its' predecessor laws (known as the Forest Acquisition Act) going back to 1925 have recognized other uses, such as recreation, grazing, mining, watershed protection, erosion control, forest administration and other uses. The management focus (underlined) currently established in rule is:

> *629-035-0020(2)* <u>*To secure the greatest permanent value of these lands to the state, the State Forester shall maintain these lands as forest lands and actively manage them in a sound environmental manner to provide sustainable timber harvest and revenues to the state, counties, and local taxing districts.*</u> *This management focus is not exclusive of other forest resources, but must be pursued within a broader management context that:*
> *(a) Results in a high probability of maintaining and restoring properly functioning aquatic habitats for salmonids, and other native fish and aquatic life;*
> *(b) Protects, maintains, and enhances native wildlife habitats;*
> *(c) Protects soil, air, and water; and*
> *(d) Provides outdoor recreation opportunities.*

Interpretation
The management focus requires the State Forester to maintain State Forest Lands as forest lands and to actively manage these lands in a sound environmental manner to provide sustainable timber harvest and revenues to the state, counties, and local taxing districts. This focus recognizes the role of State Forests lands as working forests that produce a range of benefits but does not require revenue or harvest to be maximized or pursued at the expense of other values.

The rule language explicitly directs the State Forester to manage the forests for *sustainable* harvest and revenue, not *maximized*. Additionally, the Board has adopted a set of findings and principles related to the management of State Forest lands, which explicitly states there is no obligation to maximize revenue, exclude non-revenue producing uses, or produce revenue from every acre.

> *629-035-0010(4) The counties in which these forest lands are located have a protected and recognizable interest in receiving revenues from these forest lands; however, the Board and the State Forester are not required to manage these forest lands to maximize revenues, exclude all non-revenue producing uses on these forest lands, or to produce revenue from every acre of these forest lands.*

OAR 629-035-0020(2) also establishes that timber production and harvest is not the sole resource to be managed for, and explicitly includes considerations for aquatic and terrestrial habitats, soil, air and water quality, and recreation. The GPV rule also requires forest practices to be integrated and to achieve a variety of forest resource management goals.

With the current stated management focus, the GPV rule requires State Forests to be maintained as working forests guided by integrated management that provides for outdoor recreation, terrestrial and aquatic habitats, and quality water, soil, and air.

Analysis
The Board is required to review the management focus on a regular interval in light of current social, economic, scientific, and silvicultural considerations.

> *OAR 629-035-0020(5) The Board shall review 629-035-0020(2)*
> *(management focus) no less than every ten years in light of current social,*
> *economic, scientific, and silvicultural considerations.*

The Board must therefore decide if the working forest management focus currently found in the GPV rule is sufficient to address current social, economic, ecological considerations and meet Greatest Permanent Value, or if the focus needs to be revised.

The Division has been engaging for the past several years with the Counties and stakeholders in a variety of ways to gather feedback on the Forest Management Plan and Habitat Conservation Plan, in the context of developing plans that are likely to be found to meet GPV by the Board. Areas of social, economic, scientific, and silvicultural consideration identified during these engagements include, but may not be limited to, ensuring State Forest management addresses issues related to:

1. Clean air, soil, and water, including concerns regarding the use of pesticides and domestic water supplies;
2. Habitats for native fish and wildlife;
3. Protection of threatened and endangered species;
4. Protection of cultural and historic resources;
5. Recreation, education, and interpretation;
6. Revenues for counties and local taxing districts;
7. Resilient forests in the face of climate change;
8. Resilient forests in the face of increased wildfire frequency and intensity;
9. Carbon storage to help address climate change;
10. Forest sector jobs;
11. Restoration of Tillamook State Forest affected by Swiss Needle Cast;
12. Biodiversity;
13. Older forests;
14. Environmental justice;
15. Silvicultural and harvest prescriptions, including in the context of scenic and recreational values; and
16. Roads and transportation system.

These myriad concerns, including the wide range of beliefs and values associated with them, can be addressed through policy direction provided by the Board through the Forest Management Plan and/or Habitat Conservation Plan, and appear to be compatible with a working forest focus. Most of these considerations could be addressed through choices regarding the pace and scale of the management activities, and specific guiding principles, goals, and strategies in the FMPs.

Options

The question for the Board is whether the management focus needs to be updated to properly address any of these contemporary considerations. The Board has full discretion to decide if the focus ought to be changed and what the focus ought to be; however, it will require a rulemaking process to be undertaken should the Board wish to make changes.

Option #1. The Board affirms the management focus is sufficient for meeting GPV in light of current social, economic, scientific, and silvicultural considerations. No rulemaking will be undertaken, and current policy work will continue with the HCP and FMP according to current timelines.

Option #2. The Board requests additional information prior to deciding on the management focus. Should the Board require additional information about social, economic, scientific, and silvicultural considerations prior to deciding on the sufficiency of the management focus, the Division will return with a formal process and schedule for gathering the information needs from the Board, conducting the research and information gathering to fulfill those needs, and bringing the review back to the Board. This is likely to require a pause of the HCP and FMP projects.

Option #3. The Board determines the management focus should be modified to meet GPV in the context of current social, economic, scientific, and silvicultural considerations. Should the Board determine changes are required, the Division will return with a proposed process and timeline for rulemaking, including a proposed public process for the development of the draft management focus prior to the commencement of the formal rulemaking. Rulemaking may be needed on the Principles and Findings, GPV, and Planning Rules in order to ensure consistency. This will necessitate a full pause of the FMP and HCP projects, likely until rulemaking is complete to ensure the FMP and HCP documents are consistent with the management focus and principles of the Board and can be found to meet GPV by the Board.

RECOMMENDATION

- The Division recommends the Board, after reviewing the management focus, affirm the management focus currently described in OAR 629-035-0020(2) is an acceptable focus for the management of state forests lands.
- The Division further recommends the Board provide direction on policy priorities through FMP guiding principles, goals, and strategies.

NEXT STEPS

After reviewing the management focus if the Board determines:
1. No changes are needed, the Division will continue to develop the Habitat Conservation Plan and Forest Management Plan following current processes and schedules.
2. More information is needed, the Division will develop a proposed process and plan for researching the areas identified by the Board as deficient and return in April 2022 to affirm the process with the Board. Dependent upon the magnitude of the research effort, the Division may pause the HCP and FMP projects.
3. Changes are needed, the Division will pause HCP and FMP development and return to the Board in April 2022 with a proposed process and schedule for GPV rulemaking.

Agenda Item No.:	9
Work Plan:	Administrative
Topic:	Macias, Gini & O'Connell (MGO) Recommendations
Presentation Title:	MGO Department Implementation Management Plan Progress and Draft Board Policy Concepts for Financial Oversight
Date of Presentation:	January 5, 2022
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SUMMARY

The Department will provide a joint update with Macias, Gini, and O'Connell (MGO), reviewing the department's progress on implementation of MGO recommendations, and presenting draft policy concepts for consideration in defining the Board's financial oversight.

CONTEXT

Previously, the Department presented results of an independent external review of the agency's financial management structure and processes related to wildfire costs as conducted by MGO and an accompanying Implementation Management Plan developed to address the recommendations. Further presentation included an updated, second version of the plan, and results of the 2021-23 Legislatively Adopted Budget where additional capacity was provided to implement the recommendations and funding to further engage MGO in direct technical assistance and reporting. MGO's recommendations were incorporated into the Board's revised 2020-2022 Administrative Work Plan and the draft 2022-2024 version as a key topic with continued refinement of the Implementation Management Plan and regular reporting intervals planned throughout the biennium to keep the Board apprised of progress on milestone deliverables and full implementation of the recommendations.

One of the recommendations in MGO's report, #16, included the Board establishing formalized policy and procedures related to financial oversight of the Department, including a clear definition of reporting requirements. The recommendation on policy development was further incorporated into the Board's draft 2022-2024 Administrative Work Plan as presented to the Board at the October planning retreat with work plan intervals starting January 2022 and further, until codified.

BACKGROUND

In late 2019, Governor Kate Brown established the Forestry Financial Oversight Team to support the Department of Forestry in the financial management of increasingly complex and expensive wildfire season costs. The Team pursued two primary tasks: 1) hire an independent contractor to provide recommendations for structural changes to expedite and standardize the processing of financial transactions associated with wildfire costs, and 2) evaluate options for a financial structure and cash flow management system that recognizes the reality of seasonal borrowing to support wildfire response.

Macias, Gini, & O'Connell LLP (MGO), a CPA and advisory firm, was hired by the Department of Administrative Services to perform a review and assessment of the Department of Forestry's (ODF) fire finance operations, including accounts receivable, accounts payable, and district fire budgeting. Once this work was completed, MGO presented a final report to the Joint Committee on Ways & Means,

Subcommittee on Natural Resources, on May 5, 2021. MGO's report highlighted 28 observations and recommendations in the five original areas of concern: budgeting, financial resources, information technology, oversight, and policies and procedures. Within this report were management responses from ODF executive leadership, developed through collaboration with leadership throughout the organization. These responses proposed plans of action to mitigate the risks identified by MGO and initiated efforts to define sequenced implementation to operationalize the recommendations.

From preliminary work with MGO, and further development upon receipt of the final report, ODF developed a comprehensive Implementation Management Plan consisting of key deliverables and actions necessary for the agency to mitigate risk, implement structural changes, and refine financial processes to reflect the reality of increasingly large wildfires. It is anticipated this plan will have multiple iterations as each recommendation progresses through a lifecycle of cascading refinement in planning, and milestone achievements are accomplished. The first version of this comprehensive plan was presented to the Board in June, an updated version shared in September, and a third version will be presented in January.

Additional funding was provided to ODF through its 2021-23 Legislatively Adopted Budget to support implementation of the recommendations. These investments are detailed in the 2021 Senate Bill 5518 to include: 1) Policy Option Package 200 transferring eight positions to Agency Administration from the Fire Protection Division as recommended by MGO and establishing four new financial permanent, full-time positions to ensure enhanced financial oversight for fire finance functions and the agency overall; 2) Policy Option Package 173 continues work in administrative modernization, establishing seven new positions to align and enhance administrative functions across the department by streamlining processes, addressing outdated information systems, and providing agency-wide data management services; and 3) Policy Option Package 801 includes three limited-duration positions to provide dedicated capacity to recommendation implementation and an additional $500,000 to continue the contractual relationship with MGO to provide direct implementation, technical assistance, oversight, and reporting as directed by a budget note.

Organizational Response to Investments
In response to these investments and others made across the organization by the Legislature, the department led an internal effort to realign strategic and operational structures to enable the department to be more strategic, proactive, efficient, and effective in its work. Architecturally, the agency has established a new Planning Branch where agency-wide planning functions will be housed, strategically tying the work of the Administrative and Operations branches together through executive leadership roles joined together within the new Director's Office. Notably, this shift in roles will allow the new Admin Modernization Program within the Administrative Branch to begin taking shape in the new year as it works to implement Policy Option Package 173. ODF also received new leadership in November with Cal Mukumoto appointed as State Forester. Cal had previously been serving as the project manager for MGO implementation.

Recruitment processes are actively underway for lead positions responsible for MGO implementation with subsequent team member positions working through recruitment in the coming months. The department is simultaneously responding to three recent vacancies and a retirement in key positions tied to the implementation effort which has placed interim pressure on the remaining resources sustaining core business operations while implementing the recommended changes.

An agreement secured with a change management consultant, Olympic Performance, Inc., positioned the agency to ensure appropriate support is available for staff during implementation of Policy Option Package 200 and MGO Recommendation #20 where the fire finance positions transfer from the Protection Division to Agency Administration. The transitioning process started in fall and the organizational change should be complete as the new year begins, with follow-up reviews scheduled later in the year to assess operations.

The department recently finalized the work order contract with Macias, Gini, and O'Connell (MGO) as referenced in Policy Option Package 801. Further services to be provided under the contract will include an assessment of ODF's implementation efforts, identification of improvements or gaps in desired

outcomes of the MGO report and the implementation management plan, recommendations to adjust deliverables or timelines of the project in alignment with priorities identified by MGO, progress monitoring and reporting both internally and externally, collaborative consultation on the context of MGO recommendations, direct technical assistance on implementation deliverables as requested by ODF, and formal presentations to the Board of Forestry and the Oregon Legislature, Joint Committee on Ways & Means at regular intervals throughout the biennium.

Presentation
This agenda item includes a third version of the department's Implementation Management Plan, exploration of the findings in MGO Recommendation #16 relative to the Board's financial oversight, an overview of agency and board policy constructs, and draft policy concepts for the Board's consideration.

Leah Cochran, CPA, and Director for MGO, has been working with ODF through the duration of the original assessment and review. MGO is currently developing a work plan to carry out this new contract while reviewing the department's implementation management plan efforts to date. Leah will be joining the department in presentation of this agenda item.

RECOMMENDATION
This is an informational item; however, Department staff are seeking feedback on concepts presented during the policy discussion to inform the next iteration of development.

NEXT STEPS
Department staff will incorporate feedback received from the Board into a subsequent presentation on the Board's financial oversight and will continue to refine the Implementation Management Plan, reporting on milestone deliverables and progress to fully implement MGO's recommendations while incorporating the technical assistance of MGO to assure the agency is addressing any gaps in desired outcomes.

ATTACHMENT
1) Board of Forestry Financial Oversight Policy Concepts
2) Department of Forestry MGO Implementation Management Plan, Version 3
   (available before the meeting)

Board of Forestry Financial Oversight Policy Concepts
Implementation of MGO Recommendation #16

MGO Assessment Findings and Observations
Macias, Gini, & O'Connell, LLP (MGO) provided an independent third-party assessment of the Oregon Department of Forestry's (ODF) current Accounts Receivable (AR) and Accounts Payable (AP) practices. The objective of the engagement was to review, reconcile, evaluate, and make recommendations on ODF's AR and AP functions, policies and procedures, processes involving federal requirements for submission of claims and reimbursements, and the AR and AP statutory policy structure. The scope of the engagement included activity occurring during the period of July 1, 2015 through December 31, 2020. MGO's assessment highlighted 28 observations and recommendations in five areas of concern: budgeting, financial resources, information technology, oversight, and policies and procedures. The observations fall into three risk categories (based on severity and impact to operations), with 12 in the high category, 12 medium, and 4 in the low.

MGO Recommendation #16 - Board of Forestry Financial Oversight
Recommendation #16 is related to oversight and has a medium risk. MGO observed the risk based on review of the Board of Forestry (BOF) meeting minutes and respective bylaws, where the Board has a statutory responsibility to oversee the expenditures incurred by ODF; however, the reporting of finance related activities to the Board was limited and inconsistent. MGO described the impact of insufficient reporting of financial information to the Board of Forestry could result in lack of adequate oversight and transparency relative to the overall financial position of the agency. MGO recommended that formalized policies and procedures should be established by the Board of Forestry related to financial oversight of ODF, including clearly defining the reporting requirements of ODF to the BOF.

MGO's assessment report included several financial schedules attached for reference including detailed cash flow projections by fund type, accounts receivable aging reports, a fire season accounting of accounts payable, details on fire recoveries, and fire season cost estimates.

Board and Agency Policies
ODF is an executive branch agency within the state government enterprise, required to follow the same policies as other state agencies, but allowed to create enhanced policy standards and associated procedures specific to ODF. This tiered approach to state government policy places federal law requirements at an overarching level, Oregon Revised Statutes as state law, further implemented by Oregon Administrative Rules, guided by application of the Department of Administrative Services statewide policies including the Oregon Accounting Manual and then subsequently followed by internal ODF policies, directives, procedures, and guidance. MGO considered the statewide policies in effect and made several recommendations as to additional policies and procedures the Department of Forestry should establish or revise to mitigate risk in AR and AP practices related to fire finance.

The Department of Forestry has approximately 177 agency policies and directives spanning all areas of department business while the Board of Forestry currently has one Board policy focused on Board Governance. Commonly, the Board has defined their policy statements through Oregon Administrative Rule and associated documents; however, the creation of Board or Department internal policy is another mechanism available for establishing standards, roles, and responsibilities, if desired. Board policies are approved by the Board along with any associated supporting documentation through the Board's regular business meetings and biennial work plans. Agency policies are approved by the State Forester or designee along with any detailed instructions, procedures, guidance, or other supporting documents associated with these policies reviewed and approved throughout the organization.

The Board of Forestry's July 2020 Board Governance policy states that it is the policy of the Oregon Board of Forestry (Board) to have a set of bylaws to direct and clarify its actions, procedures, and organization, which include expectations of the members. The policy further states that the Board will establish written documentation for Board processes and procedures developed to execute its statutory responsibility. Authorities for this policy are found in Oregon Revised Statute Chapter 526, Oregon Administrative Rules Chapter 629, and the 2015 Governor's Membership Handbook for Oregon Boards & Commissions.

History of Financial Reporting to the Board
The Board first requested regular updates on the Department's financial status in 2011 and began receiving periodic reports in January 2012. These early financial reports were delivered on a quarterly basis and included a detailed view of the Legislatively Adopted Budget, funding and FTE, revenues received compared to projected biennial revenues, expenditures compared to biennial budget, cash account balances, timber harvest tax revenues over the last eight biennia, and fund balance projections for the State Forests Forest Development Fund. The report was modified in 2014 to include summaries of the prior season's large fire costs, associated cost recoveries and the catastrophic insurance deductible. By 2018, the large fire cost figures included in the report spanned multiple fire seasons while awaiting recovery.

Throughout 2019, conversations with the Board and executive staff indicated the financial reporting was not explicitly recognizing issues with large fire cost expenditure limitation or cash availability and not providing relevant, real-time situational awareness for the Board. In 2020, a renewed financial report was developed and provided to the Board on a monthly basis. The renewed report outlined the current state of finances and occasionally other administrative efforts such as budget process, audits, or various data metrics on the financial health of the department. Each month the report was a little different but focused on key topics within the department at that time within financial administration. This reporting coincided with a similar monthly report provided to the Legislature and Governor's Forestry Financial Oversight Team throughout 2020 and 2021.

In late 2021, an effort was made to remove redundancy and combine these reports into a single monthly financial condition report for all interested parties. This version of the financial report is currently used and includes cash and general fund balances, financial projections, accounts receivable, accounts payable, large fire costs, and a regular update on MGO implementation.

Financial oversight of the Board has been a key issue defined in the Board's Administrative Work Plans since 2012 with reporting intervals defined and approved by the Board on a biennial basis.

<u>Draft Policy Concepts for Consideration</u>

Policy Statement

- ☐ The Board of Forestry shall provide financial oversight of the Oregon Department of Forestry.

Responsibilities

- ☐ The Board of Forestry has overall responsibility for financial oversight of the Oregon Department of Forestry.

- ☐ The State Forester and Deputy Director for Administration are responsible for presenting financial results to the Oregon Board of Forestry.

Standards

The Board shall:

- ☐ 1. Conduct a thorough assessment of the Oregon Department of Forestry's financial performance which includes review of quarterly agency actuals to budget and financial statements including performance indicators relevant to financial position, operations, and cash flows.

- ☐ 2. Obtain adequate training to enable each board member to fulfill their financial oversight roles.

- ☐ 3. Assess whether the Oregon Department of Forestry is managed in an efficient and effective manner according to best practices.

- ☐ 4. Assess whether the Oregon Department of Forestry is operating within approved policies.

- ☐ 5. Ensure approved financial policies and procedures are being followed

- ☐ 6. Review the biennial agency request budget, fiscal year budgets, annual operating plans, and annual risk assessment.

- ☐ 7. Set long-range financial goals along with strategies to achieve them.

- ☐ 8. Establish a list of financial reports for board review including the level of detail, frequency, deadlines, and recipients of the reports.

- ☐ 9. Ensure policies and procedures for financial transactions are documented in a manual, and the manual is reviewed annually, and updated as necessary.

- ☐ 10. Ensure that the agency has sufficient cash on hand to pay its operating expenses.

- ☐ 11. Assess how the agency's current financial performance compares with that of previous years, and how its financial future appears.

- ☐ 12. Engage in strategic financial planning and decision making.

- ☐ 13. Define financial reporting intervals through the Board's biennial work plan.

Board Discussion Prompts:

Board Policy vs. Agency Policy

- Does the Board have preference as to whether the standards and responsibilities for financial oversight are defined in a new board policy or agency policy?

Policy Standards

- What policy standards described resonate with you for inclusion in the new policy?

- Are there any other standards the Board would like to include at this time?

Financial Report

The current monthly financial report includes:

- o   1. cash and general fund balances,
- o   2. financial projections,
- o   3. accounts receivable,
- o   4. accounts payable,
- o   5. large fire costs, and
- o   6. a regular update on MGO implementation

- Are these reporting metrics providing you with the information necessary to assume financial oversight?

- Are there other metrics or factors you would like to see on an interim or regularly occurring basis?

Oregon Department of Forestry

MGO Review and Assessment Recommendations
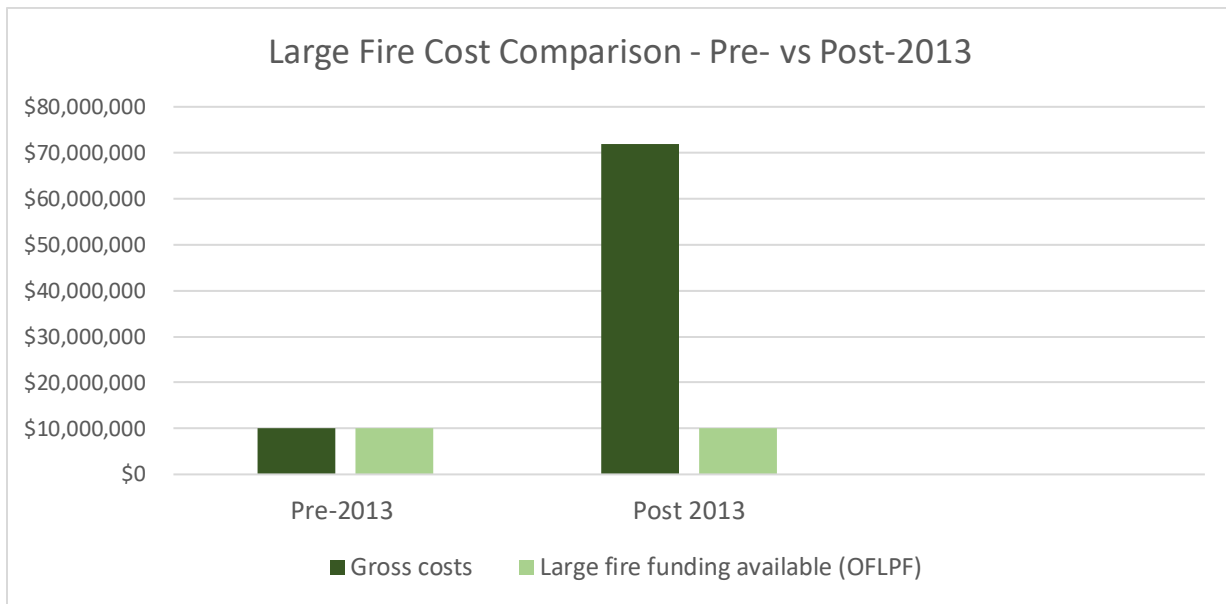
Implementation Management Plan

Version 3

January 5, 2022

Contents

Background

Oregon's large fire funding structure was designed for the average fire season of a decade ago. Under the current structure, the Department of Forestry starts the fire season with $10 million in cash on hand for suppression of large fires. These funds come from landowner fees paid into the Oregon Forestland Protection Fund (OFLPF). This approach worked fine when average gross costs for fighting large fires was $10 million or less, as was the case prior to 2013. Since then, the state has seen a significant change in the intensity of wildfires in recent years, and more extreme fire behavior has increased suppression costs by orders of magnitude.

Since 2013, the average gross fire season cost has risen to $72 million. The primary method to cover vendor payments and other essential expenses until third-party reimbursable costs are collected has been the department's main Forestry cash account. This fund combines multiple funds, in particular the State Forests Division's Forest Development Fund, and serves as an operating reserve against above average spikes in large fire costs. However, this approach has depleted the cash available to the department to cover other key operating expenses until the other large fire revenue sources (General Fund, other agency billings, Federal Emergency Management Agency (FEMA) reimbursements, catastrophic insurance, and responsible party recoveries) can be collected. This is why paying for large fire is not solely a fire protection issue; all of our other divisions contribute budgeted funds to carry large-fire suppression expenditures, often at the expense of maintaining normal operations. This situation exists until the department can collect costs from partners or from the General Fund via the Emergency Board.

Given that these large fire seasons have been occurring back-to-back, the department has sustained continued shortfalls in its cash account to cover these costs. Typically, these shortfalls

have been addressed (approximately $60 million annually) by using a line of credit from the Oregon State Treasury to provide the cash needed to maintain day-to-day operations throughout the agency.

Treasury lines of credit are structured to last one fiscal year and must be paid in full at the end of the fiscal year in order to be renewed. The first significant cash flow issue for the department occurred in 2014, following the $100 million 2013 fire season. Since the line of credit came due mid-biennium, the department did not have cash on hand to pay the line of credit in full. At that time, the issue was addressed by converting the line of credit to a loan, which allowed the debt to be carried over the fiscal year close and ultimately paid off in that subsequent year.

