IT Project Prioritization Matrix

Enterprise IT Project Prioritization | 2025–27

CRITERIA	WEIGHT	SCORING GUIDE	P3 - SIPM Score	FIRES Replacement & Can I Burn Application
		TOTAL PROJECT SCORE (0-100)	57	76
Technology and Strategic Alignment	35%	**WEIGHTED SUBTOTAL**	17	23
Alignment to Strategic Plans • Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)? • Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? • Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of date—investing in data justice and representation, visibility, and ethics to serve all Oregonians? • Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? • Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? • Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	2	2

Technology Best Practices and Priorities
• Does this investment align with and support the following enterprise information technology priorities?
   - *Information Security* . Improving the security and resilience of the state's systems
   - *Modernization* . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation
   - *A Better Oregon Through Better Data* . Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use.
   - *Cloud Forward* . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure
• Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)?
• For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant?
• Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?
		3 - Fully Aligned (all applicable criteria addressed)
		
		2 - Mostly Aligned (most applicable criteria addressed)
		
		1 - Partially Aligned (some applicable criteria addressed)
		
		0 - Not Aligned (no or very few applicable criteria addressed)
			1	2

Enterprise IT Project Prioritization | 2025–27

CRITERIA	WEIGHT	SCORING GUIDE	P3 - SIPM Score	FIRES Replacement & Can I Burn Application
		TOTAL PROJECT SCORE (0-100)	**57**	**76**
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	17	19
People-Centered Approach • Does this investment put people first—the people who rely on essential services and those working to provide those services? • Does this investment help to eradicate racial and other forms of disparities in state government? • Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? • Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? • Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities? • Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? • If the investment is for agency use, does it improve the agency users' experience?		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	1	2
Business Process Transformation • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable?		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	2	2
Investment Risk • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? • Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? • Does this investment address an identified and documented highly probable agency risk?		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	3	3

Enterprise IT Project Prioritization | 2025–27

			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
	TOTAL PROJECT SCORE (0-100)		**57**	**76**
CRITERIA	**WEIGHT**	**SCORING GUIDE**		
Agency Readiness and Solution Appropriateness	**40%**	**WEIGHTED SUBTOTAL**	**23**	**33**
Organizational Change Management (OCM) • Does the investment significantly impact operations throughout the organization? • Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? • Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? • Has the agency identified community engagement or community involvement as a component of the change management process? • Is external outreach or training planned to implement this change with constituents?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	1	3
Solution Scale and Approach • Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? • Does the investment fully address the agency's business problem, benefits and outcomes? • Is the solution of the appropriate size and scale? • Does this investment adhere to principles in *EIS Cloud Forward* (p.4) or *Modernization Playbook* (p.6), etc.? • Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	2	2
Capacity • Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative? • Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources? • Will this investment impact the agency's ability to deliver on its core business functions? • Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities? • Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3

Enterprise IT Project Prioritization | 2025–27

CRITERIA	WEIGHT	SCORING GUIDE	P3 - SIPM Score	FIRES Replacement & Can I Burn Application
TOTAL PROJECT SCORE (0-100)			57	76
Governance and Project Management Processes • Does the agency have formal IT governance in place that will oversee this investment? • Does the investment have executive sponsorship and steering committee in place? • Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage? • For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project? • Are agency DEI staff involved in the IT Governance and prioritization process? • Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)? • Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan? • Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project? • Does the agency use mature project management practices (PMBOK)?		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	1	2

References:
*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How Administrative Burdens Can Harm Health* . www.Healthaffairs.Org. Retrieved February 9, 2022, from https://www.healthaffairs.org/do/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacting%

Scores
3
2
1
0

Business Case for Fire Protection IT System Upgrades

Business Case for

Fire Protection IT System Upgrades

Fire Reporting and Debris Burning Applications

Oregon Department of Forestry, Protection from Fire

Date: July 1, 2024
Version: 2

Authorizing Signatures

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency

Agency Head or Designee	
Kyle Williams – Deputy State Forester Fire	Date
Signature	

Agency Executive Sponsor	
Chris Cline – Fire Protection Division Chief, Interim	Date
Signature	

Agency Chief Information Officer (CIO) or Agency Technology Manager	
Brent Grimsrud (CIO)	Date
Signature	

Project Manager	
Jamie Paul	Date
Signature	

Business Analyst	
Sande Albright	Date
Signature	

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Executive Summary

The Oregon Department of Forestry (ODF) initiated the **Fire Reporting** and **Debris Burning** project because of a business need to modernize agency IT systems through technological advancement, streamline agency processes, provide for business improvements, create new or enhanced services, improve public and stakeholder satisfaction, align with agency and state strategic priorities and make it easier for the public to do business with the state. The proposed duration of the project is estimated 10/1/2024 through 12/31/2027.

A successful outcome to replacing the fire reporting application will allow the agency to improve fire reporting statewide, provide integration with federal platforms and allow the agency to analyze statistical data with more detailed focus. Also, ODF will lead a collaborative approach with partner agencies and fire departments to procure an application and website to reduce careless human-caused wildfires. This portal will cover the entire state of Oregon and require alignment and coordination from multiple state agencies, counties, and fire departments. A successful outcome will show a decrease in illegal debris burning and a reduction of escaped debris burns statewide, leading to less human caused wildfires in Oregon.

The project aligns with the ODF Information Technology Strategic Plan by focusing on critical areas such as maximizing standardization within the agency, modernizing to meet the agency's needs, software and data life cycle management and monitoring efficiency.

The project aligns with the EIS Strategic Framework by delivering service excellence, maturing project transparency and accountability, improving the agency's cyber security posture, developing modernization strategies and to expand and mature data governance.

The project aligns with the Governor's Agency Expectations document (December 2023) by focusing on managing information technology progress and adopting a system that the agency can customize to specific needs.

The project aligns with the State of Oregon and agency commitment to DEI initiatives by taking active steps toward increasing and promoting diversity, equity, and inclusion values across procurement processes by reducing barriers to compete for and be awarded state contracts, considerations to ensure website accessibility and usability by individuals with disabilities.

The project aligns with change management framework to include commitment of leadership and development of an organizational structure to set the necessary change into motion, development of a strategic plan, providing governance, to operate under the fundamental principles of project management to implement change on time and on budget and to develop a communications and training plan to help employees transition.

An informal assessment to seek alternatives for the fire reporting system and a Request for Information (RFI) have been performed. Recommended action is to pursue a sole source procurement with a vendor the agency is currently under contract with for detection services.

ODF received a US Forest Service grant to initiate a pilot for a debris burning application in 2023 that brings all information, jurisdiction and permitting into a single location. Recommended action is to pursue a sole source procurement with the current vendor for an expansion to use by all counties.

Overview and Background

With the Fire Reporting and Debris Burning project, the agency intends to implement the use of two software application solutions to address current barriers, to improve policy and performance, and to expand and enhance service delivery to the benefit of all Oregonians. ODF is committed to share information and connect through interoperability and collaboration. The agency intends to procure applications that are customizable to the agency's needs, that meet the requirements of policy and performance measures, and have the capacity to grow with new technology and are intuitive to the user.

Special Reports

Fire Reporting

The legacy reporting application, known as FIRES (Fire Information Reporting System) was developed by ODF over 20 years ago and is the primary source of fire history data for the agency. The FIRES application was developed in-house using Microsoft Access. FIRES has limited functionality that will not provide for current and future agency needs. The application was governed by the FIRES Committee as part of the Protection Division, but that committee has been stood down as the system has reached an end stage in technology functionality and maintenance is problematic.

The existing FIRES application has been utilized throughout the agency as a method to track and report fire statistics recorded by ODF districts. The application stores a wide range of fire data including location, causes, dates and times, acreage, fuels, and costs. This information is used as a mechanism to facilitate decision making as well as keep our stakeholders informed of fire information statewide. The legacy application met the needs of the agency at that time with the understanding that the application would be updated to adapt to future needs. The current application has since become antiquated and can no longer meet our needs for future development and updates.