In 2018, the department accrued over $100 million in gross large-fire suppression costs, and most critically was that these costs were incurred in the last year of the biennium when available cash and remaining General Fund appropriations were at their lowest. Due to this situation, the department was required to secure a second line of credit with the Oregon State Treasury. Without the $90 million in reimbursements from 2018, as well as carrying the cumulative debt of previous fire seasons, the department found itself in a situation where it did not have the cash available to pay off one of the lines of credit in June 2019. Working with the Oregon State Treasury, the Chief Financial Office (CFO) and the Emergency Fire Cost Committee, a short-term solution was found to avoid default on the credit line and position the department to prepare for large-fire suppression costs for the 2019 fire season. The solution involved paying off much of the line of credit with the department's available cash on hand and through a loan from the Oregon Forest Land Protection Fund and renewing the remaining balance of $25 million until April 2020. The Treasury could not increase the line of credit, as they would be issuing credit with the full knowledge that the department would likely not be able to meet the terms of repayment due to our current funding structure. The department also implemented stringent cost containment measures to best manage its limited remaining funds to maximize the cash on hand available for the 2020 fire season and kept those measures in place for nearly a year. This approach, however, did have department-wide impacts on the department's ability to maintain and upgrade equipment and facilities, and limited training and professional development opportunities.

In addition to carrying the debt of large fire, the department is also responsible for invoicing and collecting all of that debt. Much like the funding structure, the department's fire finance function was built for the needs of pre-2013 fire seasons, which means the business processes and staffing levels are insufficient to handle today's fire season costs. As fire seasons have become more devastating and expensive, the cost accounting required to recover funds outpaced the department's capacity. Capacity limitations also limited the ability to dedicate time and resources to adapting business practices to help mitigate cash flow risks.

Context for the Implementation Management Plan

In late 2019, Governor Brown established the Forestry Financial Oversight Team to support the Department of Forestry in financial management of increasingly complex and expensive wildfire season costs. The team was given two primary tasks: 1) Work with an independent contractor to address the backlog of fire-related receivables and provide recommendations for structural changes to expedite and standardize the processing of financial transactions associated with wildfire costs, and 2) Evaluate options for a financial structure for managing seasonal borrowing and costs to support wildfire response.

Macias, Gini, & O'Connell LLP (MGO), a CPA and advisory firm, was hired by the Department of Administrative Services to perform a review and assessment of the Department of Forestry's fire finance operations, including accounts receivable, accounts payable, and district fire budgeting. Here is an overview of the key touch points between ODF and MGO.

- Engagement began in December 2019.
- Conducted onsite visits at ODF's Salem Headquarters and multiple district offices through spring 2020,
- MGO presented a preliminary set of findings and recommended process improvements to ODF in summer 2020.
- Refined recommendations in late 2020.
- Published its final report on April 22, 2021 and presented it to the Joint Committee on Ways and Means, Subcommittee on Natural Resources on May 5, 2021.

ODF collaborated with its leadership across the organization to develop the management responses to the recommendations and subsequently began efforts to define sequenced implementation actions to operationalize the recommendations and mitigate risk.

MGO's report highlighted 28 observations and recommendations in five areas of concern: Budgeting, Financial Resources, Information Technology, Oversight, and Policies and Procedures. The observations fall into three risk categories (based on severity and impact to operations), with 12 being in the high category, 12 medium and 4 in low.

Based on preliminary work with MGO, and continued development upon receipt of the final report, ODF has developed a comprehensive implementation management plan (IMP) consisting of key deliverables and actions necessary for the agency to mitigate risk, implement structural changes, and refine our financial processes to reflect the reality of increasingly large wildfires. Once the steps of this plan are complete, the issues identified by MGO that are in control of the department (not dependent on legislative or other external actions) will be fully addressed and the resultant outcomes documented.

In addition to outlining the effort needed to resolve the observations made through MGO's assessment, the IMP takes a broader view of the risks and impacts the recommendations are

trying to address to factor in further reaching process improvement efforts. By increasing the breadth and depth of some of the recommend solutions, the department can benefit from increased efficiencies, tangential improvements and more agency-centric (as opposed to strictly fire finance related) improvements to operational and administrative capacity. This often manifests in short-term solutions to address the immediate needs while laying the foundation for longer-term holistic approaches. These more evolved endeavors will still be tracked and managed through the IMP, while clearly documenting the fulfillment of the originally observed risk.

Given the overarching approach MGO took to understand how large fire financials move through the organization, from field operations to central headquarters processing, many recommendations overlap or have impacts that can manifest concurrently in the department's workflows. Addressing some of the recommendations will have compounded effects on other recommendations, provide the ability to leverage solutions across the recommendations, or impact the way some recommendations are ultimately resolved.

In order to expedite implementation, take advantage of the department's ability to leverage work, and benefit from increasing clarity of what solutions provide the best outcomes, the IMP is a living document that will be progressively elaborated as work advances and milestones are achieved. This progressive elaboration of the plan will allow the implementation team to define work and manage it to an increasing level of detail which can subsequently be incorporated into the next version of the implementation management plan.

While the intent of providing sufficient detail to assign responsibility, track progress and manage accountability within the IMP is unwavering, the format, layout, or presentation of the plan may also change as work progresses to better convey, clarify, or organize information for all responsible parties.

Further Context for Version 2 of the Implementation Management Plan

As the 2021 Legislative Session closed in late June, the Department received additional funding through its 2021-23 Legislatively Adopted Budget to help implement the recommendations. These investments are detailed in the 2021 Senate Bill 5518 to include new permanent positions in finance and administrative modernization, key organizational structure changes identified in MGO's assessment, limited duration positions to support implementation of the recommendations, and a technical budget note to continue the contractual relationship with MGO to provide direct implementation, technical assistance, oversight, and reporting.

Version 3 of the Implementation Management Plan

Significant progress is occurring across many of the recommendations. This progress is due partly to the engagement of one of the limited duration positions and otherwise due to the early implementation of the organizational structure change and completed milestones in formalizing policy and procedure. Conversely, recent staffing challenges with unforeseen vacancies has strained resources in other areas, creating a shift in anticipated completion date on several other policies and procedures. As the agency continues to move forward in recruiting, the new capacity will be focused in these areas. Four of the twenty-eight recommendations are complete and have moved to enhanced status for further modernization or maintenance efforts.

#	Recommendation (Type)	Risk Rating	Completion Date	Last Status Version 2	Current Status Version 3	Changes and Progress	Status Notes and Next Steps
#1	Cost Share Agreements (Consistency) (Policies & Procedures)	High	06/30/2021	Complete and Enhanced	Complete and Enhanced	No change. Completed in prior version.	Complete. Enhanced status for modernization and maintenance.
#2	Cost Share Settlements (Signature Authority) (Policies & Procedures)	High	06/30/2021	Active	Complete and Enhanced	Policy refined and approved. Recommendation status moving to complete and enhanced.	Complete. Enhanced status for maintenance and training.
#3	Cost Share Collections (Policies & Procedures)	High	06/30/2021	Active	Complete and Enhanced	Procedures approved. Recommendation status moving to complete and enhanced.	Complete. Enhanced status for further system implementation and maintenance.
#4	Cash Flow Projections (Policies & Procedures)	High	06/30/2022	Active	Active	Refining cash runway tool, added as interim deliverable.	Active. Modified estimated dates on procedures from 9/30 to 12/31/21 to 06/30/22 due to extreme fire season, system implementation, and staffing issues.
#5	Accounts Receivable Collections (Policies & Procedures)	High	12/31/2021	Initiated	Active	Progressing on policy and procedure development and implementation of systems. Completed two of the procedures.	Active. Modified estimated dates on procedures from 9/30 to 12/31/21 to 06/30/22 due to extreme fire season, system implementation, and staffing issues.
#6	Policy & Procedure Storage (Information Technology)	High	06/30/2022	Pending	Pending	No change.	Pending. Recruitment in process for LD MGO position.
#7	Cost Estimates (Information Technology)	High	06/30/2022	On Hold	On Hold	No change.	On hold for capacity to support IT deliverables.
#8	BRIO Real-Time (Information Technology)	High	06/30/2022	Pending	On Hold	No change.	On hold for capacity to support IT deliverables. State is also now changing from BRIO to new OBI system for viewing data, requiring additional effort.
#9	Accounts Payable (Policies & Procedures)	High	06/30/2022	Active	Active	Progressing on policy development with one completed.	Active. Modified estimated dates on procedures from 9/30 to 12/31/21 to 06/30/22 due to extreme fire season, system implementation, and staffing issues.
#10	Electronic Records (Information Technology)	High	06/30/2022	Not Started	Active	Defined proposals and resource needs for system implementation. Recognized procedures for existing incident electronic records file management.	Active. LD MGO position supporting efforts. Strategic initiative working through Board for 2023-25 Agency Request Budget development.
#11	I.T. Systems (Information Technology)	High	06/30/2023	Not Started	Not Started	No change.	Not Started. Modified estimated date on inventory from 8/1 to 11/30/21 to 06/30/22. DAS EIS initiating similar assessment on inventory in January 2022.
#12	ACC Rate Assessments (Budgeting)	High	06/30/2022	On Hold	Active	Significant progress with fiscal analysis and recommendations formed for implementation.	Active. LD MGO position supporting efforts. Presenting recommendations to ODF committee.
#13	Oversight Reports (AP and AR systems) (Oversight)	Medium	06/30/2022	Initiated	Initiated	No change.	Initiated. Initial reports refined require documentation, automation, and MGO comparison.
#14	Training for finance personnel (Salem and Field) (Oversight)	Medium	06/30/2022	Not Started	Not Started	No change.	Not Started.
#15	Field Protection Districts Oversight (Oversight)	Medium	06/30/2022	Not Started	Active	Progressing on procedure development.	Active.
#16	Board of Forestry Oversight (Oversight)	Medium	10/31/2021	Pending	Active	Financial oversight integrated into BOF Admin Work Plan. Policy development initiated.	Active. Policy development to occur in early 2022.
#17	District Finance / Accounting Oversight (Oversight)	Medium	12/31/2021	Initiated	Active	Progressing on tracker and procedure development.	Active. Recruitment in process for LD MGO position to support implementation.
#18	Change Management (Incident Finance Audits) (Oversight)	Medium	06/30/2022	On Hold	On Hold	No change.	On hold for EFCC administrator transition.
#19	Invoicing (Policies & Procedures)	Medium	12/31/2021	Initiated	Active	Progressing on implementation of system while observing changes in processes.	Active. Further system implementation and procedural updates to reflect changed processes.
#20	Finance / Accounting (Org Structure) (Finance/Accounting Resources)	Medium	06/30/2023	Pending	Active	Hired change management consultant, conducted change activities, and moved entire business unit.	Active. Completed movement in organization structure, assessing operations and duties post-change and throughout biennium.
#21	Finance Skillsets (Finance/Accounting Resources)	Medium	06/30/2023	Not Started	Not Started	No change.	Not Started.
#22	OFRS (Information Technology)	Medium	06/30/2022	On Hold	On Hold	Progressed in completing two data transfer interfaces.	On hold for capacity to support IT deliverables
#23	Budgeting Requirements (Budgeting)	Medium	06/30/2022	On Hold	Active	Significant progress with fiscal analysis and recommendations formed for implementation.	Active. LD MGO position supporting efforts. Presenting recommendations to ODF committee.
#24	Budgeting Requirements (Budgeting)	Medium	06/30/2022	On Hold	Active	Significant progress with fiscal analysis and recommendations formed for implementation.	Active. LD MGO position supporting efforts. Presenting recommendations to ODF committee.
#25	Operating Association Advances (Policies & Procedures)	Low	06/30/2022	Not Started	Not Started	No change.	Not Started.
#26	FEMA Claim Status (Policies & Procedures)	Low	12/31/2021	Active	Active	No change.	Active. Focusing on active FEMA claims. Modified estimated date for procedures to 06/30/22.
#27	OregonBuys (Information Technology)	Low	06/30/2021	Complete and Enhanced	Complete and Enhanced	Completed in prior version. One related policy was approved.	Complete. Enhanced status for related policies and maintenance.
#28	Encumbrances (Budgeting)	Low	06/30/2023	Not Started	Not Started	No change.	Not Started.

Active	Work is actively being completed against the recommendation
Complete	Recommendations have been implemented and observed risk mitigated
Enhanced	Work has moved beyond the initial scope of the recommendation to further business value
Initiated	Work is in a preliminary phase, typically inventorying and/or documenting current products/processes
Not Started	Work for this recommendation has not started
On Hold	Some work has been completed, but progress has been temporarily halted due to resource constraints or work phasing
Pending	Work is beginning to be queued up and/or resources assembled

Sorted by Completion Date, by Risk

#	Recommendation (Type)	Risk Rating	Completion Date	Last Status Version 2	Current Status Version 3	Changes and Progress	Status Notes and Next Steps
#1	Cost Share Agreements (Consistency) (Policies & Procedures)	High	06/30/2021	Complete and Enhanced	Complete and Enhanced	No change. Completed in prior version.	Complete. Enhanced status for modernization and maintenance.
#2	Cost Share Settlements (Signature Authority) (Policies & Procedures)	High	06/30/2021	Active	Complete and Enhanced	Policy refined and approved. Recommendation status moving to complete and enhanced.	Complete. Enhanced status for maintenance and training.
#3	Cost Share Collections (Policies & Procedures)	High	06/30/2021	Active	Complete and Enhanced	Procedures approved. Recommendation status moving to complete and enhanced.	Complete. Enhanced status for further system implementation and maintenance.
#27	OregonBuys (Information Technology)	Low	06/30/2021	Complete and Enhanced	Complete and Enhanced	Completed in prior version. One related policy was approved.	Complete. Enhanced status for related policies and maintenance.
#16	Board of Forestry Oversight (Oversight)	Medium	10/31/2021	Pending	Active	Financial oversight integrated into BOF Admin Work Plan. Policy development initiated.	Active. Policy development to occur in early 2022.
#5	Accounts Receivable Collections (Policies & Procedures)	High	12/31/2021	Initiated	Active	Progressing on policy and procedure development and implementation of systems. Completed two of the procedures.	Active. Modified estimated dates on procedures from 9/30 to 12/31/21 to 06/30/22 due to extreme fire season, system implementation, and staffing issues.
#17	District Finance / Accounting Oversight (Oversight)	Medium	12/31/2021	Initiated	Active	Progressing on tracker and procedure development.	Active. Recruitment in process for LD MGO position to support implementation.
#19	Invoicing (Policies & Procedures)	Medium	12/31/2021	Initiated	Active	Progressing on implementation of system while observing changes in processes.	Active. Further system implementation and procedural updates to reflect changed processes.
#26	FEMA Claim Status (Policies & Procedures)	Low	12/31/2021	Active	Active	No change.	Active. Focusing on active FEMA claims. Modified estimated date for procedures to 06/30/22.
#4	Cash Flow Projections (Policies & Procedures)	High	06/30/2022	Active	Active	Refining cash runway tool, added as interim deliverable.	Active. Modified estimated dates on procedures from 9/30 to 12/31/21 to 06/30/22 due to extreme fire season, system implementation, and staffing issues.
#6	Policy & Procedure Storage (Information Technology)	High	06/30/2022	Pending	Pending	No change.	Pending. Recruitment in process for LD MGO position.
#7	Cost Estimates (Information Technology)	High	06/30/2022	On Hold	On Hold	No change.	On hold for capacity to support IT deliverables
#8	BRIO Real-Time (Information Technology)	High	06/30/2022	Pending	On Hold	No change.	On hold for capacity to support IT deliverables. State is also now changing from BRIO to new OBI system for viewing data, requiring additional effort.
#9	Accounts Payable (Policies & Procedures)	High	06/30/2022	Active	Active	Progressing on policy development with one completed.	Active. Modified estimated dates on procedures from 9/30 to 12/31/21 to 06/30/22 due to extreme fire season, system implementation, and staffing issues.
#10	Electronic Records (Information Technology)	High	06/30/2022	Not Started	Active	Defined proposals and resource needs for system implementation. Recognized procedures for existing incident electronic records file management.	Active. LD MGO position supporting efforts. Strategic initiative working through Board for 2023-25 Agency Request Budget development.
#12	ACC Rate Assessments (Budgeting)	High	06/30/2022	On Hold	Active	Significant progress with fiscal analysis and recommendations formed for implementation.	Active. LD MGO position supporting efforts. Presenting recommendations to ODF committee.
#13	Oversight Reports (AP and AR systems) (Oversight)	Medium	06/30/2022	Initiated	Initiated	No change.	Initiated. Initial reports refined require documentation, automation, and MGO comparison.
#14	Training for finance personnel (Salem and Field) (Oversight)	Medium	06/30/2022	Not Started	Not Started	No change.	Not Started.
#15	Field Protection Districts Oversight (Oversight)	Medium	06/30/2022	Not Started	Active	Progressing on procedure development.	Active.
#18	Change Management (Incident Finance Audits) (Oversight)	Medium	06/30/2022	On Hold	On Hold	No change.	On hold for EFCC administrator transition.
#22	OFRS (Information Technology)	Medium	06/30/2022	On Hold	On Hold	Progressed in completing two data transfer interfaces.	On hold for capacity to support IT deliverables
#23	Budgeting Requirements (Budgeting)	Medium	06/30/2022	On Hold	Active	Significant progress with fiscal analysis and recommendations formed for implementation.	Active. LD MGO position supporting efforts. Presenting recommendations to ODF committee.
#24	Budgeting Requirements (Budgeting)	Medium	06/30/2022	On Hold	Active	Significant progress with fiscal analysis and recommendations formed for implementation.	Active. LD MGO position supporting efforts. Presenting recommendations to ODF committee.
#25	Operating Association Advances (Policies & Procedures)	Low	06/30/2022	Not Started	Not Started	No change.	Not Started.
#11	I.T. Systems (Information Technology)	High	06/30/2023	Not Started	Not Started	No change.	Not Started. Modified estimated date on inventory from 8/1 to 11/30/21 to 06/30/22. DAS EIS initiating similar assessment on inventory in January 2022.
#20	Finance / Accounting (Org Structure) (Finance/Accounting Resources)	Medium	06/30/2023	Pending	Active	Hired change management consultant, conducted change activities, and moved entire business unit.	Active. Completed movement in organization structure, assessing operations and duties post-change and throughout biennium.
#21	Finance Skillsets (Finance/Accounting Resources)	Medium	06/30/2023	Not Started	Not Started	No change.	Not Started.
#28	Encumbrances (Budgeting)	Low	06/30/2023	Not Started	Not Started	No change.	Not Started.

Active	Work is actively being completed against the recommendation
Complete	Recommendations have been implemented and observed risk mitigated
Enhanced	Work has moved beyond the initial scope of the recommendation to further business value
Initiated	Work is in a preliminary phase, typically inventorying and/or documenting current products/processes
Not Started	Work for this recommendation has not started
On Hold	Some work has been completed, but progress has been temporarily halted due to resource constraints or work phasing
Pending	Work is beginning to be queued up and/or resources assembled

MGO Recommendation # and Title: #1 - Cost Share Agreements (Consistency)
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating

High

MGO Recommendation:

The ODF Operations and Administrative Branches should clearly define policies and procedures for cost share agreements to ensure the terms utilized by the Fire Protection Districts are appropriate (based on applicable regulations) and to ensure the ODF Operations and Administrative Branch are kept informed of the cost share terms and status.

(MGO) Action Plan:

The Green Book should be continually updated to ensure the cost share template terms are appropriate based on applicable regulations (e.g. provide templates by cost share partner). Additionally, procedures related to the tracking and communication of cost share terms, amendments, and status should be defined by the ODF Operations and Administrative Branch.

MGO Observation:

Each Fire Protection District Forester is responsible for drafting, negotiating and authorizing cost share agreements for incidents that occur within their district. However, based on inquiry with key personnel at the Fire Protection Districts and ODF headquarters, the ODF Operations and Administrative Branches are not consistently included in the decision making process and/ or informed of the agreement terms prior to the cost share reconciliation, which occurs after the containment of an incident. Additionally, the current cost share agreement policies and procedures do not include procedures related to on-going monitoring or interdepartmental communication of executed cost share agreements.

MGO Potential Impact / Risk:

Lack of oversight by the ODF Operations and Administrative Branch could result in inefficiencies due to complex cost share terms leading to errors in accounts receivable or payable estimates and/or miscommunication related to the agreed upon incident terms or status of the cost share incidents.

ODF Management Response:

ODF agrees with this recommendation. Two cost share standard templates are established in our master agreement with federal partners. In 2020, all partners agreed to utilize the "percent acres" cost share template as a standard for the Labor Day fires. While the Green Book is traditionally positioned for annual updating in the off-season, we agree that business process updates made midway during fire season, should be captured and updated continually to ensure all parties are consistently referencing the same guidance. The Fire Protection Division (ODF Operations), Administration (ODF Administrative Branch), Districts and Emergency Fire Cost Committee (EFCC) administration meet weekly during the peak of fire season to collaborate on fire financials, including cost share establishment and reconciliation. We agree that procedures relative to this ongoing communication and coordination should be established to provide clear expectations on information needed to stay consistently informed of cost share terms and status.

Deliverable Identification			Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name		Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES												
	Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020) between ODF, operating associations, and federal agencies includes cost share agreement template and instructions		Fire Protection Deputy Chief	Done	🟢	Complete	State Forester	n/a	n/a	n/a		Master Agreement
	Oregon Statewide 2020 Operating Plan (01/01/2020) between ODF, operating associations, and federal agencies defines delegated authority, cost share methodologies, and preliminary review of cost share by ODF Incident Business Lead		Fire Protection Deputy Chief	Done	🟢	Complete	State Forester	n/a	n/a	n/a		Statewide Operating Plan
	Cost Share Tracker developed (MGO)		Protection Finance Manager	Done	🟢	Complete	Fire Protection Chief	n/a	n/a	n/a		Cost Share Tracker
	Cost Share Tracker joint review w/ODF Operations and Administrative Branch		Protection Finance Manager	05/24/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		n/a
POLICY AND PROCEDURES												
ODF Policy (list topics and define milestones)												
	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Procedures (list topic(s), define each)												
	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)		Protection Finance Manager	06/30/2021	🟢	Complete	Fire Protection Deputy Chief	n/a	n/a	n/a		ODF Procedure - Cost Share Tracker
ODF Greenbook (list sections, define action needed)												
	Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)		Protection Finance Manager	06/30/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book
ODF Guidance or Memorandum (list sections)												
	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS												
	Technical requirements for cost share tracker application defined, if desired		Protection Finance Manager	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for cost share tracker		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Cost Share Tracker application deployment		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for updating Cost Share Tracker revised to incorporate new application		Protection Finance Manager	TBD	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		

MGO Recommendation # and Title: #1 - Cost Share Agreements (Consistency)
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating	**MGO Recommendation:**
High	The ODF Operations and Administrative Branches should clearly define policies and procedures for cost share agreements to ensure the terms utilized by the Fire Protection Districts are appropriate (based on applicable regulations) and to ensure the ODF Operations and Administrative Branch are kept informed of the cost share terms and status.

(MGO) Action Plan:
The Green Book should be continually updated to ensure the cost share template terms are appropriate based on applicable regulations (e.g. provide templates by cost share partner). Additionally, procedures related to the tracking and communication of cost share terms, amendments, and status should be defined by the ODF Operations and Administrative Branch.

MGO Observation:
Each Fire Protection District Forester is responsible for drafting, negotiating and authorizing cost share agreements for incidents that occur within their district. However, based on inquiry with key personnel at the Fire Protection Districts and ODF headquarters, the ODF Operations and Administrative Branches are not consistently included in the decision making process and/ or informed of the agreement terms prior to the cost share reconciliation, which occurs after the containment of an incident. Additionally, the current cost share agreement policies and procedures do not include procedures related to on-going monitoring or interdepartmental communication of executed cost share agreements.

MGO Potential Impact / Risk:
Lack of oversight by the ODF Operations and Administrative Branch could result in inefficiencies due to complex cost share terms leading to errors in accounts receivable or payable estimates and/or miscommunication related to the agreed upon incident terms or status of the cost share incidents.

ODF Management Response:

ODF agrees with this recommendation. Two cost share standard templates are established in our master agreement with federal partners. In 2020, all partners agreed to utilize the "percent acres" cost share template as a standard for the Labor Day fires. While the Green Book is traditionally positioned for annual updating in the off-season, we agree that business process updates made midway during fire season, should be captured and updated continually to ensure all parties are consistently referencing the same guidance. The Fire Protection Division (ODF Operations), Administration (ODF Administrative Branch), Districts and Emergency Fire Cost Committee (EFCC) administration meet weekly during the peak of fire season to collaborate on fire financials, including cost share establishment and reconciliation. We agree that procedures relative to this ongoing communication and coordination should be established to provide clear expectations on information needed to stay consistently informed of cost share terms and status.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
COMMUNICATION PLANNING											
	Announcement of 2021 Agency Administrator Training (Email)	Protection Training Coordinator	Done	🟢	Complete	Fire Protection Deputy Chief	May-21	May-21	May-21		Agency Administrator Seminar (calendar)
	Announcement of 2021 Incident Finance Trainings (Email)	Incident Finance / FEMA Unit Manager	05/12/2021	🟢	Complete	Fire Protection Deputy Chief	May-21	May-21	May-21		2021 Incident Finance Trainings (email)
	Communicate procedural changes to impacted personnel and supervisors	Incident Finance / FEMA Unit Manager	06/30/2021	🟢	Complete	Public Affairs Manager	Jun-21	Jun-21	Jun-21		Green Book Updates 2021 (Email)
	Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed	Incident Finance / FEMA Unit Manager	06/30/2021	🟢	Complete	Public Affairs Manager	Jun-21	Jun-21	Jun-21		Green Book Updates 2021 (Email)
TRAINING NEEDS											
	Agency Administrator Training Section on Cost Shares updated	Protection Finance Manager	06/11/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Tool Kit on ODFnet
	Agency Administrator Seminar conducted June 14, 2021	Protection Training Coordinator	06/14/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Seminar held on June 14, 2021
	2021 Incident Finance Training	Incident Finance / FEMA Unit Manager	05/12/2021	🟢	Complete	Fire Protection Deputy Chief	May-21	May-21	n/a		ODF pre-recorded training sessions published May 12, 2021
	Interagency Cost Share Training hosted by Regional 6 Forest Service	Incident Finance / FEMA Unit Manager	05/12/2021	🟢	Complete	Fire Protection Deputy Chief	May-21	May-21	n/a		Region 6 Forest Service hosted on May 12 and 27, 2021
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Cost share templates, procedures, and training updated (annually)	Protection Finance Manager	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Human Resources Analyst	n/a	n/a	n/a		
	Master Agreement and Statewide Operating Plan updated (as needed)	Fire Prevention and Policy Manager	06/30/2023	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:

⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #2 - Cost Share Settlements (Signature Authority)
ET Sponsor: Protection Division Chief
Due Date: 06/30/2021
Last Update: 12/30/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating: MGO Recommendation:

High   The ODF Operations and Administrative Branches should establish formal policies regarding cost share decision making authority limits and settlement attendance.