Procuring advanced software will allow the agency to gather more detailed and specific fire data, analyze that data to find trends, and report fire statistics to internal and external audiences more accurately and completely. This enhances statistically driven work such as fire prevention, education, fire intelligence and behavior modeling. It also aids the agency to meet national fire reporting requirements that inform resource allocation for Oregon and the region and to leverage grant or other funding opportunities.

The agency began the process of examining feasibility for replacement of the legacy system through a needs assessment, which included a white paper and a briefing paper. A core project team was formed. This team performed outreach and market research, including vendor meetings and interviews with neighboring states to determine what product they used for the same purposes. A formal Request for Information (RFI) was processed through the Oregon Buys system in November of 2023 seeking interested vendors who could offer the suite of features the agency requires. There was one vendor response to the RFI.

The new product will satisfy the agency's objectives to procure a software service that houses statewide fire reporting data under a single platform. Scope includes mobile interoperability, enhanced data analysis, greater data display options and create true business continuity for this critical function. This new application will allow for more accurate capture and tracking of fire data for decision making. The new system will integrate state fire reporting into the federal Integrated Reporting of Wildfire Information (IRWIN) and Interagency Fire Occurrence Reporting Module (InFORM) platforms to meet interagency reporting requirements. Success will require collaboration with structural, other wildland, emergency management, the United States Forest Service (USFS), Bureau of Land Management (BKM) and other federal, regional state and county agencies. Ongoing training, support and maintenance will be provided by the vendor. The agency will seek a solution built on a robust platform that allows for agency informed customization with rich features for future growth, if desired.

Debris Burning

Debris burning is the #1 cause of human caused fires in Oregon. Public confusion regarding which agency is regulating what type of burning and what time of the year burning can take place creates a gap in understanding. ODF's protection districts encompass many fire departments across the State and ODF has the enforcement authority in those areas. Providing this service statewide will consolidate the question of when to burn into a single application, clearing up the confusion inherent in the complex and multiple layers of governance that vary within each county and make it easier for the public to do business with the state.

The agency began a five-county pilot project with an application developed by the Western Fire Chiefs Association (WFCA) and paid for using a one-time federal Landscape Scale Restoration (LaSR) grant through the

US Forest Service. The goal was to develop a comprehensive statewide burning permit platform. The platform aims to streamline and modernize the process of obtaining, managing, and regulating debris burning across the state of Oregon. WFCA already has existing applications in place with a handful of fire districts scattered throughout Oregon. The success of this platform serves as a mechanism to expand to multiple jurisdictions under one management system. The pilot project integrates each agency into the system, capturing relevant information and customizing the platform as per individual agency requirements. It brings all information, jurisdiction needs and permitting into a single location for the public to access. Rural fire departments do not have the funds or the capacity to implement the application on their own.

The debris burning portal project scope includes expansion of the pilot project from five counties to include all thirty-six Oregon counties, the consolidation of separately maintained and multi-jurisdictional public portals for debris burning information, provide for public education on fire causes in a prevention effort, improve the workflow for application and permitting processes, enhance public access to information and ease the ability for the public to do business with the government. The application will primarily inform users if burning is allowed where they are and whether or not a burn permit is required. Just as critical is the ability to communicate directly with subscribers through email and/or text when conditions change and to cease all burning. Success will require collaboration with dozens of structural and wildland fire jurisdictions, emergency management organizations, the Department of Environmental Quality (DEQ) and other federal, state, county and private agencies. Public interaction and satisfaction with the application will be a success indicator. The agency will seek a solution with a proven robust track record, has a user-friendly public web presence and has rich features for future growth, if desired.

IT Support, Maintenance, and Cybersecurity

The legacy fire reporting application, FIRES, was built in and relies on an outdated MS Access Database, which poses several vulnerabilities. The FIRES application is unable to grow with the agency due to the inability to interoperate with current technology or be available as web-based platforms and the outdated nature of the application makes it susceptible to compatibility issues with other operating systems as well. There is no legacy debris burning application.

It has been determined that ODF IT does not have the capacity or funding that would allow for in-house development of a replacement system for either a fire reporting or a debris burning application and web portal at this scale or to maintain them internally.