(MGO) Action Plan:
1. Update 0-2-3-206 Directive (Internal Controls over Delegated Authority) to clearly define cost share decision-making authority limits by position (e.g. District Forester and District Business Manager limits), including amounts that require ODF Administrative Branch approval.
2. Update Green Book Chapter 80 - Cost Accounting, Reporting, and Cost Shares as necessary to include authority and approval limits as defined within Directive 0-2-3-206.

MGO Observation:
Cost share agreements are settled by the District Business Managers and representatives from the Federal agencies. Authority limits have not been established for cost share settlements, and therefore, District Foresters and District Business Managers are able to approve final settlements without input or approval from the ODF Operations or Administrative Branch (headquarters).

MGO Potential Impact / Risk:
The lack of authority limits and/ or formal procedures related to settlement attendance could result in unauthorized individuals entering into commitments on behalf of ODF.

ODF Management Response:

ODF agrees with this recommendation. Cost shares are being settled on actual costs for 2020 fire season and beyond; the scrub process that was utilized to expedite outstanding cost shares in 2018 and 2019 is no longer in effect. Following cost share adjudication efforts at the District level, ODF could set limits of signature authority for closing out total cost share exposure. We recently set a process to have all cost share adjudications above $5 million signed off by not only the District Forester but the Salem Division Chief as well. Updating Directive 0-2-3-206 was already scheduled for this fiscal year, subsequent to implementation of the new OregonBuys purchasing system. The revised directive will include definition of formalized authority limits applicable to cost-share settlements, while recognizing the unpredictable fire environment and flexibility needed within timeframes to adapt to changing fire size and cost conditions. For reconciliations of cost shares, ODF is currently limited in capacity at the Salem Operations and Administrative Branch level to attend all cost share adjudications and it is a District responsibility to settle these costs. If Area Business Coordinators are established (increasing capacity) and hired under Salem direct supervision, we would have the additional capacity to attend all cost share adjudications along with the District leadership. The Green Book will be updated prior to next fire season to include updated procedures and references relative to cost-share signature authorities, settlement attendance, and ensuring the cost share documents are used in conjunction with leader's intent and delegations of authority to address cost and fire management issues.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020) between ODF, operating associations, and federal agencies includes cost share agreement template and instructions	Fire Protection Deputy Chief	Done	●	Complete	State Forester	n/a	n/a	n/a		Master Agreement
	Oregon Statewide 2020 Operating Plan (01/01/2020) between ODF, operating associations, and federal agencies defines delegated authority, cost share methodologies, and preliminary review of cost share by ODF Incident Business Lead	Fire Protection Deputy Chief	Done	●	Complete	State Forester	n/a	n/a	n/a		Statewide Operating Plan
	Settlement Process Review by Operations and Administrative Branch (MGO)	Protection Finance Manager	05/24/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		n/a
	Signature Authority thresholds defined for cost share settlements (MGO)	Protection Division Chief	05/24/2021	●	Complete	Deputy Director for Administration	Jul-21	Jul-21	n/a		n/a
	Attendance at settlement meetings defined (MGO)	Protection Division Chief	05/24/2021	●	Complete	Deputy Director for Administration	Jul-21	Jul-21	n/a		n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-206 Internal Controls over Delegated Authority Rescinded (MGO)	Deputy Director for Administration	12/30/2021	●	Complete	State Forester	Sep-21	Sep-21	Sep-21		ODF Policy - Delegation of Authorities
	ODF Policy - Signature Authority updated w/ cost share settlements defined (MGO)	Deputy Director for Administration	12/30/2021	●	Complete	State Forester	Sep-21	Sep-21	Sep-21		ODF Policy - Delegation of Authorities
ODF Procedures (list topic(s), define each)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Greenbook (list sections, define action needed)											
	Chapter 80 - Cost Share Field Procedures and Appendices - updated w/ authorities, expectations for interdepartmental communications, timing, roles (MGO)	Protection Finance Manager	06/30/2021	●	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book
ODF Guidance or Memorandum (list sections)											
	Cost Share Reconciliation Process Best Practices (new)	Protection Finance Manager	06/13/2021	●	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book - Appendix 80.22
IT SYSTEM CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
COMMUNICATION PLANNING											
	Announcement of 2021 Agency Administrator Training (Email)	Protection Training Coordinator	Done	●	Complete	Fire Protection Deputy Chief	May-21	May-21	May-21		Agency Administrator Seminar (calendar)
	Announcement of 2021 Incident Finance Trainings (Email)	Incident Finance / FEMA Unit Manager	05/12/2021	●	Complete	Fire Protection Deputy Chief	May-21	May-21	May-21		2021 Incident Finance Trainings (email)
	Communicate procedural changes to impacted personnel and supervisors	Incident Finance / FEMA Unit Manager	06/30/2021	●	Complete	Public Affairs Manager	Jun-21	Jun-21	Jun-21		Green Book Updates 2021 (Email)
	Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed	Incident Finance / FEMA Unit Manager	06/30/2021	●	Complete	Public Affairs Manager	Jun-21	Jun-21	Jun-21		Green Book Updates 2021 (Email)

MGO Recommendation # and Title: #2 - Cost Share Settlements (Signature Authority)
ET Sponsor: Protection Division Chief
Due Date: 06/30/2021
Last Update: 12/30/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating: **MGO Recommendation:**

High   The ODF Operations and Administrative Branches should establish formal policies regarding cost share decision making authority limits and settlement attendance.

(MGO) Action Plan:
1. Update 0-2-3-206 Directive (Internal Controls over Delegated Authority) to clearly define cost share decision-making authority limits by position (e.g. District Forester and District Business Manager limits), including amounts that require ODF Administrative Branch approval.
2. Update Green Book Chapter 80 - Cost Accounting, Reporting, and Cost Shares as necessary to include authority and approval limits as defined within Directive 0-2-3-206.

MGO Observation:
Cost share agreements are settled by the District Business Managers and representatives from the Federal agencies. Authority limits have not been established for cost share settlements, and therefore, District Foresters and District Business Managers are able to approve final settlements without input or approval from the ODF Operations or Administrative Branch (headquarters).

MGO Potential Impact / Risk:
The lack of authority limits and/ or formal procedures related to settlement attendance could result in unauthorized individuals entering into commitments on behalf of ODF.

ODF Management Response:

ODF agrees with this recommendation. Cost shares are being settled on actual costs for 2020 fire season and beyond; the scrub process that was utilized to expedite outstanding cost shares in 2018 and 2019 is no longer in effect. Following cost share adjudication efforts at the District level, ODF could set limits of signature authority for closing out total cost share exposure. We recently set a process to have all cost share adjudications above $5 million signed off by not only the District Forester but the Salem Division Chief as well. Updating Directive 0-2-3-206 was already scheduled for this fiscal year, subsequent to implementation of the new OregonBuys purchasing system. The revised directive will include definition of formalized authority limits applicable to cost-share settlements, while recognizing the unpredictable fire environment and flexibility needed within timeframes to adapt to changing fire size and cost conditions. For reconciliations of cost shares, ODF is currently limited in capacity at the Salem Operations and Administrative Branch level to attend all cost share adjudications and it is a District responsibility to settle these costs. If Area Business Coordinators are established (increasing capacity) and hired under Salem direct supervision, we would have the additional capacity to attend all cost share adjudications along with the District leadership. The Green Book will be updated prior to next fire season to include updated procedures and references relative to cost-share signature authorities, settlement attendance, and ensuring the cost share documents are used in conjunction with leader's intent and delegations of authority to address cost and fire management issues.

	Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name				Status Indicator	Status		District Business Managers	LT	ET	BOF	
TRAINING NEEDS												
	Agency Administrator Training Section on Cost Shares updated		Protection Finance Manager	06/11/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Tool Kit on ODFnet
	Agency Administrator Seminar conducted June 14, 2021		Protection Training Coordinator	06/14/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Seminar held on June 14, 2021
	2021 Incident Finance Training		Incident Finance / FEMA Unit Manager	05/12/2021	🟢	Complete	Fire Protection Deputy Chief	May-21	May-21	n/a		ODF pre-recorded training sessions published May 12, 2021
	Interagency Cost Share Training hosted by Regional 6 Forest Service		Incident Finance / FEMA Unit Manager	05/12/2021	🟢	Complete	Fire Protection Deputy Chief	May-21	May-21	n/a		Region 6 Forest Service hosted on May 12 and 27, 2021
	Cost Share Reconciliation Training (annual)		Protection Finance Manager	Spring 2022	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION												
	Cost share templates, procedures,and training updated (annually)		Protection Finance Manager	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
	Protection Fiscal Year Operating Plan core duties updated		Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties		Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Human Resources Analyst	n/a	n/a	n/a		
	Master Agreement and Statewide Operating Plan updated (as needed)		Fire Prevention and Policy Manager	06/30/2023	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
	Delegated Authority Policy reviewed (as needed)		Assistant Deputy Director for Administration	10/01/2023	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS												
	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #3 - Cost Share Collections
ET Sponsor: Fire Protection Division Chief
Due Date: 06/30/2021
Last Update: 12/30/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:

High

MGO Recommendation:

Formal procedures related to cost share partner collection efforts should be implemented and include, at minimum, monthly reconciliation and collection meetings with the respective cost share partners. Additionally, roles and responsibilities should be clearly defined between ODF Operations and Administrative Branches as related to collection efforts.

Note: This recommendation is dependent upon the cost-share partner's attendance.

(MGO) Action Plan:

1. Implement a formal ongoing meeting scheduled with key partners and their respective decision makers. Meetings should occur at least monthly, and should include individuals from the ODF Administrative Branch.
2. Prior to the meeting, the ODF Administrative Branch and the key partners should individually perform reconciliations from accounts receivable to accounts payable.
3. Meetings should include discussion of variances noted, reasons for unapproved invoices or errors identified, barriers to collection, and estimated timeframes for collection of outstanding balances.

Cost-share partners include but are not limited to: Forest Service, BLM, BIA, National Parks, and US Fish and Wildlife Services.

MGO Observation:

Collection efforts with cost share partners are performed on an as needed basis, as noted during our inquiries with key ODF Operations and Administrative Branches personnel. Additionally formalized policies and procedures related to on-going cost share collection efforts, including definition of roles and responsibilities, do not exist.

Note: This recommendation is dependent upon the cost-share partner's attendance.

MGO Potential Impact / Risk:

The lack of formalized policies and procedures as related to on-going cost share collection efforts could result in an increase in the aging of past due balances, negatively impacting the availability of cash. Additionally, duplicative efforts related to collections could occur due to the lack of clarity regarding roles and responsibilities between ODF Operations and Administrative Branches.

ODF Management Response:

ODF agrees with this recommendation. Routine meetings established in recent years with our interagency fire partners and their full commitment to close outstanding invoices has allowed ODF to catch up on past fire collections, leaving less than $9 million in outstanding recoveries from other fire agencies. Codifying this meeting framework in our cost-collection procedures would provide consistency in ongoing collection efforts, clearly defined roles across the Operations and Administrative Branches, and standards for discussing variances, reasons for unapproved invoices or errors identified, barriers to collection, and estimated timeframes for collection of outstanding balances. Formalizing our collection procedures with interagency partners has been ongoing and is prudent. As we are actively implementing new accounts receivable technology (Sage A/R), our procedures for collections processes will capture aging of past-due balances and reporting mechanisms to reconcile with accounts payable.

√	Deliverable Identification / Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Monthly AR/AP aging meetings with key partners (MGO)	Protection Finance Manager	Done	🟢	Complete	Fire Protection Division Chief	n/a	n/a	n/a		Calendar and Email
	Quarterly AR/AP aging meetings with key partners (MGO)	Fire Protection Division Chief	Done	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Calendar and Email
	Aging Meeting Process Review w/Operations and Administrative Branch	Fire Protection Division Chief	05/24/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Email
	Documentation of current meeting process for procedural incorporation	Protection Finance Manager	05/24/2021	🟢	Complete	n/a	n/a	n/a	n/a		Email
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Procedures (list topic(s), define each)											
	AR Collections on Federal Cost Shares (USFS, BLM, BIA, etc.) Procedures (MGO)	Protection Finance Manager	12/30/2021	🟢	Complete	Assistant Deputy Director for Administration	n/a	n/a	n/a		ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting
	AR/AP aging meeting (reconciliation processes, agenda topics) Procedures (MGO)	Protection Finance Manager	12/30/2021	🟢	Complete	Assistant Deputy Director for Administration	n/a	n/a	n/a		ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Sage AR Accounts Receivable integrated into collection procedures once deployed	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	n/a		
COMMUNICATION PLANNING											
	Follow up on conversations with partners in writing, for clear, broad understanding. Share with appropriate agency leadership	Fire Protection Division Chief	Done	🟢	Complete	Public Affairs Manager	n/a	n/a	n/a		Interagency status spreadsheet, progress updates, and formal communications as needed
TRAINING NEEDS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

MGO Recommendation # and Title: #3 - Cost Share Collections
ET Sponsor: Fire Protection Division Chief
Due Date: 06/30/2021
Last Update: 12/30/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	Formal procedures related to cost share partner collection efforts should be implemented and include, at minimum, monthly reconciliation and collection meetings with the respective cost share partners. Additionally, roles and responsibilities should be clearly defined between ODF Operations and Administrative Branches as related to collection efforts. Note: This recommendation is dependent upon the cost-share partner's attendance.	1. Implement a formal ongoing meeting scheduled with key partners and their respective decision makers. Meetings should occur at least monthly, and should include individuals from the ODF Administrative Branch. 2. Prior to the meeting, the ODF Administrative Branch and the key partners should individually perform reconciliations from accounts receivable to accounts payable. 3. Meetings should include discussion of variances noted, reasons for unapproved invoices or errors identified, barriers to collection, and estimated timeframes for collection of outstanding balances. Cost-share partners include but are not limited to: Forest Service, BLM, BIA, National Parks, and US Fish and Wildlife Services.	Collection efforts with cost share partners are performed on an as needed basis, as noted during our inquiries with key ODF Operations and Administrative Branches personnel. Additionally formalized policies and procedures related to on-going cost share collection efforts, including definition of roles and responsibilities, do not exist. Note: This recommendation is dependent upon the cost-share partner's attendance.	The lack of formalized policies and procedures as related to on-going cost share collection efforts could result in an increase in the aging of past due balances, negatively impacting the availability of cash. Additionally, duplicative efforts related to collections could occur due to the lack of clarity regarding roles and responsibilities between ODF Operations and Administrative Branches.

ODF Management Response:

ODF agrees with this recommendation. Routine meetings established in recent years with our interagency fire partners and their full commitment to close outstanding invoices has allowed ODF to catch up on past fire collections, leaving less than $9 million in outstanding recoveries from other fire agencies. Codifying this meeting framework in our cost-collection procedures would provide consistency in ongoing collection efforts, clearly defined roles across the Operations and Administrative Branches, and standards for discussing variances, reasons for unapproved invoices or errors identified, barriers to collection, and estimated timeframes for collection of outstanding balances. Formalizing our collection procedures with interagency partners has been ongoing and is prudent. As we are actively implementing new accounts receivable technology (Sage A/R), our procedures for collections processes will capture aging of past-due balances and reporting mechanisms to reconcile with accounts payable.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Admininistration Fiscal Year Operating Plan core duties updated	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Fire Protection Division Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Human Resources Analyst	n/a	n/a	n/a		
	Accounts Receivable Collection Procedures for Federal Cost Shares annual review	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:
● Not Started
● Being Initiated
● In Review / Underway
● Approved / Completed

MGO Recommendation # and Title: #4 - Cash Flow Projections
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:

High

MGO Recommendation:

ODF Administrative Branch should develop and implement controls/ policies/ procedures as related to accounts payable, accounts receivable, and cash flow projections. Procedures related to accounts payable and receivables should include recording details at a transactional level, when possible.

(MGO) Action Plan:

1. Implement standard system for reporting and tracking of A/P and A/R.
2. Update policies and procedures as necessary to define the requirements for recording A/P and A/R at the Field Protection Districts and the ODF Administrative Branch, including timing of submission of supporting documentation.
3. Implement policies and procedures related to cash flow projections, including review and approval by appropriate oversight parties.

MGO Observation:

Formalized policies and procedures related to cash flow projections do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Administrative Branch personnel. Additionally, ODF Administrative Branch lacks the ability to appropriately estimate project future cash flow due to the lack of accurate accounts payable and receivable data (refer to observation numbers 21 and 1).

MGO Potential Impact / Risk:

The lack of formalized policies and procedures related to cash flow projections could result in inaccurate or incomplete current and future cash flow projections. Additionally, the lack of accurate accounts payable and receivable data could result in cash shortfalls or mismanagement of funds.

ODF Management Response:

ODF agrees with this recommendation. With the implementation of the Sage300 AR system, AR processes will be easier to standardize between the field and Salem. In addition, tracking of AR and AP can happen within the OFRS (currently in development), that will provide automated status and exception reporting to appropriate parties. Work will have to continue between the field and Salem staff to outline the necessary policies and procedures for recording AR and AP. ODF Administration Branch will develop policies and procedures once processes and systems are implemented for operational use.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
	Outstanding Assets & Liabilities Tracker	Protection Finance Manager	Done	🟢	Complete	Deputy Director for Administration	Jun-21	n/a	n/a		Outstanding Assets & Liabilities Tracker
	ODF Financial Outlook Runway (new)	Financial Services Manager	Done	🟡	In Review / Underway	Deputy Director for Administration	n/a	n/a	n/a		ODF Financial Outlook Runway New Biennium
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Internal Controls (new) (MGO)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy Cost Estimate Generation (new) (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forest Land Protection Fund 07/01/2020 (revise from directive to policy)	Oregon Forestland Protection Fund Administrator	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
ODF Procedures (list topic(s), define each)											
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Reconciliation Procedures for open market purchase orders and invoices (MGO)	Disbursements Manager	TBD	⚫	Not Started	Financial Services Manager	n/a	n/a	n/a		
	Disbursements and Expenditure Procedures updated for OregonBuys (MGO)	Disbursements Manager	06/30/2022	🔴	Being Initiated	Financial Services Manager	TBD	TBD	TBD		
	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	06/30/2021	🟢	Complete	Fire Protection Deputy Chief	n/a	n/a	n/a		ODF Procedure - Cost Share Tracker
	Co-op Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022	🔴	Being Initiated	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Outstanding Assets & Liabilities Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022	🔴	Being Initiated	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Active Incident Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022	🟡	In Review / Underway	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Oregon Forestland Protection Fund Administrator	Jul-22	Jul-22			
	OFRS Reporting Tool Use Procedures (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Cash Flow Procedures (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		

MGO Recommendation # and Title: #4 - Cash Flow Projections
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	ODF Administrative Branch should develop and implement controls/ policies/ procedures as related to accounts payable, accounts receivable, and cash flow projections. Procedures related to accounts payable and receivables should include recording details at a transactional level, when possible.	1. Implement standard system for reporting and tracking of A/P and A/R. 2. Update policies and procedures as necessary to define the requirements for recording A/P and A/R at the Field Protection Districts and the ODF Administrative Branch, including timing of submission of supporting documentation. 3. Implement policies and procedures related to cash flow projections, including review and approval by appropriate oversight parties.	Formalized policies and procedures related to cash flow projections do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Administrative Branch personnel. Additionally, ODF Administrative Branch lacks the ability to appropriately estimate project future cash flow due to the lack of accurate accounts payable and receivable data (refer to observation numbers 21 and 1).	The lack of formalized policies and procedures related to cash flow projections could result in inaccurate or incomplete current and future cash flow projections. Additionally, the lack of accurate accounts payable and receivable data could result in cash shortfalls or mismanagement of funds.

ODF Management Response:

ODF agrees with this recommendation. With the implementation of the Sage300 AR system, AR processes will be easier to standardize between the field and Salem. In addition, tracking of AR and AP can happen within the OFRS (currently in development), that will provide automated status and exception reporting to appropriate parties. Work will have to continue between the field and Salem staff to outline the necessary policies and procedures for recording AR and AP. ODF Administration Branch will develop policies and procedures once processes and systems are implemented for operational use.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
	ODF Greenbook (list sections, define action needed)										
	Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)	Protection Finance Manager	06/30/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book
	Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	TBD	n/a	n/a		
	ODF Guidance or Memorandum (list sections)										
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
	IT SYSTEM CONSIDERATIONS										
	Deployment of new OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	COMMUNICATION PLANNING										
	Instructions for Outstanding Assets & Liabilities Tracker (SOALT)	Protection Finance Manager	Done	🟢	Complete	Deputy Director for Administration	Jun-21	n/a	n/a		SOALT Tracker and Reminders (Email 6/23, 7/12, monthly)
	Communicate procedural changes to impacted personnel and supervisors	Deputy Director for Administration	TBD	⚫	Not Started	Public Affairs Manager	TBD	TBD	TBD		
	TRAINING NEEDS										
	Training module on the use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Fire Finance Training (annual) - Cost Estimates module	Incident Finance / FEMA Manager	05/17/2021	🟢	Complete	Protection Finance Manager	May-21	May-21	n/a		Incident Finance: Cost Estimates
	MAINTENANCE NEEDS POST-IMPLEMENTATION										
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS										
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:

⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #5 - Accounts Receivable Collections
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 12/29/21

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	The ODF Administrative Branch should establish formalized policies and procedures related to collections of accounts receivables including a clear definition of the roles and responsibilities.	Implement formal policies and procedures related to collections activities, including a definition of the roles and responsibilities and oversight by the ODF Administrative Branch.	The ODF Administrative Branch does not have clearly defined roles or responsibilities related to oversight of collection efforts, as the ODF Operations Branch and Field Protection Districts are responsible for collections. Furthermore, we noted that formally documented policies and procedures related to accounts receivable do not exist.	Lack of centralized collection efforts could lead to inefficiencies and duplicative collection inquiries. Additionally, lack of formalized collection policies and procedures, including defining responsibility for overall accounts receivable balances, could result in an increase in the aging of past due balances.

ODF Management Response:

ODF agrees with this recommendation. Lack of formalized collection procedures certainly have contributed to the current cash flow situation of the agency. While many of the agency's receivables are not collectable through the state's normal collection processes (outstanding federal reimbursements), a set of standardized processes and clearly defined roles and responsibilities would allow the agency to better grasp its financial situation and engage with its partners to ensure payments are ultimately received. ODF will implement formal policies and outline oversight regarding collections, both through agency collections and Department of Revenue efforts to minimize the length of aging AR days as much as possible given the nature of the debt.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	06/30/2022	◯ (yellow)	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded	Financial Services Manager	06/30/2022	◯ (yellow)	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022	◯ (yellow)	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)	Financial Services, Operating Programs	06/30/2022	◯ (yellow)	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Updated policy includes defined responsibilities for ODF Admin and Operations for collection of invoices, past due, exempt and non-exempt invoices (MGO)	Financial Services Manager	06/30/2022	◯ (yellow)	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	AR Collections on Federal Cost Shares (USFS, BLM, BIA, etc.) Procedures (MGO)	Protection Finance Manager	12/30/2021	● (green)	Complete	Assistant Deputy Director for Administration	n/a	n/a	n/a		ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting
	AR/AP aging meeting (reconciliation processes, agenda topics) Procedures (MGO)	Protection Finance Manager	12/30/2021	● (green)	Complete	Assistant Deputy Director for Administration	n/a	n/a	n/a		ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	06/30/2022	● (red)	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	AR Collections with other fire partners (WA, CA, state agency, etc.) Procedures (MGO)	Financial Services Manager	06/30/2022	● (red)	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	AR Collections with all other entities Procedures (MGO)	Financial Services Manager	06/30/2022	● (red)	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Sage AR Accounts Receivable integrated into collection procedures once deployed	Financial Services Manager	06/30/2022	◯ (yellow)	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	OFRS Interface updated for new application	Admin Modernization Program	TBD	● (dark)	Not Started	Deputy Director for Administration	TBD	TBD	n/a		

MGO Recommendation # and Title: #5 - Accounts Receivable Collections
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 12/29/21

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	The ODF Administrative Branch should establish formalized policies and procedures related to collections of accounts receivables including a clear definition of the roles and responsibilities.	Implement formal policies and procedures related to collections activities, including a definition of the roles and responsibilities and oversight by the ODF Administrative Branch.	The ODF Administrative Branch does not have clearly defined roles or responsibilities related to oversight of collection efforts, as the ODF Operations Branch and Field Protection Districts are responsible for collections. Furthermore, we noted that formally documented policies and procedures related to accounts receivable do not exist.	Lack of centralized collection efforts could lead to inefficiencies and duplicative collection inquiries. Additionally, lack of formalized collection policies and procedures, including defining responsibility for overall accounts receivable balances, could result in an increase in the aging of past due balances.

ODF Management Response:

ODF agrees with this recommendation. Lack of formalized collection procedures certainly have contributed to the current cash flow situation of the agency. While many of the agency's receivables are not collectable through the state's normal collection processes (outstanding federal reimbursements), a set of standardized processes and clearly defined roles and responsibilities would allow the agency to better grasp its financial situation and engage with its partners to ensure payments are ultimately received. ODF will implement formal policies and outline oversight regarding collections, both through agency collections and Department of Revenue efforts to minimize the length of aging AR days as much as possible given the nature of the debt.

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
				Status Indicator	Status		District Business Managers	LT	ET	BOF	
COMMUNICATION PLANNING											
	Communications with those currently involved with collections. Initially, for information gathering and later for communicating changes to policies and procedures.	Deputy Director for Administration	06/30/2022	🔴	Being Initiated	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	Policy and procedures as part of Sage training and updates	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Collection policies and procedures for those responsible for collections	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Admininistration Fiscal Year Operating Plan core duties updated	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Human Resources Analyst	n/a	n/a	n/a		
	Accounts Receivable and Collection Procedures reviewed (annually)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟠	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #6 - Policy & Procedure Storage
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	The ODF Administrative Branch should maintain, review, approve, and upload all finance/ accounting policies, procedures, desktop manuals and flowcharts in a centralized location accessible by all Field Protection Districts.	1. All policies, procedures, desktop manuals and flowcharts should be stored in a centralized location accessible by all personnel, including the ability to download the documents for offline access. 2. The centralized location should be maintained by the ODF Administrative Branch.	Finance/ accounting policies, procedures, desktop manuals and flowcharts are not stored within in a centralized location and/ or are not easily located. Additionally, we noted that various versions of policies, procedures, desktop manuals and flowcharts were outdated, duplicative of existing documents, or had unrestricted editing access.	Potential inaccurate, incomplete, duplicative, or missing finance and accounting policies, procedures, desktop manuals and flowcharts could lead to inefficient or incorrect processes performed by staff resulting in inefficiencies and/ or errors in finance reporting.

ODF Management Response:

ODF agrees with this recommendation. Policies, procedures and process documentation is a key tenet of establishing authority, responsibility and accountability among agency staff. ODF's Administrative Branch has been implementing a thorough review process for existing agency policies and has rescinded outdated policies and prioritized others for review. This work will continue until all policies have been updated. Part of this effort was to establish and maintain a centralized repository for these policies, available to all agency employees, as outlined in the sub-recommendations. Existing IT systems may provide an interim solution; however, investment in a more sophisticated storage solution to provide ease in downloads and offline viewing, or further investment in an application could provide built-in processes for ongoing policy maintenance and document management. Specific to finance policies, procedures, and desk manuals, the Administrative Branch will inventory current artifacts and identify gaps within existing processes, systems, and workflows. ODF agrees with centralized management and maintenance of all policies, procedures, desktop manuals, and flowcharts across the entire agency. Implementation will require dedicated project capacity and prioritization.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy Management Policy updated to incorporate partial recommendation	Records Manager / Sr. Strategy Manager	06/30/2022	🔴	Being Initiated	State Forester	TBD	TBD	TBD		
	ODF Policy Management Policy updated to incorporate pending I.T. solution	Records Manager / Sr. Strategy Manager	06/30/2022	⚫	Not Started	State Forester	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Public Records Maintenance Procedures (new- link to current policy, archive guidelines)	Records Manager / Sr. Strategy Manager	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Model File Naming Convention defined (TBD - asset classification, retention, title, tag)	Records Manager / Sr. Strategy Manager	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Policy Numbering Convention defined (TBD - program, subject, procedure, guidance)	Records Manager / Sr. Strategy Manager	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Content inventory / verification on existing ODFnet policy website (MGO)	Records Manager / Sr. Strategy Manager	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Link ODFnet policy website to additional policy / procedure locations (MGO)	Records Manager / Sr. Strategy Manager	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical requirements for policy storage / management solution defined (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical requirements for document management system defined	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Cost analysis for internal / external application development needs	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project(s) formulated for prioritizing within internal application development capacity or for upcoming budgetary request (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review potential application(s) for ODF compatability and standards, including storage, security, licensing, and ability to expand scope to other agency business lines. (MGO)	Chief Information Officer	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for policy storage / management solution (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for document management system	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Content transferred to replacement policy storage / management system (MGO)	Records Manager / Sr. Strategy Manager	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application deployment(s) (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Removal of any alternate / adhoc processes or systems being utilized (MGO)	Chief Information Officer	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

MGO Recommendation # and Title: #6 - Policy & Procedure Storage
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	The ODF Administrative Branch should maintain, review, approve, and upload all finance/ accounting policies, procedures, desktop manuals and flowcharts in a centralized location accessible by all Field Protection Districts.	1. All policies, procedures, desktop manuals and flowcharts should be stored in a centralized location accessible by all personnel, including the ability to download the documents for offline access. 2. The centralized location should be maintained by the ODF Administrative Branch.	Finance/ accounting policies, procedures, desktop manuals and flowcharts are not stored within a centralized location and/ or are not easily located. Additionally, we noted that various versions of policies, procedures, desktop manuals and flowcharts were outdated, duplicative of existing documents, or had unrestricted editing access.	Potential inaccurate, incomplete, duplicative, or missing finance and accounting policies, procedures, desktop manuals and flowcharts could lead to inefficient or incorrect processes performed by staff resulting in inefficiencies and/ or errors in finance reporting.

ODF Management Response:

ODF agrees with this recommendation. Policies, procedures and process documentation is a key tenet of establishing authority, responsibility and accountability among agency staff. ODF's Administrative Branch has been implementing a thorough review process for existing agency policies and has rescinded outdated policies and prioritized others for review. This work will continue until all policies have been updated. Part of this effort was to establish and maintain a centralized repository for these policies, available to all agency employees, as outlined in the sub-recommendations. Existing IT systems may provide an interim solution; however, investment in a more sophisticated storage solution to provide ease in downloads and offline viewing, or further investment in an application could provide built-in processes for ongoing policy maintenance and document management. Specific to finance policies, procedures, and desk manuals, the Administrative Branch will inventory current artifacts and identify gaps within existing processes, systems, and workflows. ODF agrees with centralized management and maintenance of all policies, procedures, desktop manuals, and flowcharts across the entire agency. Implementation will require dedicated project capacity and prioritization.

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Deliverable Status Status Indicator	Status	Approver(s)	Deliverable Review District Business Managers	LT	ET	BOF	Supporting Documentation
COMMUNICATION PLANNING											
	Communicate procedural changes to impacted personnel and supervisors	Deputy Director for Administration	06/30/2022	⚫	Not Started	Public Affairs Manager	TBD	TBD	TBD		
	Coordinate agency input and review into technology solution development	Deputy Director for Administration	06/30/2022	⚫	Not Started	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	License renewal and software application updates	Chief Information Officer	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Policy and procedures reviewed and updated	Records Manager / Sr. Strategy Manager	TBD	⚫	Not Started	State Forester	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	To be determined as deliverables progress to consider enhanced implementation through the 25-27 budget development cycle.	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #7 - Cost Estimates
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	**MGO Recommendation:**
High	The ODF Executive Team (with the ODF Operations and Administrative Branch) should limit cost estimate generators to e-ISuite and FIRES. The ODF Operations and Administrative Branches should define policies and procedures related to the use of the two systems and provide onboarding and on-going training to ensure all personnel understand how to properly and efficiently use the systems.

(MGO) Action Plan:
1. Clearly define policies and procedures around the systems used to track and report cost share estimates.
2. Consolidate systems when possible to avoid duplicate information being entered and residing in multiple places.
3. Provide training to the Field Protection District personnel.

MGO Observation:
Multiple systems are utilized for the generation of cost estimates for incidents including: e-ISuite, FIRES, and EFCC spreadsheets. Additionally, current documented policies and procedures do not specifically define the criteria assessed to determine which cost estimate systems are to be utilized by incident.

MGO Potential Impact / Risk:
The use of multiple systems for cost estimates could result in duplication of efforts, inconsistencies, or inaccurate/ incomplete data.

ODF Management Response:

ODF agrees with this recommendation. Multiple options do exist in generating cost estimates including E-ISuite, FIRES, and EFCC spreadsheets. These three solutions are currently utilized based on cost estimate thresholds, internet availability, timing of system availability on incident, and whether an IMT Finance Section Chief is deployed with a team or not. Interagency IMTs mainly utilize E-ISuite. ODF will ensure our policy and procedures accurately defines our business practices related to designated systems for tracking and reporting cost share estimates. Further exploration is needed to determine feasibility of consolidating the cost share estimating solutions with an IT solution. Training has been regularly provided on cost estimation methods and IT systems utilized. In the future, this training will become part of the required financial curriculum for field finance positions.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy Cost Estimate Generation (new) (MGO)	Protection Finance Manager	06/30/2022	⬤	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forest Land Protection Fund 07/01/2020 (revise from directive to policy)	Oregon Forestland Protection Fund Administrator	06/30/2022	⬤	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
ODF Procedures (list topic(s), define each)											
	Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator w/focus on systems used (MGO)	Protection Finance Manager	06/30/2022	⬤	Not Started	Oregon Forestland Protection Fund Administrator	Jul-22	Jul-22	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 80 - Revise Cost Estimate Reporting Methods to define criteria for systems used on incident, expectations for interdepartmental communications, timing (MGO)	Protection Finance Manager	06/30/2022	⬤	Not Started	Fire Protection Deputy Chief	Jul-22	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	Tracking Fire Season Emergency Cost Estimates - Change in Roles and Responsibilities	Protection Finance Manager	04/08/2021	🟢	Complete	Oregon Forestland Protection Fund Administrator	n/a	n/a	n/a		Change in Tracking Fire Season Emergency Cost Estimates, 04/08/2021 (email)
IT SYSTEM CONSIDERATIONS											
	Evaluation of Field and Salem system use, limitations/capabilities, improvements	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical requirements for cost estimate consolidation defined	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Evaluation of process changes if any cost estimate tool removed (MGO)	Protection Finance Manager	TBD	⬤	Not Started	Oregon Forestland Protection Fund Administrator	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for cost estimate consolidation, if feasible (MGO)	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Cost estimate consolidation application deployment, if feasible (MGO)	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Removal / consolidation of cost estimating tools, if feasible (MGO)	Protection Finance Manager	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for cost estimates revised to incorporate new application	Protection Finance Manager	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Announcement of annual Incident Finance Training for 2021	Incident Finance / FEMA Manager	04/26/2021	🟢	Complete	Protection Finance Manager	n/a	May-21	n/a		Email
	Communicate procedural changes to impacted personnel and supervisors	Fire Protection Chief	06/30/2022	⬤	Not Started	Public Affairs Manager	TBD	TBD	TBD		
	Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed.	Fire Protection Chief	06/30/2022	⬤	Not Started	Public Affairs Manager	TBD	TBD	TBD		

MGO Recommendation # and Title: #7 - Cost Estimates
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	The ODF Executive Team (with the ODF Operations and Administrative Branch) should limit cost estimate generators to e-ISuite and FIRES. The ODF Operations and Administrative Branches should define policies and procedures related to the use of the two systems and provide onboarding and on-going training to ensure all personnel understand how to properly and efficiently use the systems.	1. Clearly define policies and procedures around the systems used to track and report cost share estimates. 2. Consolidate systems when possible to avoid duplicate information being entered and residing in multiple places. 3. Provide training to the Field Protection District personnel.	Multiple systems are utilized for the generation of cost estimates for incidents including: e-ISuite, FIRES, and EFCC spreadsheets. Additionally, current documented policies and procedures do not specifically define the criteria assessed to determine which cost estimate systems are to be utilized by incident.	The use of multiple systems for cost estimates could result in duplication of efforts, inconsistencies, or inaccurate/ incomplete data.

ODF Management Response:

ODF agrees with this recommendation. Multiple options do exist in generating cost estimates including E-ISuite, FIRES, and EFCC spreadsheets. These three solutions are currently utilized based on cost estimate thresholds, internet availability, timing of system availability on incident, and whether an IMT Finance Section Chief is deployed with a team or not. Interagency IMTs mainly utilize E-ISuite. ODF will ensure our policy and procedures accurately defines our business practices related to designated systems for tracking and reporting cost share estimates. Further exploration is needed to determine feasibility of consolidating the cost share estimating solutions with an IT solution. Training has been regularly provided on cost estimation methods and IT systems utilized. In the future, this training will become part of the required financial curriculum for field finance positions.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
TRAINING NEEDS											
	Fire Finance Training (annual) - Cost Estimates module (MGO)	Incident Finance / FEMA Manager	05/17/2021	🟢	Complete	Protection Finance Manager	May-21	May-21	n/a		Incident Finance: Cost Estimates
	ODF Incident Finance Cost Estimates module revised to integrate new procedures	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	TBD	TBD	TBD		
	ODF Daily Cost Summary Training	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	TBD	TBD	TBD		
	ODF FIRES for Cost Estimate Training	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	TBD	TBD	TBD		
	E-Isuite Cost Training - USFS or ODF	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Cost share templates, procedures,and training updated (annually)	Protection Finance Manager	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Human Resources Analyst	n/a	n/a	n/a		
	Annual license renewal and maintenance for IT application, if applicable	IT Operations	06/30/2022	⚫	Not Started	Chief Information Officer	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Cost analysis for investment in internal / external application development needs	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Implementation Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #8 - BRIO Real-time
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.	The ODF Administrative Branch should: 1. Provide the Field Protection Districts with read-only and limited access to BRIO 2. Develop an initial and on-going training related to BRIO to the Field Protection Districts including how to run the reports needed, which reports should be utilized for what purposes, and identification of any needs not currently met by the BRIO reports. NOTE: If a new system is developed for real-time financial data/ metrics, BRIO access may not need to be provided to the Field Protection Districts.	Field Protection Districts manually manipulate the standardized reports received, for various finance and accounting related purposes as needed. For additional reports requested by the Field Protection Districts outside of the standardized set of reports provided, the ODF Administrative Branch are producing on an ad-hoc basis. Additionally, Field Protection Districts do not have access to timely financial data or real-time access to Brio.	Lack of real-time access to Brio reports by the Field Protection Districts impacts their ability to make timely discovery and correction of errors and timely and appropriate financial decisions, which could result in mismanagement of funds.

ODF Management Response:

ODF agrees with this recommendation. Providing contextual and time-relevant access to information to support business decisions has been a central theme within the modernization work being conducted within the agency's Administrative Branch. (See Note in MAP section). The implementation of Online Financial Reporting System (OFRS) will facilitate the dissemination of information the protection districts and the rest of the agency need to perform their work. While the initial OFRS implementation will provide the backbone infrastructure necessary to provide this functionality, a comprehensive assessment of reporting needs will have to be conducted across the agency to ensure needs are met. This reporting system will undoubtedly require the standardization of work across ODF districts to minimize the complexity of delivering and maintaining these services. The training and correct use of these reports will be paramount to their successful usage and that training will be incorporated into their development as well as in new employee orientation.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Inventory of existing standard and non-standard reports sent to the field (MGO)	Financial Services Manager	07/30/2021	🟢	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		Inventory of reports
	Standardize reports as defined in MGO Recommendation #13 (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Identify any outstanding information needs not met in standardized reports (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Financial Reporting and Oversight	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Financial Reporting procedures for preparation of each standardized report (TBD)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Financial Oversight procedures for review of each standardized report (TBD)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	OFRS Reporting Tool Use Procedures (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Report designs integrated into OFRS application (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Deployment of new OFRS Reporting Tool with training opportunities (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Feedback mechanism for adaptive response in procedural use or training (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Coordinate agency input and review into technology solution development	Deputy Director for Administration	06/30/2022	⚫	Not Started	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	Training plan for use of the OFRS Reporting Tool (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Training module on the use of the OFRS Reporting Tool (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

MGO Recommendation # and Title: #8 - BRIO Real-time
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.	The ODF Administrative Branch should: 1. Provide the Field Protection Districts with read-only and limited access to BRIO 2. Develop an initial and on-going training related to BRIO to the Field Protection Districts including how to run the reports needed, which reports should be utilized for what purposes, and identification of any needs not currently met by the BRIO reports. NOTE: If a new system is developed for real-time financial data/ metrics, BRIO access may not need to be provided to the Field Protection Districts.	Field Protection Districts manually manipulate the standardized reports received, for various finance and accounting related purposes as needed. For additional reports requested by the Field Protection Districts outside of the standardized set of reports provided, the ODF Administrative Branch are producing on an ad-hoc basis. Additionally, Field Protection Districts do not have access to timely financial data or real-time access to Brio.	Lack of real-time access to Brio reports by the Field Protection Districts impacts their ability to make timely discovery and correction of errors and timely and appropriate financial decisions, which could result in mismanagement of funds.

ODF Management Response:

ODF agrees with this recommendation. Providing contextual and time-relevant access to information to support business decisions has been a central theme within the modernization work being conducted within the agency's Administrative Branch. (See Note in MAP section). The implementation of Online Financial Reporting System (OFRS) will facilitate the dissemination of information the protection districts and the rest of the agency need to perform their work. While the initial OFRS implementation will provide the backbone infrastructure necessary to provide this functionality, a comprehensive assessment of reporting needs will have to be conducted across the agency to ensure needs are met. This reporting system will undoubtedly require the standardization of work across ODF districts to minimize the complexity of delivering and maintaining these services. The training and correct use of these reports will be paramount to their successful usage and that training will be incorporated into their development as well as in new employee orientation.

√	Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
	Deliverable Name		Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MAINTENANCE NEEDS POST-IMPLEMENTATION												
	OFRS Reporting Tool updates, upgrades, and maintenance		Admin Modernization Program	06/30/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs (annually)		Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated		Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties		Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS												
	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
●	Not Started
●	Being Initiated
●	In Review / Underway
●	Approved / Completed

MGO Recommendation # and Title: #9 - Accounts Payable
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	ODF Administrative Branch should implement processes and procedures related to expense accruals, and consider the use of purchase orders within OregonBuys.	1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system. 2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis. 3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system. If a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.	Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.	The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

ODF Management Response:
ODF agrees with this recommendation. ODF will analyze the current tools we have available to determine the possibility of setting up a purchase order or tracker for each fire based on the estimated fire costs. ODF will also analyze the use of their accounting systems and reports to track current payments related to the fires. Using these tools should allow ODF to adequately project future payables and project cash flows more accurately.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Transition Plan for ORPIN Users to OregonBuys	Contract Services Program Manager	06/01/2021	🟢	Complete	Assistant Deputy Director for Admin	Apr-21	Apr-21	n/a		ORPIN User Survey for Transition to OregonBuys 04/21/2021
	OregonBuys eProcurement side of the system launched for ODF use (MGO)	Contract Services Program Manager	07/01/2021	🟢	Complete	DAS	Jul-21	Jul-21	n/a		OregonBuys is Live (Email 07/02/21)
	Reconciliation of purchase orders in OregonBuys with invoices in SFMS (weekly)	Disbursements Manager	Done	🟢	Complete	Financial Services Manager	n/a	n/a	n/a		Process
	Preseason Agreements for fire vendors imputed into OregonBuys as master blanket purchase orders to support ability to accrue expenses	Contract Services Program Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Analysis of feasibility / need to establish accruals for each fire within OregonBuys	Contract Services Program Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Analysis of OregonBuys capabilities for reporting and tracking expenditures	Financial Services Manager	08/01/2021	🟢	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		Data exports and reporting
	Analysis of OregonBuys encumbrances vs. SFMA encumbrances	Financial Services Manager	06/01/2021	⚫	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Analysis of budget allocations to encumbrances, unknown liabilities	Financial Services Manager	06/01/2021	⚫	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Reference Outstanding Assets & Liabilities Tracker to capture all unknown liabilities	Financial Services Manager	12/31/2021	🟢	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		Outstanding Assets & Liabilities Tracker
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-5-100 Purchasing Controls Rescinded	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Directive 0-4-0-100 Procurement, Agreements, Contracts, and Leases Rescinded	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Directive 0-2-3-250 Accounting for Disbursement Transactions Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Directive 0-2-3-205 Internal Controls Over Expenditures Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Signature Authority updated for inclusion of OregonBuys	Contract Services Program Manager	12/30/2021	🟢	Complete	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
ODF Procedures (list topic(s), define each)											
	Disbursements and Expenditure Procedures updated for OregonBuys (MGO)	Disbursements Manager	06/30/2022	🔴	Being Initiated	Financial Services Manager	TBD	TBD	TBD		
	Reconciliation Procedures for open market purchase orders and invoices (MGO)	Disbursements Manager	TBD	⚫	Not Started	Financial Services Manager	n/a	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 20 - Procurement revised to integrate new OregonBuys procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	n/a	n/a		
	Chapter 90 - Incident Payments revised to integrate new payment procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	n/a	n/a		

MGO Recommendation # and Title: #9 - Accounts Payable
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	ODF Administrative Branch should implement processes and procedures related to expense accruals, and consider the use of purchase orders within OregonBuys.	1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system. 2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis. 3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system. If a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.	Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.	The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

ODF Management Response:
ODF agrees with this recommendation. ODF will analyze the current tools we have available to determine the possibility of setting up a purchase order or tracker for each fire based on the estimated fire costs. ODF will also analyze the use of their accounting systems and reports to track current payments related to the fires. Using these tools should allow ODF to adequately project future payables and project cash flows more accurately.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
ODF Guidance or Memorandum (list sections)											
	OregonBuys Payment Guidance revised to include new procedures	Disbursements Manager	06/30/2022	⬤	Not Started	Financial Services Manager	Jul-22	n/a	n/a		
IT SYSTEM CONSIDERATIONS											
	Sage AP module, scope of work, budget and timeline	Financial Services Manager	TBD	⬤	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module updated to integrate with business practices	Financial Services Manager	TBD	⬤	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
COMMUNICATION PLANNING											
	Continued communications on the launch of OregonBuys procurement functionality	Contract Services Program Manager	06/30/2022	⬤	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Agency-wide emails that specifically address accounts payable documentation and processing expectations. Resend as necessary to reaffirm expectations.	Deputy Director for Administration	06/30/2022	⬤	Not Started	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	OregonBuys Department Access User Overview Training announced (4 modules) (MGO)	Department of Administrative Services	05/26/2021	⬤	Complete	n/a	May-21	May-21	May-21		Email: OregonBuys Training Now Available in iLearn 05/26/21
	OregonBuys Basic Procurement User Training (7 modules) (MGO)	Department of Administrative Services	05/26/2021	⬤	Complete	n/a	May-21	May-21	May-21		Email: OregonBuys Training Now Available in iLearn 05/26/21
	Fire Finance Training (annual) - Procurement and Incident Payment modules	Incident Finance / FEMA Manager	06/30/2022	⬤	Not Started	Protection Finance Manager	Jul-22	n/a	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	AP Payment Guidance/Procedures reviewed (annually)	Disbursements Manager	10/01/2022	⬤	Not Started	Financial Services Manager	TBD	TBD	TBD		
	Disbursements, Expenditures, Procurement, Signature Authority policies reviewed	Assistant Deputy Director for Admin	10/01/2023	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Consider Temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development as deliverables progress	Contract Services Program Manager	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

Status Legend:	
⬤	Not Started
⬤	Being Initiated
⬤	In Review / Underway
⬤	Approved / Completed

MGO Recommendation # and Title: #10 - Electronic Records

ET Sponsor: Deputy Director for Administration

Due Date: 06/30/2022

Last Update: 12/29/2021

Rating MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High — All hard copies of significant supporting documentation (e.g. fire boxes) should be scanned, uploaded and maintained in an information technology system. Additionally, the documents should be easily searchable.	1. Identify and acquire a document management software 2. Convert historical hard copy/ manual financial data (e.g. fire boxes) to electronic files for storage on the document management software. 3. Establish policies and procedures which require hard copy / manual financial data obtained during fire incidents to be uploaded to the document management software, including the timeframe in which the documentation should be uploaded.	A significant amount of information required for the EFCC audits and FEMA claims are available solely in hard copy form. Additionally, fire boxes are retained in hard copy format and in a centralized location (Field Protection Districts) for storage.	Maintaining documentation in hard copy form, in centralized locations, could result in a loss of data in the event of a natural disaster. Additionally, the use of hard copy documents results in inefficiencies due to the physical movement of documents and the inability to search through documents electronically.