Data Needs and Use Cases

Data storage and web hosting needs for both platforms will be explored as the project progresses and potential solutions will be defined nearer to finalization. The data for the application must reside in the United States.

Fire Reporting

The legacy FIRES application and the replacement solution must meet specific use case needs to report to various stakeholders as required:

1. By agreement (Western Oregon Operating Plan: V(A)Fire notifications and reporting and (B) Dispatching, Initial status summary I-209 and Daily situation reporting https://www.fs.usda.gov/r6/fire/incident-business/documents-2019/20190520-western-oregon-operating-plan.pdf.

2. By statute (477.155(2) and (5) Wildfire response capacity, 477.365(1)(c) Duties and powers of wardens, and 477.777(3)(a) Agency request budget; expenditures; report). https://www.oregonlegislature.gov/bills/laws/ors/ors477.html

Debris Burning

The Debris Burning application must meet specific use case needs to provide for the prevention of fires as required by statute:

1. ORS 477.365(1) Describes the duties and powers of wardens, of which is (a) "Take proper steps for the prevention and extinguishment of fires within the locations in which they exercise their functions."
2. ORS 526.041 states, "the forester, under the general supervision of the State Board of Forestry, shall: (5) Take action authorized by law to prevent and extinguish forest, brush, and grass fires."
3. OAR 629-047-0020 is the General Enforcement Policy for the Department and is described as, "The policy of the Oregon Department of Forestry to gain compliance with the fire prevention requirements of ORS Chapter 477 first through education and cooperation, and second through enforcement. Authorized fire wardens are to educate forest users on the need for the fire prevention requirements and to cooperate with the users in formulating solutions to compliance problems within the realm of these requirements." https://www.oregonlegislature.gov/bills/laws/ors/ors477.html

Potential Solutions
Fire Reporting
For the fire reporting project, the agency does not have the capacity to develop the platform in-house at the scope and scale required, nor provide the level of support and maintenance needed (24/7 during fire season months, May-October). It is the desired solution to procure a vendor-provided application through software licensing to satisfy this need.

The agency is currently under contract with a vendor that can provide this complete service through the agency's contract with the detection camera service, EnviroVision Solutions (EVS), and through license agreements of our partner fire entities, the Forest Protective Associations. ODF is utilizing an add-on service through the EVS contract that provides enhanced detection capability through the sub-contractor FireWeb. FireWeb adds a web service that allows camera imagery to be available outside of the local detection center. Previously camera imagery was only available via login at a local detection center and only for that center. The enhanced detection service provides an expanded suite of GIS functionality that allow detection staff to pinpoint fire origins more quickly and provide imagery to mobile and other web-based platforms such as the State of Oregon Fire Situation Analyst (SOFSA) tool. Detection centers are also utilizing portions of the FireWeb service which provides enhanced dispatch functions, resource tracking, and more.

There is an opportunity to expand the scope of the service provided by FireWeb to formalize use of its entire suite of features and capabilities and to include fire reporting at an enterprise level within the agency. All agency districts and non-agency associations must use the same fire reporting application, with the legacy FIRES system being used currently statewide.

In the early assessment work the project team did, FireWeb scored higher than all other applications assessed. These included applications in use by several neighboring state wildland agencies. In a formal RFI through OregonBuys, FireWeb was the only responding vendor and demonstrated the ability to meet the full scope of agency and association requirements. The functionality that FireWeb offers satisfies current service level as well as provides the opportunity to utilize the full features of the service and enhance performance.

The agency would like to explore if a sole source contract is the approach to take with this vendor and extricate the FireWeb service from the EVS contract. If sole source procurement is not an option, the agency will move to an open competitive process. The agency desires to be under contract no later than the end of 2025. Vendor training should be delivered in the spring of 2026 with the expectation that staff achieves a viable level of competency with implementation of the application for fire season of that year, April to October. The project would be considered completed and in maintenance/governance mode by 12/31/26.

Debris Burning ('Before You Burn')
The agency is currently utilizing a vendor that can provide this complete service. The pilot project, known as Before You Burn, successfully organizes the complex structure of county and local jurisdictions and a myriad of rules and laws regarding debris burning into a single portal. The pilot project is funded under a short-term federal grant that targets five trial counties. Expansion will enhance a pilot product that has achieved proof of concept.