ODF Management Response:

ODF agrees with this recommendation; however, additional investment of funds are needed to implement the information technology solution, ranging from approximately $40,000/year for just the Salem Operations Fire Business Unit to $100,000/year for the statewide price agreement solution that would cover all employees. Document management software solutions vary greatly in costs depending upon quantity of licensed users and sophistication of technology. Additional information technology solutions have also been evaluated for agency use that would more holistically mitigate the risk and these require even greater investment. To be most efficient in implementation for current agency business needs, the agency should utilize a combination of services that include document management software for long-term use, cloud technology storage for temporary use, a project manager and business analyst to assist with new implementation of systems, a dedicated resource to support ongoing document management, and additional temporary clerical capacity to convert historical documents over to newly implemented systems.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2023-25 Legislatively Adopted Budget by 07/30/2023, that is inclusive of ODF Policy Option Packages developed through the 23-25 biennial budget development cycle. ODF's timeline to develop these packages with the Board of Forestry aligns with the recommendation due date of 06/30/2022. (MGO)	State Forester	07/30/2023	🔴	Being Initiated	Oregon Legislative Assembly	TBD	TBD	TBD		
	Project management outline assessing resource needs for Fire Finance Document Management (sponsor, owner, project manager, business analyst, business case, with project, staffing, communication, implementation and production plans, etc.) (MGO)	Fiscal Analyst 3 (MGO LD)	11/16/2021	🟢	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		ODF Document Management System Proposal, ODF Protection Incident Paperless Document and Financial System Proposal
	Fire Finance Document Management permanent resource needs (owner, position, organizational structure) (MGO)	Fiscal Analyst 3 (MGO LD)	11/16/2021	🟢	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		ODF Document Management System Proposal, ODF Protection Incident Paperless Document and Financial System Proposal
	Short-term working group established to convert historical hard copy/manual financial data (e.g. fire boxes) to electronic files, catalogued for storage on the future document management software. (MGO)	Fiscal Analyst 3 (MGO LD)	06/30/2022	🔴	Being Initiated	Deputy Fire Protection Chief	TBD	TBD	TBD		ODF Protection Historical Document Archiving Opt-Out Justification
	Document classification methodology including grouping and security considerations.	Protection Finance Manager	06/30/2022	🔴	Being Initiated	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Procure professional document management application - see budgetary (MGO)	Protection Finance Manager	TBD	⚫	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Inventory of all paper fire finance documents created on incident, including owner, criteria for documentation and, identifying opportunities for electronic alternatives.	Protection Finance Manager	TBD	⚫	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Fire Finance Document Management (w/implementation of system) (MGO)	Protection Finance Manager	TBD	⚫	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Procedures for electronic management of each document type - what, when and how to capture, create, save and share documents (w/implementation of system) (MGO)	Protection Finance Manager	TBD	⚫	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	Chapter 40 - Revise Incident Business Management Coordination to define procedures for electronic management of fire finance records (MGO)	Protection Finance Manager	06/30/2022	🟡	In Review / Underway	Fire Protection Deputy Chief	Jul-22	n/a	n/a		ODF Green Book - Incident Finance Forms & Information, Folder Structure and Naming Convention
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Technical requirements for electronic fire records solution defined	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical requirements for document management system defined (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Cost analysis for internal / external application development needs (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project(s) formulated for prioritizing within internal application development capacity or for upcoming budgetary request (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review potential application(s) for ODF compatability and standards, including storage, security, licensing, and ability to expand scope to other agency business lines. (MGO)	Chief Information Officer	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for electronic fire records solution	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for document management system (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application deployment(s) (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

MGO Recommendation # and Title: #10 - Electronic Records
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating | **MGO Recommendation:**

High — All hard copies of significant supporting documentation (e.g. fire boxes) should be scanned, uploaded and maintained in an information technology system. Additionally, the documents should be easily searchable.

(MGO) Action Plan:
1. Identify and acquire a document management software
2. Convert historical hard copy/ manual financial data (e.g. fire boxes) to electronic files for storage on the document management software.
3. Establish policies and procedures which require hard copy / manual financial data obtained during fire incidents to be uploaded to the document management software, including the timeframe in which the documentation should be uploaded.

MGO Observation:
A significant amount of information required for the EFCC audits and FEMA claims are available solely in hard copy form. Additionally, fire boxes are retained in hard copy format and in a centralized location (Field Protection Districts) for storage.

MGO Potential Impact / Risk:
Maintaining documentation in hard copy form, in centralized locations, could result in a loss of data in the event of a natural disaster. Additionally, the use of hard copy documents results in inefficiencies due to the physical movement of documents and the inability to search through documents electronically.

ODF Management Response:
ODF agrees with this recommendation; however, additional investment of funds are needed to implement the information technology solution, ranging from approximately $40,000/year for just the Salem Operations Fire Business Unit to $100,000/year for the statewide price agreement solution that would cover all employees. Document management software solutions vary greatly in costs depending upon quantity of licensed users and sophistication of technology. Additional information technology solutions have also been evaluated for agency use that would more holistically mitigate the risk and these require even greater investment. To be most efficient in implementation for current agency business needs, the agency should utilize a combination of services that include document management software for long-term use, cloud technology storage for temporary use, a project manager and business analyst to assist with new implementation of systems, a dedicated resource to support ongoing document management, and additional temporary clerical capacity to convert historical documents over to newly implemented systems.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
	Removal of any alternate / adhoc processes or systems being utilized (MGO)	Chief Information Officer	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for fire record keeping revised to incorporate new application	Protection Finance Manager	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communication Plan identifying stakeholders, RACI metrics, and change management	Project Manager	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
TRAINING NEEDS											
	District Electronic Fire Folders - Incident Finance Training module	Protection Finance Manager	TBD	🟡	In Review / Underway	Deputy Fire Protection Chief	TBD	TBD	TBD		
	IMT Electronic Process - Incident Finance Training module	Protection Finance Manager	TBD	🟡	In Review / Underway	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Fire Finance Training (annual)	Incident Finance / FEMA Manager	TBD	⚫	Protection Finance Manager	Deputy Fire Protection Chief	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Metrics on adoption and compliance gathered and monitored	Protection Finance Manager	TBD	⚫	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Metrics on storage usage gathered and monitored	Protection Finance Manager	TBD	⚫	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	License renewal and software application updates	Chief Information Officer	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Policy and procedures reviewed and updated (annually)	Protection Finance Manager	TBD	⚫	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	LD/Temp Document Technician(s) positions defined for short-term workgroup (MGO)	Protection Finance Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	LD Project Manager position drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Perm Document Manager position drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Perm Document Technician position drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Document Management System(s) drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Strategic Initiatives for 2023-25 budget development	State Forester	10/30/2021	🟢	Complete	Board of Forestry	TBD	TBD	TBD		ODF 2021 Agency Strategic Initiatives
	Guiding Principles and Direction for 2023-25 budget development (MGO)	State Forester	01/30/2022	🟡	In Review / Underway	Board of Forestry	TBD	TBD	TBD		January 5, 2022 Board of Forestry
	Input on Budget Concepts for 2023-25 budget development (MGO)	State Forester	04/30/2022	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
	Policy Option Packages for 2023-25 budget development (MGO)	State Forester	06/30/2022	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
	2023-25 Agency Request Budget	State Forester	07/30/2022	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
	2023-25 Governor's Recommended Budget	Governor	02/28/2023	⚫	Not Started	Legislative Assembly	TBD	TBD	TBD		
	2023-25 Legislative Adopted Budget	Legislative Assembly	07/30/2023	⚫	Not Started	Legislative Assembly	TBD	TBD	TBD		
	Document Management System Acquisition (MGO)	Protection Finance Manager	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		

Status Legend:

⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Complete

MGO Recommendation # and Title: #11 - IT Systems
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2023
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	IT systems should be consolidated and the ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new IT systems.	1. Clearly define the purpose and use of each IT system, including the types of financial information recorded and tracked within each system (e.g. EFCC/FEMA/cost share information, large fire and small fire information). 2. Consolidate any systems that contain duplicate information. 3. The ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new information technology systems.	IT systems used by ODF Operations Branch, Administrative Branch, and the Field Protection Districts are inconsistent. Certain systems utilized are dated and manual processes are utilized to transfer data between systems due to lack of system integration.	Financial information may be inaccurate and/or incomplete due to information residing in multiple IT systems and the use of manual data transfer. Additionally, the use of dated or duplicative IT systems could result in inefficiencies or inaccurate/ incomplete data.

ODF Management Response:

ODF agrees with this recommendation. To date, the agency has been operating at a very low IT maturity model, focusing on reactive and ad hoc implementation of systems to address emerging needs, without the ability to focus on industry best practices and enterprise solutions. The implementation of the Management Action (MAP) would allow the department to make progress into an established level of IT maturity and provide the foundation to move into a highly-optimized level where new technologies can be rapidly brought online to match the agency's continuous improvement efforts.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Inventory of software and services (identify owners and stewards) (MGO)	Chief Information Officer	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin					
	Data inventory of software and services (purpose and use of each system) (MGO)	Chief Information Officer	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin					
	Software/service roadmap including identification of potential consolidation (MGO)	Chief Information Officer	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin					
	Strategic IT roadmap for fire finance IT systems and support	Chief Information Officer	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin					
	Software coverage listing (high level data usage)	Chief Information Officer	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin					
	Defined software and service "Allow" and "Not-Allow" lists	Chief Information Officer	06/30/2023	⚫	Not Started	Deputy Director for Administration					
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - I.T. Software and Service Governance (MGO)	Chief Information Officer	06/30/2023	⚫	Not Started	Deputy Director for Administration					
	ODF Policy - Data Governance	Chief Information Officer	06/30/2023	⚫	Not Started	Deputy Director for Administration					
	ODF Policy - I.T. Acceptable Use updated	Chief Information Officer	06/30/2023	⚫	Not Started	Deputy Director for Administration					
	ODF Policy - Mobile Device Acceptable Use updated	Chief Information Officer	06/30/2023	⚫	Not Started	Deputy Director for Administration					
ODF Procedures (list topic(s), define each)											
	Procedure to request new or updated applications or services (MGO)	Chief Information Officer	06/30/2023	⚫	Not Started	Deputy Director for Administration					
ODF Greenbook (list sections, define action needed)											
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Explore the option of self-service application installs and updates	Chief Information Officer	06/30/2023	⚫	Not Started	Deputy Director for Administration					
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communicate procedural changes to impacted personnel and supervisors	Chief Information Officer	06/30/2023	⚫	Not Started	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

MGO Recommendation # and Title: #11 - IT Systems
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2023
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	IT systems should be consolidated and the ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new IT systems.	1. Clearly define the purpose and use of each IT system, including the types of financial information recorded and tracked within each system (e.g. EFCC/FEMA/cost share information, large fire and small fire information). 2. Consolidate any systems that contain duplicate information. 3. The ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new information technology systems.	IT systems used by ODF Operations Branch, Administrative Branch, and the Field Protection Districts are inconsistent. Certain systems utilized are dated and manual processes are utilized to transfer data between systems due to lack of system integration.	Financial information may be inaccurate and/or incomplete due to information residing in multiple IT systems and the use of manual data transfer. Additionally, the use of dated or duplicative IT systems could result in inefficiencies or inaccurate/incomplete data.

ODF Management Response:

ODF agrees with this recommendation. To date, the agency has been operating at a very low IT maturity model, focusing on reactive and ad hoc implementation of systems to address emerging needs, without the ability to focus on industry best practices and enterprise solutions. The implementation of the Management Action (MAP) would allow the department to make progress into an established level of IT maturity and provide the foundation to move into a highly-optimized level where new technologies can be rapidly brought online to match the agency's continuous improvement efforts.

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Deliverable Status Status Indicator	Status	Approver(s)	Deliverable Review District Business Managers	LT	ET	BOF	Supporting Documentation
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #12 - ACC Rate Assessments
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:

High

MGO Recommendation:
Formal policies and procedures should be implemented to define the process for setting the ACC rates. The ACC rate determination should be as systematic as possible and manual data entry or potential for manipulation should be limited.

(MGO) Action Plan:
1. Review the requirements as related to the ACC, and determine the most efficient formula for rate setting.
2. Implement formal policies and procedures to define ACC rate setting process including responsible parties and approval requirements.
3. Develop standard report(s) used to set ACC rates.
4. Utilize a IT system for the calculation of the ACC rates, if possible.

MGO Observation:
The Annual Rate Assessment (ACC) is completed in Excel, which requires manual data entry and all cells are editable (i.e. formulas are able to be manipulated). The calculations utilized are overly complex and require multiple sources of documentation for input purposes. The final fiscal budget rate is documented by the District Forester and is not reconciled to the ACC Excel calculation. The ACC rates are approved by the Fire Protection District's Board prior to the ODF Operations and Administrative Branch review and approval.

MGO Potential Impact / Risk:
The use of an unprotected Excel document and overly complex calculations for rate setting could result in inaccuracies whether due to error or fraud. Inaccuracies could result in the over allocation and mismanagement of funds.

ODF Management Response:
ODF agrees with this recommendation and will implement the MAP this coming spring as the ACC is set for the FY 2022 budget.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Establish ODF Budget Divergence Project w/ cross-agency representation	Fire Protection Chief	01/25/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		2021 Protection GF Divergence Project Charter ver3 (draft)
	Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)	Fire Protection Chief	04/30/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
	Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)	Fire Protection Chief	04/30/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
	Underlying Statutory Policy Review (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/12/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		FA3 MGO Recommendation Work (Multiple documents)
	Divergence Project Plan -Scope of work, timeline, integration w/plan (MGO)	Fiscal Analyst 3 (MGO LD)	01/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		Protection Budget Review and Proposals Executive Summary
	ACC & Budget Historical Analysis	Fiscal Analyst 3 (MGO LD)	11/08/2021	🟢	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
	Assessment of Current ACC Rate Calculations	Fiscal Analyst 3 (MGO LD)	11/08/2021	🟢	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
	ACC Template - integrate recommended improvements from Divergence Project (MGO)	Fire Business Coordinator	06/30/2022	🔴	Being Initiated	Protection Finance Manager	TBD	TBD	TBD		
	ACC IT System Project Defined - Need, Solution, Budget, and Steps (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/10/2021	🟢	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		Proposal ODF Protection Budgeting and Tracking System
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Budgetary Development, Tracking, and Reconciliation	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	May-22		
ODF Procedures (list topic(s), define each)											
	Actual Cost Computation (ACC) Rate Procedures (MGO)	Fire Business Coordinator	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	E-Board Coordination Procedures	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

MGO Recommendation # and Title: #12 - ACC Rate Assessments
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:

High

MGO Recommendation:

Formal policies and procedures should be implemented to define the process for setting the ACC rates. The ACC rate determination should be as systematic as possible and manual data entry or potential for manipulation should be limited.

(MGO) Action Plan:

1. Review the requirements as related to the ACC, and determine the most efficient formula for rate setting.
2. Implement formal policies and procedures to define ACC rate setting process including responsible parties and approval requirements.
3. Develop standard report(s) used to set ACC rates.
4. Utilize a IT system for the calculation of the ACC rates, if possible.

MGO Observation:

The Annual Rate Assessment (ACC) is completed in Excel, which requires manual data entry and all cells are editable (i.e. formulas are able to be manipulated). The calculations utilized are overly complex and require multiple sources of documentation for input purposes. The final fiscal budget rate is documented by the District Forester and is not reconciled to the ACC Excel calculation. The ACC rates are approved by the Fire Protection District's Board prior to the ODF Operations and Administrative Branch review and approval.

MGO Potential Impact / Risk:

The use of an unprotected Excel document and overly complex calculations for rate setting could result in inaccuracies whether due to error or fraud. Inaccuracies could result in the over allocation and mismanagement of funds.

ODF Management Response:
ODF agrees with this recommendation and will implement the MAP this coming spring as the ACC is set for the FY 2022 budget.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
IT SYSTEM CONSIDERATIONS											
	Online ACC Rate Calculator	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical requirements for Budget Tracker defined	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for Budget Tracker, if feasible (MGO)	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker application deployment, if feasible	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker Interface for OFRS	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for ACC revised to incorporate new application(s)	Fire Business Coordinator	TBD	⬤	Not Started	Protection Finance Manager	TBD	TBD	TBD		
	Procedures for Budgeting revised to incorporate new application(s)	Assistant Deputy Director for Admin	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	ACC Rate Calculations - a review of current ACC rate assessment	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Development, Tracking, and Reconciliation Training	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Established feedback process for use of new budgeting tools to allow for real-time changes or additional training.	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Assessment of staffing/technology to determine if additional investment is warranted	Assistant Deputy Director for Admin	06/30/2023	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		

Status Legend:	
⬤	Not Started
⬤	Being Initiated
⬤	In Review / Underway
⬤	Approved / Completed

MGO Recommendation # and Title: #13 - Oversight Reports - AP and AR systems
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	**MGO Recommendation:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	ODF Administrative Branch should establish documented controls/ policies/ procedures related to oversight of fire protection finance, including the preparation and timely review of standardized reports.	Examples of standardized reports which should be prepared and reviewed on an on-going basis: 1. Payroll coding/ exceptions 2. Co-op fund classification 3. Project coding, including large fire coding 4. Spend against budget limitation 5. Emergency cost estimate reports 6. Severity Summary and Dashboard	Reports compiled for oversight of fire protection finance appear to be ad-hoc, manually manipulated, and prepared on an as needed basis. Formalized policies and procedures related to the preparation and review of fire protection finance related reports do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Operations and Administrative Branches personnel.	Use of ad-hoc and manually manipulated reports for oversight of fire protection finance could result in the use of incomplete and inaccurate data for management decisions. Additionally, the lack of formalized policies and procedures and inefficiencies could lead to duplication of efforts.

ODF Management Response:
ODF agrees with this recommendation and has recognized ad hoc reporting as problematic for efficiencies, accuracy, standardization, and confidence in various financial processes. The Administrative Branch has identified and begun to implement numerous financial and budget reports within existing systems and has been developing the to address this need. Some of the identified reports regarding fire costs within the MAP will take some significant process changes both within Salem and the district offices, as well as on fires. IT solutions can greatly benefit this effort but are not required to begin undertaking the needed process changes to facilitate reporting. Procedures are being developed to codify these business practices while defining roles and responsibilities across the agency.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Inventory of existing standard and non-standard reports sent to the field (MGO)	Financial Services Manager	07/30/2021	🟢	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		Inventory of reports
	Payroll Coding /Exceptions Report - reviewed and standards defined (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Co-op Fund Classification Report - reviewed and standards defined (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Spend Against Budget Limitation Report - reviewed and standards defined (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Emergency Cost Estimate Reports - reviewed and standards defined (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	TBD	n/a	n/a		
	Severity Summary and Dashboard - new report developed and standards defined (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	TBD	n/a	n/a		
	Accounts Receivable Aging Report - reviewed and standards defined (MGO)	Financial Services Manager	05/01/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Accounts Payable Report - reviewed and standards defined (MGO)	Financial Services Manager	05/01/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Cash Flows - new report and standards defined (MGO)	Financial Services Manager	05/01/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Fires to Be Invoiced Report - new report and standards defined (MGO)	Protection Finance Manager	05/01/2022	🟡	In Review / Underway	Fire Protection Deputy Chief	TBD	n/a	n/a		Outstanding Assets & Liabilities Tracker
	Exception Report Summaries - new report and standards defined (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	District Fiscal Budgets to Actual Report - reviewed and standards defined (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	District Fiscal Budgets to Biennial Report - reviewed and standards defined (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Biennial Budget to Actual Expenditures Report - reviewed and standards defined (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Additional standardized reports not defined in MGO report (TBD)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Financial Reporting and Oversight (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Financial Reporting procedures for preparation of each standardized report (TBD) (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Financial Oversight procedures for review of each standardized report (TBD) (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Cash Flow Projection Procedures (MGO)	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	OFRS Reporting Tool Use Procedures	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Procedures for Correcting Payroll	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator w/focus on reports used (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Oregon Forestland Protection Fund Administrator	Jul-22	Jul-22	n/a		

MGO Recommendation # and Title: #13 - Oversight Reports - AP and AR systems
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	ODF Administrative Branch should establish documented controls/ policies/ procedures related to oversight of fire protection finance, including the preparation and timely review of standardized reports.	Examples of standardized reports which should be prepared and reviewed on an on-going basis: 1. Payroll coding/ exceptions 2. Co-op fund classification 3. Project coding, including large fire coding 4. Spend against budget limitation 5. Emergency cost estimate reports 6. Severity Summary and Dashboard	Reports compiled for oversight of fire protection finance appear to be ad-hoc, manually manipulated, and prepared on an as needed basis. Formalized policies and procedures related to the preparation and review of fire protection finance related reports do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Operations and Administrative Branches personnel.	Use of ad-hoc and manually manipulated reports for oversight of fire protection finance could result in the use of incomplete and inaccurate data for management decisions. Additionally, the lack of formalized policies and procedures and inefficiencies could lead to duplication of efforts.

ODF Management Response:
ODF agrees with this recommendation and has recognized ad hoc reporting as problematic for efficiencies, accuracy, standardization, and confidence in various financial processes. The Administrative Branch has identified and begun to implement numerous financial and budget reports within existing systems and has been developing the to address this need. Some of the identified reports regarding fire costs within the MAP will take some significant process changes both within Salem and the district offices, as well as on fires. IT solutions can greatly benefit this effort but are not required to begin undertaking the needed process changes to facilitate reporting. Procedures are being developed to codify these business practices while defining roles and responsibilities across the agency.

√	Deliverable Identification / Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
	ODF Greenbook (list sections, define action needed)										
	Chapter 80 - Update standards in Emergency Cost Estimate reporting and review (MGO)	Incident Business / FEMA Manager	06/30/2022	⬤	Not Started	Protection Finance Manager	Jul-22	n/a	n/a		
	ODF Guidance or Memorandum (list sections)										
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	IT SYSTEM CONSIDERATIONS										
	Report designs integrated into OFRS application	Admin Modernization Program	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	COMMUNICATION PLANNING										
	Deployment of new OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	TRAINING NEEDS										
	Training plan for use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Training module on the use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Correcting Payroll training module	Financial Services Manager	06/30/2022	⬤	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	MAINTENANCE NEEDS POST-IMPLEMENTATION										
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS										
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
⬤	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #14 - Training (Training/Onboarding for accounting personnel in Salem and Field)
ET Sponsor: Human Resources Manager
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should develop a robust onboarding and training program for all finance and accounting personnel or those with finance and accounting related responsibilities.	1. Create a set of onboarding and ongoing training documents for all individuals with finance/ accounting related responsibilities. The onboarding training should include: (1) use of financial systems; (2) financial policies, procedures and processes; (3) monthly, quarterly, and annual reporting requirements; and (4) ODFnet and other available information and training resources. 2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable finance systems, desktop procedures, and ongoing reporting requirements.	Based on our inquiry with ODF Administrative Branch personnel, there are no standard processes or procedures for the onboarding of finance or accounting personnel as related to financial systems and processes.	Lack of sufficient training could lead to the use of inefficient or incorrect processes by finance and accounting personnel, which could result in errors in financial reporting and inefficiencies.

ODF Management Response:

ODF agrees with this recommendation and recognizes the need for standardized onboarding and training. Finance staff are actively revising guidance, procedures, and learning modules to aid in training employees on our new and existing financial systems and processes and Protection Finance staff have put together a robust fire finance training and annual refresher training. To help facilitate employee onboarding and build accountability for completion of training, the State of Oregon enterprise is currently implementing a new statewide Learning Management System that will replace the existing outdated system and be fully integrated with the state's Workday human resource management system. A financial curriculum that includes components listed in this sub-recommendation can be developed and assigned to employees with finance / accounting related responsibilities for both the initial onboarding stage and to facilitate ongoing training as well. Defining the core training requirements of the financial curriculum is the initial step in defining a roadmap that will assist with training module development and work planning for additional documentation needed to support our employees. Dedicated project capacity will be needed within the Finance and HR programs during 2021-2022 to support implementation of this new learning system and development of financial curriculum.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Update onboarding checklist for finance positions with key policies and training (MGO)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Onboarding outline identifying position and system needs for each classification	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	Chapters requiring updates or modifications in reference to Admin training modules	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
COMMUNICATION PLANNING											
	Communications on policy/procedural changes to affected personnel and supervisors	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Coordination on field and association review and feedback on curriculum	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Communications on new or revised financial training opportunities	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
TRAINING NEEDS											
	Training for hiring managers for requirements in the onboarding of financial positions	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Identify gaps in person vs. position, conduct needs assesment and provide training to bridge gaps	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Use of Learning Management System to assign required trainings at onboarding and annually (MGO)	Human Resources Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Use of Financial Systems - Admin Training module (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Financial Policies, Procedures, and Processes - Admin Training module (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Financial Reporting Requirements - Admin Training module (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Financial References, Tools, and Resources - Admin Training module (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Dispatch and other Incident Management training annual	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		

MGO Recommendation # and Title: #14 - Training (Training/Onboarding for accounting personnel in Salem and Field)
ET Sponsor: Human Resources Manager
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should develop a robust onboarding and training program for all finance and accounting personnel or those with finance and accounting related responsibilities.	1. Create a set of onboarding and ongoing training documents for all individuals with finance/ accounting related responsibilities. The onboarding training should include: (1) use of financial systems; (2) financial policies, procedures and processes; (3) monthly, quarterly, and annual reporting requirements; and (4) ODFnet and other available information and training resources. 2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable finance systems, desktop procedures, and ongoing reporting requirements.	Based on our inquiry with ODF Administrative Branch personnel, there are no standard processes or procedures for the onboarding of finance or accounting personnel as related to financial systems and processes.	Lack of sufficient training could lead to the use of inefficient or incorrect processes by finance and accounting personnel, which could result in errors in financial reporting and inefficiencies.

ODF Management Response:

ODF agrees with this recommendation and recognizes the need for standardized onboarding and training. Finance staff are actively revising guidance, procedures, and learning modules to aid in training employees on our new and existing financial systems and processes and Protection Finance staff have put together a robust fire finance training and annual refresher training. To help facilitate employee onboarding and build accountability for completion of training, the State of Oregon enterprise is currently implementing a new statewide Learning Management System that will replace the existing outdated system and be fully integrated with the state's Workday human resource management system. A financial curriculum that includes components listed in this sub-recommendation can be developed and assigned to employees with finance / accounting related responsibilities for both the initial onboarding stage and to facilitate ongoing training as well. Defining the core training requirements of the financial curriculum is the initial step in defining a roadmap that will assist with training module development and work planning for additional documentation needed to support our employees. Dedicated project capacity will be needed within the Finance and HR programs during 2021-2022 to support implementation of this new learning system and development of financial curriculum.