The agency has the opportunity to continue the current service level and expand the scope from five counties to thirty-six counties by retaining use of the current application and vendor.

The agency would like to explore if a sole source contract is the approach to take with this vendor. If sole source procurement is not an option, the agency will move to an open competitive process. The agency desires to be under contract no later than the end of 2025 with limited statewide implementation of the application for fall 2025 and spring 2026 burning seasons and full implementation of all counties by fall of 2026 and spring /fall of 2027. The project would be considered completed and in maintenance/governance mode by 12/31/27.

Desired Future State
The desired future state for Fire Reporting is for a robust and technology forward fire reporting application that allows for agency customization, mobile and web-based use and interoperability with federal fire platforms. A detailed and resilient platform will enable the agency to keep better statistics that allow the agency to target specific areas for fire prevention and analysis. An internal/external dashboard is required that allows for ease of use in a single website.

The desired future state for a debris burning application is for a robust and technology-forward public web portal that strengthens collaboration within Oregon's complex debris burning structure and complex administration into a single solution. This will make it easier for the public to access debris burning information, apply for and receive permits, inform the appropriate jurisdictional agencies of planned burns and provide critical public education on burning regulations and safe burning practices to help reduce the number of human-caused fires caused by public outdoor debris burning.

The project will meet the state of Oregon's commitment to taking active steps toward increasing and promoting diversity, equity, and inclusion values across procurement processes for minority, women, emerging small and service-disabled veteran owned businesses by reducing barriers to compete for and be awarded state contracts. Proposers will need to commit that they do not discriminate in their employment practices with regards to race, creed, age, religious affiliation, gender, sexual orientation, or national origin. In addition, considerations will be made to ensure website accessibility and usability by individuals with disabilities. The project is also committed to addressing the Oregon accessibility standards, section 8 and the web content accessibility throughout the applications. By completion of this project, both applications will successfully meet the standards of the State of Oregon: https://www.oregon.gov/pages/accessibility.aspx.

Measurable Business Benefits

Benefit	Measure
Fire Reporting	
Staff utilization: Vendor provides all development, support, and maintenance including Help Desk support 24/7 during critical fire season months for Fire Reporting.	*100% elimination of ODF IT Help Desk tickets for support of the system by 12/31/26.*
Staff utilization: Training on the Fire Reporting system is provided by the vendor, not agency staff, with in-person or remote and recorded remote delivery. This includes development of user guides and desk manuals.	*By 12/31/26, the vendor delivers training annually and in-person to a minimum of 90% of permanent and early seasonal dispatch, detection and fire management users. Agency center leads are brought to a level of competency commensurate to adequately train subordinate and late seasonal staff to accomplish delivery of curriculum to the remaining 10% of users, or any staff not previously trained by the vendor. User guides for complete feature use of the system are available to users online by the date of implementation.*