	Deliverable Identification			Deliverable Status			Deliverable Review				Supporting Documentation
√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Training modules modified to reflect any new or changed processes/procedures	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Human Resources Analyst	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Training module development capacity to be determined as deliverables progress to consider enhanced implementation through upcoming budget development cycles.	Assistant Deputy Director for Admin	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟠	In Review / Underway
🟢	Approved / Completed

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #15 - Field Protection Districts Oversight
ET Sponsor: Deputy Director for Operations
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:

Medium

MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
ODF Operations and Administrative Branches should develop and implement standardized processes and procedures for the Field Protection Districts, and assist in the implementation and continued oversight of the processes and procedures to ensure consistency in application.	1. Update Green Book to clearly define all fire incident business processes. 2. Prepare standardized policies, procedures, flow charts, and/ or desk manuals related to finance and accounting, including implementation and oversight processes and responsible parties.	During our site visits to the Field Protection Districts and ODF Operations (headquarters), we noted that the Field Protection Districts appear to operate independently and lack standardized processes and procedures.	Lack of standardized processes and procedures across the Field Protection Districts could lead to inconsistencies in finance and accounting related transactions resulting in inaccurate and/or incomplete financial information.

ODF Management Response:

ODF agrees with this recommendation. Policies, procedures and process documentation is a key tenet of establishing authority, responsibility and accountability among agency staff and managers. The Green Book is designed to be a field guide of fire incident business process and procedures that are carried out on incident and through the field district offices. This guide will continue to be developed and regularly revised to clearly define these incident business processes. Other fire business is centralized to ODF Headquarters and coordination work across the Operations and Administrative Branches. Those processes should be captured in agency policy and procedure, or individual employee desk manuals, instead of the Green Book. ODF will continue to revise and develop this necessary documentation of business practices. Furthermore, providing the appropriate level of training prior to season, and ongoing communication throughout fire season, across field and division leadership and staff, regarding these business processes, will ensure consistency in accountability for efficiency in performance up through the chain of command.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Inventory of employee desk manual contents within key finance positions (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
	Evaluation of desk manual contents to consider establishing formal procedures (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
	Defined, modernized, desk manual template for use in agency (MGO)	Senior Strategy Manager	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	Timeline and expectation delivered for codifying employee desk manuals (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy Cost Estimate Generation (new) (MGO)	Protection Finance Manager	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forest Land Protection Fund 07/01/2020 (revise from directive to policy) (MGO)	Oregon Forestland Protection Fund Administrator	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Internal Controls (updated/new) (MGO)	Internal Auditor	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Disbursements and Expenditures (updated/new) (MGO)	Financial Services Manager	06/30/2022	◐	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Procurement (updated/new) (MGO)	Contract Services Program Manager	06/30/2022	◐	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Signature Authority (updated) (MGO)	Deputy Director for Administration	12/30/2021	●	Complete	State Forester	Oct-21	Dec-21	Sep-21		
	ODF Policy - Revenues and Receivables (updated/new) (MGO)	Financial Services Manager	06/30/2022	◐	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator w/focus on systems used (MGO)	Protection Finance Manager	06/30/2022	●	Not Started	Oregon Forestland Protection Fund Administrator	Jul-22	Jul-22	n/a		
	EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)	Oregon Forestland Protection Fund Administrator	06/30/2022	●	Not Started	Deputy Director for Administration	Aug-22	Sep-22	n/a		
	Incident AAR and Financial Review Change Management Procedures (MGO)	Protection Finance Manager	06/30/2022	●	Not Started	Oregon Forestland Protection Fund Administrator	Aug-22	Sep-22	n/a		
	Accounting procedures to be defined for implementing ODF policies listed above (TBD)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 10 - Personnel (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 20 - Procurement and Agreements (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 30 - Property Management (new) (MGO)	Incident Finance / FEMA Manager	09/30/2021	●	Complete	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 40 - Incident Business Management Coordination (review/update) (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 50 - Interagency Cooperative Relations (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022	◐	In Review / Underway	Protection Finance Manager	Jul-22	Jul-22	n/a		

MGO Recommendation # and Title: #15 - Field Protection Districts Oversight
ET Sponsor: Deputy Director for Operations
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	**MGO Recommendation:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	ODF Operations and Administrative Branches should develop and implement standardized processes and procedures for the Field Protection Districts, and assist in the implementation and continued oversight of the processes and procedures to ensure consistency in application.	1. Update Green Book to clearly define all fire incident business processes. 2. Prepare standardized policies, procedures, flow charts, and/ or desk manuals related to finance and accounting, including implementation and oversight processes and responsible parties.	During our site visits to the Field Protection Districts and ODF Operations (headquarters), we noted that the Field Protection Districts appear to operate independently and lack standardized processes and procedures.	Lack of standardized processes and procedures across the Field Protection Districts could lead to inconsistencies in finance and accounting related transactions resulting in inaccurate and/or incomplete financial information.

ODF Management Response:

ODF agrees with this recommendation. Policies, procedures and process documentation is a key tenet of establishing authority, responsibility and accountability among agency staff and managers. The Green Book is designed to be a field guide of fire incident business process and procedures that are carried out on incident and through the field district offices. This guide will continue to be developed and regularly revised to clearly define these incident business processes. Other fire business is centralized to ODF Headquarters and coordination work across the Operations and Administrative Branches. Those processes should be captured in agency policy and procedure, or individual employee desk manuals, instead of the Green Book. ODF will continue to revise and develop this necessary documentation of business practices. Furthermore, providing the appropriate level of training prior to season, and ongoing communication throughout fire season, across field and division leadership and staff, regarding these business processes, will ensure consistency in accountability for efficiency in performance up through the chain of command.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
	Chapter 60 - Accident Investigation and Reporting (new) (MGO)	Incident Finance / FEMA Manager	09/30/2021	🟢	Complete	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 70 - Claims and Incident Cost Recovery Collection (review/update) (MGO)	Incident Finance / FEMA Manager	09/30/2021	🟢	Complete	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 80 - Cost Accounting and Reporting and Cost Shares (review/update) (MGO)	Protection Finance Manager	06/15/2021	🟢	Complete	Fire Protection Deputy Chief	Jul-21	Jul-22	n/a		
	Chapter 90 - Incident Payments and Coding (review/update) (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 100 - All-Hazards Incident Business Management (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Supplemental Appendices for each Chapter (review/update) (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Updating Plan for Greenbook (review/update) (MGO)	Incident Finance / FEMA Manager	06/30/2022	🟢	Complete	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapters 30, 50, 60, 70, 80 reviewed again prior to Fire Season 2022 (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
COMMUNICATION PLANNING											
	Coordination with agency subject matter experts for review of content as necessary	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Greenbook Overview and Summary of Updates - Email to All Forestry (annually)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	May-22	May-22	n/a		
TRAINING NEEDS											
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Dispatch and IMT trainings - update on new processes (annually)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	May-22	May-22	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Incident Finance Training modules updated (annually)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Greenbook updated (annually)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Human Resources Analyst	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:

⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #16 - Board of Forestry Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 10/31/2021
Last Update: 12/29/2021

Rating:	**MGO Recommendation:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	Formalized policies and procedures should be established by the BOF related to financial oversight of ODF, including clearly defining the reporting requirements of ODF to the BOF.	BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as: - AR Aging - AP Aging - Cash flow projections - Exception report summaries - District fiscal budgets to actual - District fiscal budget to the bi-annual budget - Overall ODF agency bi-annual budget to actuals	Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance related activities to the BOF is limited and inconsistent.	Insufficient reporting of financial information to the BOF or the Forestry Finance Oversight Committee could result in lack of adequate oversight and transparency relative to the overall financial position of the agency.

ODF Management Response:

ODF agrees with this recommendation. The Board of Forestry (BOF) does have statutory responsibility to oversee the expenditures incurred under the statutes of their authority. ODF is committed to providing regular financial updates to the Board and has incorporated that work into the Board's Administrative Work Plan. ODF has been actively defining a set of standardized reports and consistent delivery timeframes to inform the Board and other required parties. As the deliverables of this process are further developed with the Board, a formalized policy and procedure can be presented for Board review and approval to codify their oversight responsibilities in agency business practices.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Draft 21-22 BOF Administrative Work Plan with new topic and timeline for Board Financial Oversight Policy Development considered at October planning retreat. Planning discussion includes review of existing financial dashboard processes. (MGO)	State Forester and Deputy Director for Administration	10/31/2021	🟢	Complete	Board of Forestry	n/a	Sep-21	Sep-21	Oct-21	BOF October '21
	21-22 BOF Administrative Work Plan presented for Board of Forestry review	State Forester and Deputy Director for Administration	01/05/2022	🟢	Complete	Board of Forestry	n/a	n/a	Dec-21	Jan-22	BOF January '22 Item 4 Att. 7
	21-22 BOF Administrative Work Plan presented for Board of Forestry approval	State Forester and Deputy Director for Administration	03/09/2022	⚫	Not Started	Board of Forestry	n/a	n/a	Feb-22		
	Standardized reports identified for review and oversight by the Board of Forestry (MGO)	State Forester and Deputy Director for Administration	TBD	🔴	Being Initiated	Board of Forestry	TBD	n/a	n/a	Jan-22	BOF January '22 Item 9 Att. 1
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	Board of Forestry Financial Oversight Policy (MGO)	State Forester	TBD	🔴	Being Initiated	Board of Forestry	TBD	TBD	TBD	Jan-22	BOF January '22 Item 9 Att. 1
ODF Procedures (list topic(s), define each)											
	Procedures for Financial Reporting to the Board of Forestry	Deputy Director for Administration	TBD	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Board of Forestry Reports integrated with OFRS Reporting Interface	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communicate policy and procedures to impacted personnel and supervisors	Deputy Director for Administration	TBD	⚫	Not Started	State Forester	TBD	TBD	TBD		
TRAINING NEEDS											
	New Board policy integrated into Board Member Orientation package	Board Administrator	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

MGO Recommendation # and Title: #16 - Board of Forestry Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 10/31/2021
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	Formalized policies and procedures should be established by the BOF related to financial oversight of ODF, including clearly defining the reporting requirements of ODF to the BOF.	BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as: - AR Aging - AP Aging - Cash flow projections - Exception report summaries - District fiscal budgets to actual - District fiscal budget to the bi-annual budget - Overall ODF agency bi-annual budget to actuals	Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance related activities to the BOF is limited and inconsistent.	Insufficient reporting of financial information to the BOF or the Forestry Finance Oversight Committee could result in lack of adequate oversight and transparency relative to the overall financial position of the agency.

ODF Management Response:

ODF agrees with this recommendation. The Board of Forestry (BOF) does have statutory responsibility to oversee the expenditures incurred under the statutes of their authority. ODF is committed to providing regular financial updates to the Board and has incorporated that work into the Board's Administrative Work Plan. ODF has been actively defining a set of standardized reports and consistent delivery timeframes to inform the Board and other required parties. As the deliverables of this process are further developed with the Board, a formalized policy and procedure can be presented for Board review and approval to codify their oversight responsibilities in agency business practices.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
	Deliverable Identification			**Deliverable Status**			**Deliverable Review**				
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and update policy/procedures to meet changing needs	State Forester	TBD	⚫	Not Started	Board of Forestry	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	TBD	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	TBD	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #17 - District Finance Accounting Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:

Medium	The ODF Administrative Branch should establish policies and procedures related to oversight of finance/ accounting functions within the Field Protection Districts. The policies and procedures should include, but not be limited to:
	
	1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch.
	2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch.
	3. Ongoing monitoring of key financial metrics within the Field Protection Districts.
	
	In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.
		1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
		2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
		3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
		4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
		  - A/R and A/P agings
		  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
		  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
		  - % complete of co-op reconciliation process for each open incident
		  - Number of cost share incidents open, settled and closed
		  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
		  - Open purchase orders
			Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.	Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

ODF Management Response:
ODF agrees with the recommendation. A focused and prioritized approach would work best in order to achieve the recommended process improvements. The "clear tone" is set by the State Forester and implemented jointly by the Deputies through their chains of command. ODF will develop an organization chart which clearly shows the flow of accountability from District, to Area, to Division, to Leadership. The identified reporting requirements and financial metrics listed in the MAP were actively embedded into agency business practices. The use of weekly (or other) fire finance meetings which include field and division leadership ensure alignment on progress and process. ODF will continue to revise and develop policies and procedure that capture these improved business practices while clearly defining roles and responsibilities relative to financial reporting needs.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Deliverable Status — Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Expectations for ODF Executive Team, Operations, Administration, and Field Protection Districts with respect to financial accountability and MGO Recommendations (MGO)	State Forester	Done	🟢	Complete	Board of Forestry	Jan-20	Jan-21	Jul-20		Multiple forums
	Organization Chart defining financial reporting lines to Administrative Branch (MGO)	Assistant Deputy Director for Admin	06/30/2022	🔴	Being Initiated	Deputy Director for Administration	Nov-21	Dec-21	Oct-21		
	Cost Share Tracker developed (MGO)	Protection Finance Manager	Done	🟢	Complete	Deputy Fire Protection Chief	n/a	n/a	n/a		Cost Share Tracker
	Outstanding Assets & Liabilities Tracker (MGO)	Protection Finance Manager	Done	🟢	Complete	Deputy Director for Administration	Jun-21	n/a	n/a		Outstanding Assets & Liabilities Tracker
	Co-op Tracker developed (MGO)	Protection Finance Manager	Done	🟢	Complete	Deputy Fire Protection Chief	Jun-21	n/a	n/a		Outstanding Assets & Liabilities Tracker
	Active Incident Tracker developed (MGO)	Protection Finance Manager	12/31/2021	🟢	Complete	Deputy Fire Protection Chief	Jan-22	n/a	n/a		Active Incident Tracker
	AR/AP Tracker for external partners (MGO)	Protection Finance Manager	12/31/2021	🟢	Complete	Deputy Fire Protection Chief	Jan-22	n/a	n/a		AR/AP Tracker for Aging
	Field reporting requirements defined and integrated into policies/procedures (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		Outstanding Assets & Liabilities Tracker Instructions
	Metrics for A/R and A/P agings (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for incidents with open finance items by fiscal year and type (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for completed percentage of cost share reconciliations (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for completed percentage of co-op reconciliations (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for number of cost shares open, settled, or closed (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for outstanding payable invoices w/external partners (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		

MGO Recommendation # and Title: #17 - District Finance Accounting Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:

Medium	The ODF Administrative Branch should establish policies and procedures related to oversight of finance/ accounting functions within the Field Protection Districts. The policies and procedures should include, but not be limited to:
	
	1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch.
	2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch.
	3. Ongoing monitoring of key financial metrics within the Field Protection Districts.
	
	In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.
		1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
		2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
		3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
		4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
		  - A/R and A/P agings
		  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
		  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
		  - % complete of co-op reconciliation process for each open incident
		  - Number of cost share incidents open, settled and closed
		  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
		  - Open purchase orders
			Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.	Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

ODF Management Response:
ODF agrees with the recommendation. A focused and prioritized approach would work best in order to achieve the recommended process improvements. The "clear tone" is set by the State Forester and implemented jointly by the Deputies through their chains of command. ODF will develop an organization chart which clearly shows the flow of accountability from District, to Area, to Division, to Leadership. The identified reporting requirements and financial metrics listed in the MAP were actively embedded into agency business practices. The use of weekly (or other) fire finance meetings which include field and division leadership ensure alignment on progress and process. ODF will continue to revise and develop policies and procedure that capture these improved business practices while clearly defining roles and responsibilities relative to financial reporting needs.

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Organization and Position Management (MGO)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	06/30/2022	○	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Accounting for Revenues and Receivables (new) (MGO)	Financial Services Manager	06/30/2022	○	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	06/30/2022	○	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Internal Controls (new) (MGO)	Internal Auditor	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	AR/AP aging meeting Procedures (MGO)	Financial Services Manager	12/30/2021	●	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	12/30/2021	●	Complete	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Outstanding Assets & Liabilities Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022	○	In Review / Underway	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Co-op Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022	●	Being Initiated	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Active Incident Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022	●	Not Started	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Financial Metrics Review Procedures (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)	Protection Finance Manager	06/15/2021	●	Complete	Fire Protection Deputy Chief	Jul-21	n/a	n/a		
	Chapter 50 - Interagency Cooperative Relations (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022	○	In Review / Underway	Protection Finance Manager	n/a	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

MGO Recommendation # and Title: #17 - District Finance Accounting Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:

Medium

MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:

The ODF Administrative Branch should establish policies and procedures related to oversight of finance/ accounting functions within the Field Protection Districts. The policies and procedures should include, but not be limited to:
 	
1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch.
3. Ongoing monitoring of key financial metrics within the Field Protection Districts.
 	
In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.
	1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
	2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
	3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
	4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
	  - A/R and A/P agings
	  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
	  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
	  - % complete of co-op reconciliation process for each open incident
	  - Number of cost share incidents open, settled and closed
	  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
	  - Open purchase orders
		Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.	Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

ODF Management Response:

ODF agrees with the recommendation. A focused and prioritized approach would work best in order to achieve the recommended process improvements. The "clear tone" is set by the State Forester and implemented jointly by the Deputies through their chains of command. ODF will develop an organization chart which clearly shows the flow of accountability from District, to Area, to Division, to Leadership. The identified reporting requirements and financial metrics listed in the MAP were actively embedded into agency business practices. The use of weekly (or other) fire finance meetings which include field and division leadership ensure alignment on progress and process. ODF will continue to revise and develop policies and procedure that capture these improved business practices while clearly defining roles and responsibilities relative to financial reporting needs.

√	Deliverable Identification / Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
IT SYSTEM CONSIDERATIONS											
	Technical requirements for incident finance tracker application defined, if desired	Protection Finance Manager	Fall	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for incident finance tracker	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Incident Finance Tracker application deployment	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for updating Incident Finance Tracker revised for new application	Protection Finance Manager	TBD	●	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
	Interface developed for trackers and metrics to feed into OFRS application	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Dispatch and IMT trainings - update on new processes (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Training modules modified to reflect any new or changed processes/procedures	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Human Resources Analyst	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:

●	Not Started
●	Being Initiated
●	In Review / Underway
●	Approved / Completed

MGO Recommendation # and Title: #18 - Change Management (Incident Finance Audits)

ET Sponsor: Fire Protection Chief

Due Date: 06/30/2022

Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating: Medium

MGO Recommendation:	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Financial data by incident should be reviewed by appropriate personnel, including the ODF Operations and Administrative Branches and key finance and accounting personnel within the Field Protection Districts, on an ongoing and timely basis. Changes in finance and accounting processes and procedures should be properly documented through updates in policy or procedure documents and communicated timely.	Establish a financial data/ results review by incident and/ or overall fire season and identify the appropriate personnel to attend the respective reviews. Identify the financial data/ metrics to be reviewed and a change management process for any adjustments made to finance/ accounting policies or procedures resulting from the review.	While financial data is reviewed subsequent to the end of the fire season, the review does not extend beyond surface-level financial data to include consideration of reasonableness and other decision processes. The field audits conducted by the EFCC and the Fire Protection Division are duplicative. Changes in finance and accounting policies and procedures resulting from the reviews and audits are not communicated to the Field Protection Districts consistently or on a timely basis.	Lack of timely review of incident financial data and communication of changes to policies and procedures related to finance and accounting could result in inefficiencies, inaccurate and/ or incomplete financial data or a lack of financial accountability within the Field Protection Districts.

ODF Management Response:

ODF agrees with this recommendation. EFCC and the Division are building new efficiency in their processes by establishing joint audits this coming spring where they will review all eligible fire costs and incident findings will further inform business practices and promote financial accountability. Auditing metrics are defined in our business practices; however, the change management process for policy/procedure adjustments resulting from the findings and review have not been codified in formal procedure. Implementation of a more extensive review that includes results beyond surface-level financial data to include consideration of reasonableness and other decision processes would be more difficult to implement and would require significantly more time and capacity than currently stated, especially when evaluating how an incident's operational objectives or regional factors may have influenced financial outcomes and where those lessons learned could be implemented in agency business practices.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Combine EFCC and Protective Division incident finance audit processes (MGO)	Protection Finance Manager	05/01/2021	🟢	Complete	Oregon Forestland Protection Fund Administrator	n/a	n/a	n/a		
	Audit criteria updated for supporting documentation, personnel, and review timelines (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Oregon Forestland Protection Fund Administrator	Aug-22	Sep-22	n/a		
	Incident AAR process updated to review financial accounting and communicate results (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Fire Protection Division Chief	Aug-22	Sep-22	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-201 Internal Controls - General Overview rescinded	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Internal Controls (new)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Disbursements and Expenditures (new)	Financial Services Manager	06/30/2022	🟠	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)	Oregon Forestland Protection Fund Administrator	06/30/2022	⚫	Not Started	Deputy Director for Administration	Aug-22	Sep-22	n/a		
	EFCC Emergency Fire Claim Procedures updated, if necessary	Oregon Forestland Protection Fund Administrator	06/30/2022	⚫	Not Started	Deputy Director for Administration	Aug-22	Sep-22	n/a		
	Incident AAR and Financial Review Change Management Procedures (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Oregon Forestland Protection Fund Administrator	Aug-22	Sep-22	n/a		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	Lessons Learned from 2020 Financial Review (MGO)	Protection Finance Manager	08/01/2021	🟢	Complete	Oregon Forestland Protection Fund Administrator	Aug-21	Aug-21	n/a		2020 Lessons Learned from Large Fire Audits (Email 06/15/21)
	EFC Audit Prep and Guidelines updated, if necessary	Protection Finance Manager	06/30/2022	⚫	Not Started	Oregon Forestland Protection Fund Administrator	Aug-21	Aug-21	n/a		
IT SYSTEM CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
COMMUNICATION PLANNING											
	Communicate changes to audit process and expectations resulting from recommendation implementation in advance of first audit under new process, to include best practices for documentation and retention.	Fire Protection Chief	06/30/2022	⚫	Not Started	Public Affairs Manager	TBD	TBD	TBD		

MGO Recommendation # and Title: #18 - Change Management (Incident Finance Audits)
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating: | **MGO Recommendation:** | **(MGO) Action Plan:** | **MGO Observation:** | **MGO Potential Impact / Risk:**

Medium | Financial data by incident should be reviewed by appropriate personnel, including the ODF Operations and Administrative Branches and key finance and accounting personnel within the Field Protection Districts, on an ongoing and timely basis. Changes in finance and accounting processes and procedures should be properly documented through updates in policy or procedure documents and communicated timely. | Establish a financial data/ results review by incident and/ or overall fire season and identify the appropriate personnel to attend the respective reviews. Identify the financial data/ metrics to be reviewed and a change management process for any adjustments made to finance/ accounting policies or procedures resulting from the review. | While financial data is reviewed subsequent to the end of the fire season, the review does not extend beyond surface-level financial data to include consideration of reasonableness and other decision processes. The field audits conducted by the EFCC and the Fire Protection Division are duplicative. Changes in finance and accounting policies and procedures resulting from the reviews and audits are not communicated to the Field Protection Districts consistently or on a timely basis. | Lack of timely review of incident financial data and communication of changes to policies and procedures related to finance and accounting could result in inefficiencies, inaccurate and/ or incomplete financial data or a lack of financial accountability within the Field Protection Districts.

ODF Management Response:

ODF agrees with this recommendation. EFCC and the Division are building new efficiency in their processes by establishing joint audits this coming spring where they will review all eligible fire costs and incident findings will further inform business practices and promote financial accountability. Auditing metrics are defined in our business practices; however, the change management process for policy/procedure adjustments resulting from the findings and review have not been codified in formal procedure. Implementation of a more extensive review that includes results beyond surface-level financial data to include consideration of reasonableness and other decision processes would be more difficult to implement and would require significantly more time and capacity than currently stated, especially when evaluating how an incident's operational objectives or regional factors may have influenced financial outcomes and where those lessons learned could be implemented in agency business practices.

Deliverable Identification		**Owner**	**Estimated Completion Date**	**Deliverable Status**		**Approver(s)**	**Deliverable Review**				**Supporting Documentation**
√	**Deliverable Name**			**Status Indicator**	**Status**		**District Business**	**LT**	**ET**	**BOF**	
TRAINING NEEDS											
	Fire Finance Training (annually) - Auditing and Emergency Fire Claim modules updated (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Dispatch and IMT trainings - update on new processes (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Training modules modified to reflect any new or changed processes/procedures	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Human Resources Analyst	n/a	n/a	n/a		
	Documentation review of all AAR and financial review findings, communications, and use of new change management procedures to update policy or procedures (annually) (MGO)	Protection Finance Manager	06/30/2023	●	Not Started	Deputy Fire Protection Chief	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	MGO recommendations incorporated into annual risk assessment	Internal Auditor	10/31/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		ODF Risk Assessment
	Assessment of review methodologies to evaluate reasonableness and decision-making	External Consultant / TBD	06/30/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

Status Legend:
● Not Started
● Being Initiated
● In Review / Underway
● Approved / Completed

MGO Recommendation # and Title: #19 - Invoicing
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should establish policies and procedures related to invoice generation including limiting the ability to generate invoices to the ODF Administrative Branch.	Develop and implement policies and procedures related to invoice generation. The policies and procedures should include the following: (1) authority and approval limits by job position, (2) required supporting documentation to be provided to the ODF Administrative Branch, and (2) required timeframes for submission of supporting documentation. Note: This should be addressed with the implementation of Sage 300.	The current process to generate certain invoices within the Field Protection Districts is manual (Word document) and limited or no supporting documentation is provided to the ODF Administrative Branch prior to receiving an invoice number. Furthermore, there are no formally documented policies related to submission of supporting documentation and invoices from the Field Protection Districts to the ODF Administrative Branch.	The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

ODF Management Response:

ODF agrees with this recommendation. When the Sage300 AR system is implemented, the field will be submitting their invoices through that system. After they post their invoice batch, they will scan and send the supporting documentation along with an invoice cover sheet. This sheet will require the review (signature) by someone with authority to approve invoices. The expectation is the field submits the supporting documentation along with invoice cover sheet in a reasonable timeframe (3-5 days). Initial guidance has been developed and shared with the field related to this business process. Follow-up will include formal codification in agency policy and procedure.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)	Financial Services, Operating Programs	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Updated policy includes defined responsibilities for ODF Admin and Operations (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Signature Authority (MGO)	Deputy Director for Administration	12/30/2021	🟢	Complete	State Forester	Oct-21	Dec-21	Sep-21		
ODF Procedures (list topic(s), define each)											
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Invoicing process includes supporting documentation and timelines (MGO)	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	TBD	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Sage AR deployed as only system for invoicing, removing manual process (MGO)	Financial Services Manager	06/29/2021	🟢	Complete	Assistant Deputy Director for Admin	Jul-21	Jul-21	n/a		
	Evaluate interface capabilities with other systems (WALT, DirectBill, Smoke Management, MotorPool/Comms) coordinating with operating divisions	Admin Modernization Program	TBD	🔴	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Evaluate interface capabilities with future document management system	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communicate procedural changes to impacted personnel and supervisors	Deputy Director for Administration	06/30/2022	🔴	Being Initiated	Public Affairs Manager	TBD	TBD	TBD		

MGO Recommendation # and Title: #19 - Invoicing
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 12/29/2021

Rating:	**MGO Recommendation:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	The ODF Administrative Branch should establish policies and procedures related to invoice generation including limiting the ability to generate invoices to the ODF Administrative Branch.	Develop and implement policies and procedures related to invoice generation. The policies and procedures should include the following: (1) authority and approval limits by job position, (2) required supporting documentation to be provided to the ODF Administrative Branch, and (2) required timeframes for submission of supporting documentation. Note: This should be addressed with the implementation of Sage 300.	The current process to generate certain invoices within the Field Protection Districts is manual (Word document) and limited or no supporting documentation is provided to the ODF Administrative Branch prior to receiving an invoice number. Furthermore, there are no formally documented policies related to submission of supporting documentation and invoices from the Field Protection Districts to the ODF Administrative Branch.	The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

ODF Management Response:

ODF agrees with this recommendation. When the Sage300 AR system is implemented, the field will be submitting their invoices through that system. After they post their invoice batch, they will scan and send the supporting documentation along with an invoice cover sheet. This sheet will require the review (signature) by someone with authority to approve invoices. The expectation is the field submits the supporting documentation along with invoice cover sheet in a reasonable timeframe (3-5 days). Initial guidance has been developed and shared with the field related to this business process. Follow-up will include formal codification in agency policy and procedure.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business Managers	LT	ET	BOF	Supporting Documentation
	TRAINING NEEDS										
	Policy and procedures as part of Sage training and updates	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Collection policies and procedures for those responsible for collections	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	MAINTENANCE NEEDS POST-IMPLEMENTATION										
	Invoicing Procedures reviewed (annually)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS										
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:

⚫	Not Started
🔴	Being Initiated
🟠	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)
ET Sponsor: State Forester
Due Date: 06/30/2023
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:

Medium

MGO Recommendation:

Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:
1. Individuals with primarily finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.
2. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.

In addition, the ODF Operations and Administrative Branches should review and approve job requisitions with finance and accounting responsibilities to determine whether the roles and responsibilities are appropriate given the position identified.

(MGO) Action Plan:

1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
   a) Protection Finance - Principal Executive Finance Manager
   b) Protection Finance - Fiscal Analyst 2 (one position)
   c) Protection Finance - Accounting Tech 3 (five positions)

2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be report to the Budget Management group as opposed to the Equipment Pool.

3. Based on review of the job descriptions provided by Bill Herber, certain finance/ accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

MGO Observation:

Certain personnel with primarily finance or accounting responsibilities report to the ODF Operations Branch rather than the Administrative Branch under the current organizational structure. Additionally, certain positions within the ODF Operations Branch have some finance and accounting related job duties and do not consistently communicate with the appropriate personnel within the ODF Administrative Branch regarding the execution of those duties.

MGO Potential Impact / Risk:

Lack of proper oversight of finance and accounting personnel and/ or job functions by the ODF Administrative Branch could result in errors in financial reporting or failure to properly record accounts receivable or payable transactions, resulting in an inability to properly forecast cash flows.

ODF Management Response:

ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize our current fire finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracies in our business practices and provided for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting further mitigating risk of inefficiencies or inaccuracies. Alignment of work and technical classifications within business units provides more efficient and effective work, promotes the ability to provide redundant services, especially important during fire season, and provides for greater accountability through technical understanding by immediate managers. However, this approach must include meeting the needs of operational units and their leadership to influence goals and outcomes for these supporting elements as well as provide input on their performance. This will ensure operational units maintain strategic control while minimizing the need for administrative oversite. To assist with implementation, an analysis to determine how these listed and potential future reassignments would mitigate the potential risks should be conducted. There may be multiple solutions or phased approaches that will address concerns noted in the process observations, while considering associated tradeoffs of implementation, and evaluating the effectiveness of current process improvements underway.

ODF Revised Management Response - June 2021:

ODF agrees with the recommendation. The Governor's recommended budget includes these recommended changes, and we believe these changes will likely be included in the Legislative adopted budget. Even if they were not included, from a mechanical budget process, the reporting lines can and will still be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making - specifically during the 2021 fire season.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
	This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2021-23 Legislatively Adopted Budget, inclusive of ODF Policy Option Package #200 in the Governor's Recommended Budget. (MGO)	State Forester	06/28/2021	●	Complete	Oregon Legislative Assembly	TBD	TBD	TBD		
	Bridge plan for 2021 Fire Season to build capacity and understanding of operational needs of administrative/accounting support required for timely decisions that informs full implementation of organization changes.	Fire Protection Chief and Assistant Deputy Director for Admin	07/01/2021	●	Complete	Deputy Directors for Administration and Operations	TBD	TBD	TBD		
	Change Management consultant hired to support changing organizational structure and business processes	Deputy Director for Administration	09/28/2021	●	Complete	State Forester	TBD	TBD	TBD		ODF Olympic Performance Management Contract
	DRAFT Organizational Chart reflecting proposed reporting structure (9 positions + 4 new) (MGO)	Deputy Director for Administration	10/31/2021	●	Complete	Deputy Director for Administration	TBD	TBD	TBD		Administrative Branch Org Chart
	FTE and reporting changes clarified for positions in Legislatively Adopted Budget, if any	Assistant Deputy Director for Admin	07/01/2021	●	Complete	Deputy Director for Administration	TBD	TBD	TBD		
	Technical adjustments implemented in budgeting system and documentation (MGO)	Budget Manager	10/01/2021	●	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Agency's 2021-23 Legislatively Adopted Budget document to Chief Financial Office and Legislative Fiscal Office	State Forester	10/26/2021	●	Complete	Oregon Legislative Assembly	TBD	TBD	TBD		
	Complete reorganization January 1, 2022, or sooner: the agency is absolutely committed to implementing these changes. The TBD timeline items that follow are contingent upon two key drivers: the actual budget/FTE the agency receives (added capacity/FTE/Positions) to fully implement all the MGO recommendations and the magnitude of the fire season, which requires current capacity to manaage finances on assignment to large fires. With these key drivers, we would have organizational implementation by January 1, 2022, possibly sooner.										
	Recruitment processes initiated for new or vacant positions, if any	Assistant Deputy Director for Admin	09/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Interim analysis of core duties for affected positions specific to Operations Branch	Deputy Director for Operations	09/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Principles established for strategic and operational support of Operations Branch	Fire Protection Chief	09/30/2022	●	Being Initiated	Deputy Director for Operations	TBD	TBD	TBD		
	Human Resource Analyst assigned to support implementation	Human Resources Manager	12/30/2021	●	Complete	Deputy Director for Administration	TBD	TBD	TBD		
	Transition Plan for implementing organizational change	Deputy Directors for Administration and Operations	12/30/2021	●	Complete	State Forester	TBD	TBD	TBD		

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)
ET Sponsor: State Forester
Due Date: 06/30/2023
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:

Medium

MGO Recommendation:

Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:
1. Individuals with primarily finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.
2. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.

In addition, the ODF Operations and Administrative Branches should review and approve job requisitions with finance and accounting responsibilities to determine whether the roles and responsibilities are appropriate given the position identified.

(MGO) Action Plan:

1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
   a) Protection Finance - Principal Executive Finance Manager
   b) Protection Finance - Fiscal Analyst 2 (one position)
   c) Protection Finance - Accounting Tech 3 (five positions)

2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be report to the Budget Management group as opposed to the Equipment Pool.

3. Based on review of the job descriptions provided by Bill Herber, certain finance/ accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

MGO Observation:

Certain personnel with primarily finance or accounting responsibilities report to the ODF Operations Branch rather than the Administrative Branch under the current organizational structure. Additionally, certain positions within the ODF Operations Branch have some finance and accounting related job duties and do not consistently communicate with the appropriate personnel within the ODF Administrative Branch regarding the execution of those duties.

MGO Potential Impact / Risk:

Lack of proper oversight of finance and accounting personnel and/ or job functions by the ODF Administrative Branch could result in errors in financial reporting or failure to properly record accounts receivable or payable transactions, resulting in an inability to properly forecast cash flows.

ODF Management Response:

ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize our current fire finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracies in our business practices and provided for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting further mitigating risk of inefficiencies or inaccuracies. Alignment of work and technical classifications within business units provides more efficient and effective work, promotes the ability to provide redundant services, especially important during fire season, and provides for greater accountability through technical understanding by immediate managers. However, this approach must include meeting the needs of operational units and their leadership to influence goals and outcomes for these supporting elements as well as provide input on their performance. This will ensure operational units maintain strategic control while minimizing the need for administrative oversite. To assist with implementation, an analysis to determine how these listed and potential future reassignments would mitigate the potential risks should be conducted. There may be multiple solutions or phased approaches that will address concerns noted in the process observations, while considering associated tradeoffs of implementation, and evaluating the effectiveness of current process improvements underway.

ODF Revised Management Response - June 2021:

ODF agrees with the recommendation. The Governor's recommended budget includes these recommended changes, and we believe these changes will likely be included in the Legislative adopted budget. Even if they were not included, from a mechanical budget process, the reporting lines can and will still be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making - specifically during the 2021 fire season.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
	Communication Plan for implementing organizational change	Deputy Directors for Administration and Operations	01/30/2021	🟡	In Review / Underway	Public Affairs Manager	TBD	TBD	TBD		
	Workday Human Resource Profiles reviewed and reporting updated	Human Resources Manager	TBD	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Position Descriptions reviewed and updated	Human Resources Manager	TBD	🔴	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Facilities space planning and adjacency considerations defined and implemented	Facilities Manager	TBD	🔴	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Post-change survey and recommendation related to changes implemented	Deputy Director for Administration	09/30/2022	⚫	Not Started	State Forester	TBD	TBD	TBD		
	Recommendation related to scope and breadth of future agency reviews (MGO)	Deputy Directors for Administration and Operations	06/30/2023	⚫	Not Started	State Forester	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Guidance or Memorandum (list sections)											
	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Onboarding or adjustments required for new or changing positions	Information Technology Manager	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communications implementing organizational change	Deputy Director for Administration	TBD	🟡	In Review / Underway	Public Affairs Manager	Dec-21	TBD	TBD		

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)
ET Sponsor: State Forester
Due Date: 06/30/2023
Last Update: 12/29/2021

Rating:

Medium

MGO Recommendation:

Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:
1. Individuals with primarily finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.
2. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.

In addition, the ODF Operations and Administrative Branches should review and approve job requisitions with finance and accounting responsibilities to determine whether the roles and responsibilities are appropriate given the position identified.

(MGO) Action Plan:

1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
   a) Protection Finance - Principal Executive Finance Manager
   b) Protection Finance - Fiscal Analyst 2 (one position)
   c) Protection Finance - Accounting Tech 3 (five positions)

2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be report to the Budget Management group as opposed to the Equipment Pool.

3. Based on review of the job descriptions provided by Bill Herber, certain finance/ accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

MGO Observation:

Certain personnel with primarily finance or accounting responsibilities report to the ODF Operations Branch rather than the Administrative Branch under the current organizational structure. Additionally, certain positions within the ODF Operations Branch have some finance and accounting related job duties and do not consistently communicate with the appropriate personnel within the ODF Administrative Branch regarding the execution of those duties.

MGO Potential Impact / Risk:

Lack of proper oversight of finance and accounting personnel and/ or job functions by the ODF Administrative Branch could result in errors in financial reporting or failure to properly record accounts receivable or payable transactions, resulting in an inability to properly forecast cash flows.

ODF Management Response:

ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize our current fire finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracies in our business practices and provided for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting further mitigating risk of inefficiencies or inaccuracies. Alignment of work and technical classifications within business units provides more efficient and effective work, promotes the ability to provide redundant services, especially important during fire season, and provides for greater accountability through technical understanding by immediate managers. However, this approach must include meeting the needs of operational units and their leadership to influence goals and outcomes for these supporting elements as well as provide input on their performance. This will ensure operational units maintain strategic control while minimizing the need for administrative oversite. To assist with implementation, an analysis to determine how these listed and potential future reassignments would mitigate the potential risks should be conducted. There may be multiple solutions or phased approaches that will address concerns noted in the process observations, while considering associated tradeoffs of implementation, and evaluating the effectiveness of current process improvements underway.

ODF Revised Management Response - June 2021:

ODF agrees with the recommendation. The Governor's recommended budget includes these recommended changes, and we believe these changes will likely be included in the Legislative adopted budget. Even if they were not included, from a mechanical budget process, the reporting lines can and will still be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making - specifically during the 2021 fire season.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
TRAINING NEEDS											
	Onboarding to the Administrative Branch	Deputy Director for Administration	TBD	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Training requirements and plans defined for each position	Deputy Director for Administration	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Workday Human Resource Profiles reviewed and updated as necessary	Human Resources Analyst	TBD	⚫	Not Started	Human Resources Manager	TBD	TBD	TBD		
	Fiscal Year Operating Plans updated	Deputy Director for Operations	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Strategic Initiatives for 2025-27 budget development, if adjustments needed	State Forester	10/30/2023	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
	Guiding Principles and Direction for 2025-27 budget development	State Forester	01/30/2024	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
	Input on Budget Concepts for 2025-27 budget development	State Forester	04/30/2024	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
	Policy Option Packages for 2025-27 budget development	State Forester	06/30/2024	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		
	2025-27 Agency Request Budget	State Forester	07/30/2024	⚫	Not Started	Board of Forestry	TBD	TBD	TBD		

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #21 - Finance Skillsets
ET Sponsor: Human Resources Manager
Due Date: 06/30/2023
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should assess current staffing for finance and accounting positions and/ or job duties of operational personnel performing finance and accounting job duties, to determine where there are skillset mismatches. For those identified, new positions should be created and/ or job duties should be reassigned. Note: Approval of new positions is dependent upon legislative approval.	1. Finance/ accounting related responsibilities should be reassigned to the ODF Administrative Branch. 2. Payroll classifications should be reassessed to ensure classifications are in line with the redefined job positions according to the education and experience requirements for each role. 3. All finance/ accounting related job positions should include a list of minimum educational requirements, experience, and skills needed to qualify for the position.	Certain personnel are performing job duties related to finance and accounting without the necessary skillset (e.g. training and/or qualifications).	Lack of proper skillsets for finance and accounting positions and/or job duties could result inaccuracies or incomplete financial information.

ODF Management Response:

ODF agrees with the recommended process improvement to address personnel performing job duties without proper training and/or qualifications and recognize that this could result in inaccuracies or incomplete financial information. With regards to the management action plan sub-recommendations, the agency will assess current staffing for finance / accounting job duties with an initial review of the position descriptions and recommendations for allocations of the positions. While the assessment can be conducted internally, further position reclassifications or new position assignments are dependent upon executive and legislative approvals. State of Oregon job classifications do have pre-defined minimum qualifications. These minimum qualifications are utilized during the recruitment process to assure a qualified candidate pool. It is not uncommon for general government positions to have financial responsibilities, in addition to clerical and administrative functions, all with varying minimum requirements. Training for financial personnel is an agency priority, has been included in prior agency budget requests, and has been challenged with recent cost containment measures. Proper classification of positions, assignment of duties, and ongoing investments in training are the determining factors to assure personnel skillsets are properly matched to agency business needs. The agency will explore and further evaluate the recommended changes to organizational reporting structure to understand how this sub-recommendation addresses the observation and potential risk; however, financial responsibilities are currently distributed broadly across our decentralized agency in both the operational programs and field district offices, and the difficulty of implementing this sub-recommendation has been understated.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Coordinated review of finance position descriptions against classification specs (MGO)	Human Resources Analyst	06/30/2023	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
	Classification Study of Administrative Branch financial positions	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Union coordination of Classification Studies / Technological Changes / Retraining	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Recommendations for classification changes defined, if any	Deputy Director for Administration	TBD	●	Not Started	State Forester	TBD	TBD	TBD		
	Position classification changes implemented, if any	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Procedures (list topic(s), define each)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Identification of security controls and access needs for financial positions, protocols on access, including coordination with Department of Administrative Services	Human Resources Manager	06/30/2023	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communications to leadership and employees that position descriptions will be reviewed as per Collective Bargaining Agreement (MGO)	Human Resources Analyst	TBD	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	Identify gaps in person vs. position, conduct needs assesment and provide training to bridge gaps	Human Resources Manager	06/30/2023	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Evaluate changes in finance procedures and identify training needs (annually)	Financial Services Manager	TBD	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Position and classification review every two years to evaluate if position needs have changed and ensure proper classification	Human Resources Analyst	TBD	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
	Workday Human Resource Profiles reviewed and updated as necessary	Human Resources Analyst	TBD	●	Not Started	Human Resources Manager	TBD	TBD	TBD		

MGO Recommendation # and Title: #21 - Finance Skillsets
ET Sponsor: Human Resources Manager
Due Date: 06/30/2023
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should assess current staffing for finance and accounting positions and/ or job duties of operational personnel performing finance and accounting job duties, to determine where there are skillset mismatches. For those identified, new positions should be created and/ or job duties should be reassigned. Note: Approval of new positions is dependent upon legislative approval.	1. Finance/ accounting related responsibilities should be reassigned to the ODF Administrative Branch. 2. Payroll classifications should be reassessed to ensure classifications are in line with the redefined job positions according to the education and experience requirements for each role. 3. All finance/ accounting related job positions should include a list of minimum educational requirements, experience, and skills needed to qualify for the position.	Certain personnel are performing job duties related to finance and accounting without the necessary skillset (e.g. training and/or qualifications).	Lack of proper skillsets for finance and accounting positions and/or job duties could result inaccuracies or incomplete financial information.

ODF Management Response:

ODF agrees with the recommended process improvement to address personnel performing job duties without proper training and/or qualifications and recognize that this could result in inaccuracies or incomplete financial information. With regards to the management action plan sub-recommendations, the agency will assess current staffing for finance / accounting job duties with an initial review of the position descriptions and recommendations for allocations of the positions. While the assessment can be conducted internally, further position reclassifications or new position assignments are dependent upon executive and legislative approvals. State of Oregon job classifications do have pre-defined minimum qualifications. These minimum qualifications are utilized during the recruitment process to assure a qualified candidate pool. It is not uncommon for general government positions to have financial responsibilities, in addition to clerical and administrative functions, all with varying minimum requirements. Training for financial personnel is an agency priority, has been included in prior agency budget requests, and has been challenged with recent cost containment measures. Proper classification of positions, assignment of duties, and ongoing investments in training are the determining factors to assure personnel skillsets are properly matched to agency business needs. The agency will explore and further evaluate the recommended changes to organizational reporting structure to understand how this sub-recommendation addresses the observation and potential risk; however, financial responsibilities are currently distributed broadly across our decentralized agency in both the operational programs and field district offices, and the difficulty of implementing this sub-recommendation has been understated.

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Deliverable Status Status Indicator	Status	Approver(s)	Deliverable Review District Business Managers	LT	ET	BOF	Supporting Documentation
	BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS										
	Temporary or LD position may be required to help support the evaluation of positions and class review. To be considered for near-term or 23-25 budget development.	Human Resources Manager	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Classification changes could have budgetary impact, plus or minus	Budget Manager	05/01/2023	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Reassess human resources capacity and define needs for 25-27 budget development.	Human Resources Manager	06/30/2023	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Strategic Initiatives for 2025-27 budget development	State Forester	10/30/2023	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	Guiding Principles and Direction for 2025-27 budget development	State Forester	01/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	Input on Budget Concepts for 2025-27 budget development	State Forester	04/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	Policy Option Packages for 2025-27 budget development	State Forester	06/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	2025-27 Agency Request Budget	State Forester	07/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		

Status Legend:	
⬤	Not Started
⬤	Being Initiated
⬤	In Review / Underway
⬤	Approved / Completed

MGO Recommendation # and Title: #22 - OFRS
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.	The following are examples of data needed within OFRS in order to ensure proper oversight/ accountability as related to Fire Protection Finance: 1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Isuite (daily export/ import) 2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates) 3. General Fund Revenue Estimate: EFCC estimates (generated by EFCC) 4. Accounts Receivable: Actuals from the state GL system 5. Net: Estimate (system generated calculation) 6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc. 7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, district, etc. NOTE: Currently, the processes/ procedures in place do not support using OFRS as a financial management system due to data inaccuracies.	While the necessary data related to Fire Protection Finance could be extracted and input into OFRS for fire finance oversight, the current processes utilized by ODF cause certain data within existing information technology systems to be unreliable, inaccurate or incomplete.	Inaccurate and/ or incomplete data within the source systems and/ or errors in system coding could result in inaccurate or incomplete information being utilized for key management decisions.

ODF Management Response:

ODF agrees with this recommendation. The core code base of the OFRS system is fully developed and has begun to be rolled out into production. This initial phase is focused on state data sets and ensuring their accuracy and completeness with all applicable state systems. Even though the state systems are based on outdated technologies, there are enough interfaces, endpoints and existing technologies to fully automate date exchange and transformation processes; the same cannot be said for the agency's fire financial information. As noted in several recommendations, current fire finance processes make system automation extremely difficult. While further automation of the agency's various fire finance processes would greatly assist the ability to integrate systems, the standardization of manual processes can certainly provide transitional improvement to this effort. The agency will have to invest additional effort and capacity to acquire the data as outlined in the MAP.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	OFRS Total Expenses via SFMA Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Total Expenses via FIRES Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Total Expenses via e-iSuite Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Revenue via SFMA Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Revenue Estimation Component (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS General Fund Revenue Estimate Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Accounts Receivable via SFMA Data Transfer Interface (MGO)	Admin Modernization Program	Done	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Net Estimate Component (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Cost Share Estimate Component (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Lookup Data (MGO)	Admin Modernization Program	06/30/2022	🔴	Being Initiated	Deputy Director for Administration	n/a	n/a	n/a		
	Implementation of associated process improvements in MGO Recommendations (MGO)	Deputy Director for Operations	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	OFRS Reporting Tool Use Procedures	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	OFRS Buildout (individual components are specified in Milestones section)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Independent Validation and Stress-test	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS System Documentation integrated with I.T. information and retention systems	Deputy Director for Administration	06/30/2022	⚫	Not Started	Chief Information Officer	n/a	n/a	n/a		
	OFRS integrated with Continuity Plan	Chief Information Officer	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		

MGO Recommendation # and Title: #22 - OFRS
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.	The following are examples of data needed within OFRS in order to ensure proper oversight/ accountability as related to Fire Protection Finance: 1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Isuite (daily export/ import) 2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates) 3. General Fund Revenue Estimate: EFCC estimates (generated by EFCC) 4. Accounts Receivable: Actuals from the state GL system 5. Net: Estimate (system generated calculation) 6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc. 7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, district, etc. NOTE: Currently, the processes/ procedures in place do not support using OFRS as a financial management system due to data inaccuracies.	While the necessary data related to Fire Protection Finance could be extracted and input into OFRS for fire finance oversight, the current processes utilized by ODF cause certain data within existing information technology systems to be unreliable, inaccurate or incomplete.	Inaccurate and/ or incomplete data within the source systems and/ or errors in system coding could result in inaccurate or incomplete information being utilized for key management decisions.

ODF Management Response:

ODF agrees with this recommendation. The core code base of the OFRS system is fully developed and has begun to be rolled out into production. This initial phase is focused on state data sets and ensuring their accuracy and completeness with all applicable state systems. Even though the state systems are based on outdated technologies, there are enough interfaces, endpoints and existing technologies to fully automate date exchange and transformation processes; the same cannot be said for the agency's fire financial information. As noted in several recommendations, current fire finance processes make system automation extremely difficult. While further automation of the agency's various fire finance processes would greatly assist the ability to integrate systems, the standardization of manual processes can certainly provide transitional improvement to this effort. The agency will have to invest additional effort and capacity to acquire the data as outlined in the MAP.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
COMMUNICATION PLANNING											
	Deployment of new OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
TRAINING NEEDS											
	Training plan for use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Training module on the use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	⬤	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	To be determined as deliverables progress, potential for 25-27 budget development.	TBD	TBD	TBD	TBD	TBD	TBD	TBD			

Status Legend:	
⬤	Not Started
⬤	Being Initiated
⬤	In Review / Underway
⬤	Approved / Completed

MGO Recommendation # and Title: #23 - Budgeting Requirements
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	**MGO Recommendation:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	The overall objectives of the agency and the Field Protection Districts should be consistent allowing for consistency in budgeting methodologies. Note: This is dependent upon updated legislation.	As this is dependent upon updated legislation as related to the overall objectives of the agency and the Field Protection Districts, other than identifying the discrepancies there are no additional actions to be taken by ODF.	The ODF Administrative Branch biennial budget process and methodology are inconsistent with the Field Protection Districts' annual budget process.	Gaps between the agency wide biennial and Field Protection Districts' annual budgets could lead to over allocation and/ or mismanagement of funds.

ODF Management Response:

Providing for an adequate level of fire protection is defined in law through the local district budgeting process. Aligning these district budget efforts, with the biennial budget authorization in an emergency response operation does not often align as reflected in additions requests to balance base budgets at the biennial level.

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Legislation updated to meet overall budgeting objectives of the agency, statutes to be defined through future legislative concept development (MGO)	Fire Protection Chief/Deputy Director of Administration	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD	TBD	
	Establish ODF Budget Divergence Project w/ cross-agency representation	Fire Protection Chief/Deputy Director of Administration	01/25/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		2021 Protection GF Divergence Project Charter ver3 (draft)
	Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
	Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
	Underlying Statutory Policy Review (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/12/2021	●	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		FA3 MGO Recommendation Work (Multiple documents)
	Divergence Project Plan -Scope of work, timeline, integration w/plan (MGO)	Fiscal Analyst 3 (MGO LD)	01/30/2022	●	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		Protection Budget Review and Proposals Executive Summary
	ACC & Budget Historical Analysis	Fiscal Analyst 3 (MGO LD)	11/08/2021	●	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
	Further Comparison of Actual Expenditures (MGO)	Fiscal Analyst 3 (MGO LD)	06/30/2022	●	Being Initiated	Assistant Deputy Director for Admin	n/a	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Budgetary Development, Tracking, and Reconciliation	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jul-22	May-22		
ODF Procedures (list topic(s), define each)											
	Actual Cost Computation (ACC) Rate Procedures	Fire Business Coordinator	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	E-Board Coordination Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

MGO Recommendation # and Title: #23 - Budgeting Requirements
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The overall objectives of the agency and the Field Protection Districts should be consistent allowing for consistency in budgeting methodologies. Note: This is dependent upon updated legislation.	As this is dependent upon updated legislation as related to the overall objectives of the agency and the Field Protection Districts, other than identifying the discrepancies there are no additional actions to be taken by ODF.	The ODF Administrative Branch biennial budget process and methodology are inconsistent with the Field Protection Districts' annual budget process.	Gaps between the agency wide biennial and Field Protection Districts' annual budgets could lead to over allocation and/ or mismanagement of funds.

ODF Management Response:

Providing for an adequate level of fire protection is defined in law through the local district budgeting process. Aligning these district budget efforts, with the biennial budget authorization in an emergency response operation does not often align as reflected in additions requests to balance base budgets at the biennial level.

	Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name				Status Indicator	Status		District Business	LT	ET	BOF	
IT SYSTEM CONSIDERATIONS												
	Technical requirements for Budget Tracker defined		Admin Modernization Program	TBD	🔴	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		Proposal ODF Protection Budgeting and Tracking System
	Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for Budget Tracker, if feasible		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker application deployment, if feasible		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker Interface for OFRS		Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for Budgeting revised to incorporate new application(s)		Assistant Deputy Director for Admin	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING												
	n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS												
	Budget Development, Tracking, and Reconciliation Training		Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
MAINTENANCE NEEDS POST-IMPLEMENTATION												
	Review and update policy/procedures to meet changing needs (annually)		Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated		Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties		Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS												
	See first milestone		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #24 - Budgeting Requirements 2
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.	Implement procedures related to the reconciliation between the agency biannual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biannual budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.	The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.	Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

ODF Management Response:

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Establish ODF Budget Divergence Project w/ cross-agency representation	Fire Protection Chief/Deputy Director of Administration	01/25/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		2021 Protection GF Divergence Project Charter ver3 (draft)
	Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
	Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
	Underlying Statutory Policy Review (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/12/2021	🟢	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		FA3 MGO Recommendation Work (Multiple documents)
	Divergence Project Plan -Scope of work, timeline, integration w/plan (MGO)	Fiscal Analyst 3 (MGO LD)	01/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		Protection Budget Review and Proposals Executive Summary
	ACC & Budget Historical Analysis	Fiscal Analyst 3 (MGO LD)	11/08/2021	🟢	Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
	Further Comparison of Actual Expenditures (MGO)	Fiscal Analyst 3 (MGO LD)	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	n/a	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Budgetary Development, Tracking, and Reconciliation	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	May-22		
ODF Procedures (list topic(s), define each)											
	Actual Cost Computation (ACC) Rate Procedures	Fire Business Coordinator	06/30/2022	⚫	Not Started	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures (MGO)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	E-Board Coordination Procedures	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Technical requirements for Budget Tracker defined	Admin Modernization Program	TBD	🔴	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		Proposal ODF Protection Budgeting and Tracking System
	Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for Budget Tracker, if feasible (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker application deployment, if feasible	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker Interface for OFRS	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for Budgeting revised to incorporate new application(s)	Assistant Deputy Director for Admin	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

MGO Implementation Management Plan   Version 3

MGO Recommendation # and Title: #24 - Budgeting Requirements 2
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	**MGO Recommendation:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	The ODF Administrative Branch should perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.	Implement procedures related to the reconciliation between the agency biannual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biannual budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.	The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.	Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

ODF Management Response:

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.

Deliverable Identification		Owner	Estimated Completion Date	**Deliverable Status**		Approver(s)	**Deliverable Review**				**Supporting Documentation**
√	**Deliverable Name**			Status Indicator	Status		District Business	LT	ET	BOF	
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	Budget Development, Tracking, and Reconciliation Training	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Legislation may require updating to meet overall budgeting objectives of the agency. Statutes to be defined through future legislative concept development.	Fire Protection Chief/Deputy Director of Administration	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD	TBD	

Status Legend:
⚫ Not Started
🔴 Being Initiated
🟡 In Review / Underway
🟢 Approved / Completed

MGO Recommendation # and Title: #25 - Operating Association Advances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating: | **MGO Recommendation:** | **(MGO) Action Plan:** | **MGO Observation:** | **MGO Potential Impact / Risk:**

Low

MGO Recommendation:
The ODF Administrative Branch should formalize the processes and procedures for advancing funds to operating associations, including but not limited to:
1. Specifying the supporting documentation required prior to and subsequent to distribution of funds.
2. Setting a timeline for submission of required documentation.
3. Defining advance threshold amounts/ limits by job classification.

Note: This is dependent upon participation by the Operating Associations.

(MGO) Action Plan:
Based on review of the Operating Association Agreements, an amendment should be added to include requirements for Fund Advancements with specific language regarding the required documentation that must be submitted to ODF prior to and after receiving an advancement of funds, the required timeline for submission, and advance threshold amounts/limits.

MGO Observation:
Based on our review of the respective Fire Protective Association Agreements and discussion with key ODF Administrative Branch personnel, advances to operating associations from the ODF general fund are provided based on limited supporting documentation. Additionally, records of actual expenses incurred by the operating associations are not remitted to ODF on a timely basis resulting in delays in the reconciliation of the initial advance to actual expenditures incurred and determining whether the operating associations need to reimburse ODF.

MGO Potential Impact / Risk:
Providing advances to operating associations based on limited supporting documentation or delays in reconciliations due to lags in the reporting of actual expenditures incurred could result in cash shortages and/or mismanagement of funds.

ODF Management Response:

ODF agrees with this recommendation. A standardized process exists for these disbursements but it would be beneficial for both parties to fully understand the parameters of funding distribution and reconciliation needs while codifying these roles and standards to ensure the fiduciary responsibilities of ODF regarding the state's General Fund. ODF will work with the operating associations to agree on documented procedures and ensure they are referenced in the association agreements.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
	Engagement Plan developed with Associations, Operations and Administrative Finance	Fire Prevention and Policy Manager	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Coos Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Douglas Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Walker Range Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Criteria for supporting documentation, timelines, and thresholds for advances (MGO)	Fiscal Services Manager	02/28/2022	●	Not Started	Deputy Director for Administration	n/a	Jun-22	n/a		
	Amendment to Coos Forest Protective Association Forestland Protection Agreement (MGO)	Fire Prevention and Policy Manager	06/01/2022	●	Not Started	Fire Protection Chief	n/a	n/a	n/a		
	Amendment to Douglas Forest Protective Association Forestland Protection Agreement (MGO)	Fire Prevention and Policy Manager	06/01/2022	●	Not Started	Fire Protection Chief	n/a	n/a	n/a		
	Amendment to Walker Range Forest Protective Association Forestland Protection Agreement (MGO)	Fire Prevention and Policy Manager	06/01/2022	●	Not Started	Fire Protection Chief	n/a	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Advancing Funds to the Operating Associations (new) (MGO)	Fiscal Services Manager	06/30/2022	●	Not Started	Deputy Director for Administration	Jun-22	Jun-22	May-22		
	ODF Policy - Signature Authority policy revised if necessary for advancing thresholds	Fiscal Services Manager	06/30/2022	●	Not Started	Deputy Director for Administration	Jun-22	Jun-22	May-22		
ODF Procedures (list topic(s), define each)											
	Procedures for Advancing Funds to the Operating Associations (MGO)	Fiscal Services Manager	02/28/2022	●	Not Started	Deputy Director for Administration	Jun-22	Jun-22	n/a		
	Procedures for Disbursement of Oregon Forestland Protection Fund	Oregon Forestland Protection Fund Administrator	06/30/2022	●	Not Started	Deputy Director for Administration	Jun-22	Jun-22	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 80 - Revise Cost Accounting, Reporting, and Cost Shares, if required	Protection Finance Manager	06/30/2022	●	Not Started	Fire Protection Deputy Chief	Jul-22	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	OregonBuys Approval Path defined for advances based on thresholds	Fiscal Services Manager	06/30/2022	●	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
COMMUNICATION PLANNING											
	Coordination with Operating Associations on Engagement Plan	Fire Prevention and Policy Manager	TBD	●	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		

MGO Recommendation # and Title: #25 - Operating Association Advances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating: | **MGO Recommendation:** | **(MGO) Action Plan:** | **MGO Observation:** | **MGO Potential Impact / Risk:**

Low

MGO Recommendation:
The ODF Administrative Branch should formalize the processes and procedures for advancing funds to operating associations, including but not limited to:
1. Specifying the supporting documentation required prior to and subsequent to distribution of funds.
2. Setting a timeline for submission of required documentation.
3. Defining advance threshold amounts/ limits by job classification.

Note: This is dependent upon participation by the Operating Associations.

(MGO) Action Plan:
Based on review of the Operating Association Agreements, an amendment should be added to include requirements for Fund Advancements with specific language regarding the required documentation that must be submitted to ODF prior to and after receiving an advancement of funds, the required timeline for submission, and advance threshold amounts/limits.

MGO Observation:
Based on our review of the respective Fire Protective Association Agreements and discussion with key ODF Administrative Branch personnel, advances to operating associations from the ODF general fund are provided based on limited supporting documentation. Additionally, records of actual expenses incurred by the operating associations are not remitted to ODF on a timely basis resulting in delays in the reconciliation of the initial advance to actual expenditures incurred and determining whether the operating associations need to reimburse ODF.

MGO Potential Impact / Risk:
Providing advances to operating associations based on limited supporting documentation or delays in reconciliations due to lags in the reporting of actual expenditures incurred could result in cash shortages and/or mismanagement of funds.

ODF Management Response:

ODF agrees with this recommendation. A standardized process exists for these disbursements but it would be beneficial for both parties to fully understand the parameters of funding distribution and reconciliation needs while codifying these roles and standards to ensure the fiduciary responsibilities of ODF regarding the state's General Fund. ODF will work with the operating associations to agree on documented procedures and ensure they are referenced in the association agreements.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
TRAINING NEEDS											
	Training overview of Coos Forest Protective Assocation's accounting system	Program Accountant	TBD	⬤	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Douglas Forest Protective Assocation's accounting system	Program Accountant	TBD	⬤	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Walker Range Forest Protective Assocation's accounting system	Program Accountant	TBD	⬤	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and maintenance of Advancing Funds Procedures (annually)	Fiscal Services Manager	06/30/2023	⬤	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Reconciliation of advances to actual expenditures (annually)	Program Accountant	06/30/2023	⬤	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:
⬤ Not Started
⬤ Being Initiated
⬤ In Review / Underway
⬤ Approved / Completed

MGO Recommendation # and Title: #26 - FEMA Claim Status
ET Sponsor: Fire Protection Chief
Due Date: 12/31/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Low	The ODF Operations and Administrative Branches should establish policies and procedures related to the communication of the status of FEMA incidents and include the status on processing and submission of FEMA claims by incident.	1. Establish a policy/ procedure related to the communication of the status of FEMA incidents and claims and the recording of related accounts receivables. 2. Establish a standardized procedure, including the system or location, to track outstanding FEMA claims and incidents.	The ODF Administrative Branch does not consistently receive status reports regarding FEMA incident statuses. Additionally, written processes and procedures related to ongoing reporting of FMAG submissions do not exist.	Inconsistent communication of FEMA incident status to the ODF Administrative Branch could lead to duplicated efforts and/ or the inability to properly project cash flows due to delays in the recording of FEMA accounts receivable balances.

ODF Management Response:

ODF agrees with this recommendation. The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. This process should be expanded to include the Administrative Branch. Monthly reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. While communication on FEMA incident status and claims activities has improved from prior seasons; further codification of our policies and procedure is still needed to provide clarity around roles, responsibilities, and information needs. Further codification of our policy and procedures surrounding FEMA incidents and claims will address system components. Technology advancements within ODF related to OFRS reporting, the Sage 300 system and accounts receivable processes, as well as advancements within FEMA related to potential use of their Grants Portal system should greatly assist in communicating status of claims and projecting cash flows.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	FEMA Tracker developed (MGO)	Incident Finance / FEMA Unit Manager	Done	🟢	Complete	Protection Finance Manager	n/a	n/a	n/a		FEMA Weekly Status Report
	Weekly FEMA Tracker is sent to ODF Operations and Administrative Branch	Protection Finance Manager	Done	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Email 05/17/21
	FEMA Tracker joint review w/ODF Operations and Administrative Branch	Protection Finance Manager	05/24/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		n/a
	Integrate FEMA Claim Status Review into Internal Audit Planning Consideration	Internal Auditor	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Procedures (list topic(s), define each)											
	FEMA Tracker Updating and Communication Procedure for FEMA Unit Manager (MGO)	Incident Finance / FEMA Unit Manager	06/30/2022	🟠	In Review / Underway	Protection Finance Manager	n/a	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 70 - Claims and Incident Cost Recovery Collection (updated) (MGO)	Incident Finance / FEMA Unit Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	n/a	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Technical requirements for FEMA Tracker defined	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Complimentary system data defined, i.e. FEMA Grants Portal, Sage AR	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for FEMA Tracker, if feasible	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	FEMA Tracker application deployment, if feasible	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	FEMA Tracker Interface for OFRS	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for FEMA Tracker revised to incorporate new application(s)	Protection Finance Manager	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	Integrate IS-1002: FEMA Grants Portal in training plan for any new staff in ODF FEMA Unit	Incident Finance / FEMA Unit Manager	TBD	⚫	Not Started	Protection Finance Manager	n/a	n/a	n/a		
	Integrate IS-1027: Fire Management Assistance Grants in training plan for any new staff in ODF FEMA Unit	Incident Finance / FEMA Unit Manager	TBD	⚫	Not Started	Protection Finance Manager	n/a	n/a	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and update policy/procedures to meet changing needs (annually)	Protection Finance Manager	06/30/2022	⚫	Not Started	Fire Protection Division Chief	n/a	n/a	n/a		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Fire Protection Division Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	⚫	Not Started	Human Resources Analyst	n/a	n/a	n/a		

MGO Recommendation # and Title: #26 - FEMA Claim Status

ET Sponsor: Fire Protection Chief

Due Date: 12/31/2021

Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Low	The ODF Operations and Administrative Branches should establish policies and procedures related to the communication of the status of FEMA incidents and include the status on processing and submission of FEMA claims by incident.	1. Establish a policy/ procedure related to the communication of the status of FEMA incidents and claims and the recording of related accounts receivables. 2. Establish a standardized procedure, including the system or location, to track outstanding FEMA claims and incidents.	The ODF Administrative Branch does not consistently receive status reports regarding FEMA incident statuses. Additionally, written processes and procedures related to ongoing reporting of FMAG submissions do not exist.	Inconsistent communication of FEMA incident status to the ODF Administrative Branch could lead to duplicated efforts and/ or the inability to properly project cash flows due to delays in the recording of FEMA accounts receivable balances.

ODF Management Response:

ODF agrees with this recommendation. The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. This process should be expanded to include the Administrative Branch. Monthly reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. While communication on FEMA incident status and claims activities has improved from prior seasons; further codification of our policies and procedure is still needed to provide clarity around roles, responsibilities, and information needs. Further codification of our policy and procedures surrounding FEMA incidents and claims will address system components. Technology advancements within ODF related to OFRS reporting, the Sage 300 system and accounts receivable processes, as well as advancements within FEMA related to potential use of their Grants Portal system should greatly assist in communicating status of claims and projecting cash flows.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Deliverable Status — Status	Approver(s)	Deliverable Review — District Business	Deliverable Review — LT	Deliverable Review — ET	Deliverable Review — BOF	Supporting Documentation
	BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS										
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:

⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #27 - OregonBuys
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2021
Last Update: 12/29/2021

Purpose: This document contains key deliverables for implementing recommendations presented in the MGO Report, April 2021.

Rating: **MGO Recommendation:**

Low — All vendors should be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/ or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

(MGO) Action Plan:

Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

MGO Observation:

Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.

MGO Potential Impact / Risk:

Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

ODF Management Response:

ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts access to the predecessor purchasing system to assist in mitigating risk and instead rely on the exception process for vendors that cannot register in OregonBuys. ODF would prefer to retain access to this system within the Administrative Branch to support the phased implementation and assure that emergency payments can still be completed in a timely manner.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Vendor Registration Handout - Requirement and How To Use OregonBuys (MGO)	Disbursements Manager	04/30/2020	🟢	Complete	Financial Services Manager	Jul-21	Jun-21	n/a		OregonBuys Vendor Registration
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-5-100 Purchasing Controls Rescinded	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-4-0-100 Procurement, Agreements, Contracts, and Leases Rescinded	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-2-3-250 Accounting for Disbursement Transactions Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-2-3-205 Internal Controls Over Expenditures Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Disbursements and Expenditures (new)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Procurement (new)	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Signature Authority updated for inclusion of OregonBuys	Deputy Director for Administration	12/30/2021	🟢	Complete	State Forester	Oct-21	Dec-21	Sep-21		ODF Policy - Delegation of Authorities
ODF Procedures (list topic(s), define each)											
	DAS Vendor Exception Process - OregonBuys (MGO) Note: DAS may cancel this solution	DAS	06/30/2021	🟢	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		n/a - DAS cancelled solution
	ODF Short-term Exception Alternative - Vendor can complete registration at ODF Office	Disbursements Manager	04/30/2020	🟢	Complete	Financial Services Manager	Jun-21	Jun-21	n/a		OregonBuys Vendor Registration
	ODF Vendor Exception Procedures (Alternative solution for lack of DAS process)	Disbursements Manager	09/30/2021	🟢	Complete	Financial Services Manager	Jun-21	Jun-21	n/a		Forestry Order System Replacement Form, Instructions, Guidance
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	OregonBuys Payment Guidance 1 and 2 Revised	Financial Services Manager	10/01/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	Jun-21	Jun-21	n/a		
IT SYSTEM CONSIDERATIONS											
	FOS PO System access limited to Admin Branch staff (MGO)	Information Technology	06/30/2021	🟢	Complete	Chief Information Officer	Jul-21	Jul-21	n/a		Forestry Order System Turned Off July 1, 2021 (Email)
	Excel PO macro form to replace FOS PO System for payment of transfers, one time payments, and vendors that still cannot register in OregonBuys. (Short-term solution)	Disbursements Manager	09/30/2021	🟢	Complete	Financial Services Manager	Jun-21	Jun-21	n/a		
	Excel Tracking Log for payments utilizing macro form. (Short-term solution)	Disbursements Manager	09/30/2021	🟢	Complete	Financial Services Manager	Jun-21	Jun-21	n/a		
	FOS PO System removed altogether, after alternative process established	Information Technology	TBD	🟡	In Review / Underway	Chief Information Officer	TBD	TBD	n/a		
	Sage AP module as replacement system, scope of work, budget and timeline	Financial Services Manager	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module updated to integrate with business practices	Financial Services Manager	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module replaces PO payment Excel macro form w (Long-term solution)	Financial Services Manager	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		

MGO Recommendation # and Title: #27 - OregonBuys
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2021
Last Update: 12/29/2021

Rating: **MGO Recommendation:**

Low   All vendors should be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/ or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

(MGO) Action Plan:

Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

MGO Observation:

Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.

MGO Potential Impact / Risk:

Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

ODF Management Response:

ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts access to the predecessor purchasing system to assist in mitigating risk and instead rely on the exception process for vendors that cannot register in OregonBuys. ODF would prefer to retain access to this system within the Administrative Branch to support the phased implementation and assure that emergency payments can still be completed in a timely manner.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
COMMUNICATION PLANNING											
	FOS replacement draft product (Email to Admin Leadership)	Financial Services Manager	06/04/2021	🟢	Complete	Administrative Leadership Team	n/a	n/a	n/a		email
	Oregonbuys Payment Guidance draft (Email to Admin Leadership)	Financial Services Manager	06/04/2021	🟢	Complete	Administrative Leadership Team	n/a	n/a	n/a		email
	Preparation for launch of FOS replacement: (Email to Leadership)	Financial Services Manager	06/09/2021	🟢	Complete	n/a	n/a	Jun-21	TBD		Forestry Order System Sunset (Email 06/04/2021)
	Launch of FOS replacement Timeline w/Guidance and training information (Email to All Forestry)	Financial Services Manager	06/14/2021	🟢	Complete	n/a	Jun-21	Jun-21	TBD		Forestry Order System Sunset Information (Email 06/09/2021)
	Final update on launch of FOS replacement with training dates and new form	Financial Services Manager	06/25/2021	🟢	Complete	n/a	Jun-21	Jun-21	TBD		Forestry Order System Replacement Form Training (Email 06/14/2021)
TRAINING NEEDS											
	Training instructions for FOS replacement Excel PO form	Disbursements Manager	06/25/2021	🟢	Complete	Financial Services Manager	Jun-21	Jun-21	TBD		
	Training for Sage AP module if agency uses this product	Disbursements Manager	TBD	⚫	Not Started	Financial Services Manager	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	AP Payment Guidance/Procedures reviewed (annually)	Disbursements Manager	10/01/2022	⚫	Not Started	Financial Services Manager	TBD	TBD	TBD		
	Disbursements, Expenditures, Procurement, Signature Authority policies reviewed	Assistant Deputy Director for Admin	10/01/2023	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Sage AP Module configuration - budgetary investment plan	Financial Services Manager	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

MGO Recommendation # and Title: #28 - Encumbrances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2023
Last Update: 12/29/2021

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Low	Once OregonBuys is utilized as a procurement system, the ODF Administrative Branch should consider recording encumbrances to more accurately project cash flows and budgets.	Once OregonBuys is utilized as a procurement system, ODF should consider recording encumbrances.	We noted that the current processes and procedures in place do not provide the necessary information needed to utilize encumbrances. Additionally, the use of encumbrances by ODF is not mandated by the State.	The lack of utilizing encumbrances could result in underestimated budgeted expenses and inaccurate cash flow projections.

ODF Management Response:

ODF agrees to explore this recommendation further with recognition that OregonBuys implementation as a statewide procurement system is beyond ODF's oversight and instead dependent upon the state enterprise readiness and actionable implementation. Once OregonBuys is fully implemented, this process will be investigated. While encumbrances are an extremely valuable tool for projecting cash flow needs, the current process within the current system (SFMA) for recording and managing encumbrances is very time and staff consuming, especially at year-end.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
	OregonBuys eProcurement side of the system launched for ODF use	Contract Services Program Manager	07/01-2021	🟢	Complete	DAS	Jul-21	Jul-21	n/a		
	Analysis of feasibility / need to record encumbrances within OregonBuys (MGO)	Financial Services Manager/ Contract Services Program Manager	12/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	Review and update expenditure policies, if encumbrances are feasible	Financial Services Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Review and update procurement policies, if encumbrances are feasible	Contract Services Program Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Review and update expenditure procedures, if encumbrances are feasible	Financial Services Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Review and update procurement procedures, if encumbrances are feasible	Contract Services Program Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	Review and update incident procedures, if encumbrances are feasible	Incident Finance / FEMA Manager	06/30/2023	⚫	Not Started	Protection Finance Manager	TBD	TBD	TBD		
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
IT SYSTEM CONSIDERATIONS											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
COMMUNICATION PLANNING											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
TRAINING NEEDS											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Consider temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development	Financial Services Program Manager/ Contract Services Program Manager	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

Status Legend:	
⚫	Not Started
🔴	Being Initiated
🟡	In Review / Underway
🟢	Approved / Completed

Board Closing Comments and Meeting Wrap Up