Streamlined processes: Inclusion of several fire reporting processes into a single login and common operating system. Reduces redundant data entry between functionalities.	FIRES platform is archived no later than Dec. 31, 2026.
Reduced processing times: Automate the workflow process for fire reporting and updating, a feature not available in the legacy system, with the use of required workflow alerting and check/balance features. Utilizes visual alerting when workflow is imminently about to expire and sends alerts via text and email to responsible agent and supervisor when information processing has passed the allowable time frame. The fire reporting workflow is improved by adhering to new ODF fire reporting guidelines that will be adopted in 2024.	By 12/31/2027, 90% of reports are initiated, updated and completed in the system within the new agency timeline requirements. Exceptions will be only for mitigating circumstances (long term investigation or ongoing fire cost accrual).
Reduced processing times: Bureau of Land Management (BLM) reporting is automated immediately from initial phases of an incident and can be delivered to BLM fire management in real time, meeting statutory timeframes for reporting under the Western Oregon Operating Plan (WOOP).	New service capability of GIS integration, workflow checks, alerting of impending deadlines and built-in email messaging to supervisors brings compliance to all BLM reporting requirements to 90% by 12/31/26 and to 100% by 12/31/27.
Improved internal controls: Platform tracks which user has interaction in the system to improve user accountability.	A specific report is built and able to be utilized by 12/31/26 that show which user made data entry and the date/time it occurred.
Achieved policy objectives: Oregonians will have access to a public facing dashboard updated by the fire reporting application that allows for fire information to be shared on the web, providing basic information and an interactive map format. An internal more detailed dashboard is created that internal users such as fire managers who do not require the full features of the dispatch function but need to have real-time situational awareness to make 'in the moment' decisions.	The outward facing dashboard is developed and customized with information specific for public consumption and is utilized by the public at least once daily during the heaviest fire season months of July and August of 2027. The inward facing dashboard is developed and customized with information specific to fire manager needs. At December Leadership Team (LT) in 2025, users discuss with the project manager dashboard features, usefulness, improvements and lessons learned for utilization in fire season 2026.
Achieved policy objectives: Connection to other federal platforms such as IRWIN and InFORM and interoperability with them provides new, real-time reporting of the statewide fire situation to satisfy reporting requirements and to inform resource allocation decisions.	The connection from FireWeb to the IRWIN and InFORM platform is successful, resulting in 100% reporting of ODF Statistical (STAT) fires to the federal system by Fire Season 2027.
A more stable IT environment: Provides for business continuity in fire reporting and data collection should one center have catastrophic failure, as data is accessible via the web, opposed to the current local server solution.	Inclusion of the Fire Reporting system's redundancy features as specific language in the ODF Business Continuity plan in its next scheduled update.
New or improved service: Automation of any process that can be informed by the inclusion of a GIS functionality.	Enhanced early smoke detection geolocate features are present and utilized via camera imagery, fire reporting populated from marking point of origin on a map, ability to immediately establish and share with

	aviation assets aviation hazard information without going to a separate map, and more. Permanent staff has achieved working competency by 7/1/2026.
Legislative or regulatory compliance: Supports state and agency strategy and mission by creating more accurate evidence that shows the agency is meeting Key Performance Measures (KPM).	The Oregon legislature sets key performance measures for the agency that can only be determined to be met by collecting accurate data. The Fire Protection Division's key performance measure assesses initial attack effectiveness, and the target is to extinguish 98 percent of fires at 10 acres or less (APPR_ODF_2022 – KPM #1 Customer service to county, governments, and forest landowners, #6 Air quality protection, KPM #11 Fire suppression effectiveness and #12 Prevention of human-caused wildland forest fires). There is a direct correlation between decreased effectiveness in initial attack leading to significant large-fire costs and resource loss. https://www.oregonlegislature.gov/lfo/APPR/APPR ODF_2022-07-28.pdf
Debris Burning	
Streamlined processes: A complex matrix of state, county and local debris burning functionalities and jurisdictional rules are housed in a single repository. Collaboration is present from fire agencies across the state focused on project success.	Limited county implementation (15+) of the application for fall 2025 and spring 2026 burning seasons and full county implementation (36) by fall of 2026 or spring /fall of 2027.
Staff utilization: Vendor provides all development, support, and maintenance during and after the onboarding process. Training is provided by the vendor and includes onboarding ODF and all other participating agencies to system use. This includes development of user guides and desk manuals.	By 12/31/26, the vendor has delivered training to staff from a minimum of 15 participating counties.
Reduced processing times: New debris burning app subscription service on desktop and mobile devices allows for user friendly, less complex permitting processes and safe debris burning education for the public.	A baseline public self-serve burn permitting level is established in 2026 that improves by a minimum of 50% in 2027.
Achieved policy objectives: Oregonians will have access to a single, self-serve application covering all jurisdictions to find information on debris burning specific to where they live, and to either notify of burning activities or apply for and receive burn permits. And once subscribed, will open the door for two-way communication between managing jurisdictions and the public regarding weather alerts, burn bans and other critical fire prevention information.	Achieves the fire prevention and public education requirements of ORS 476, 477, 478 and DEQ OARs on outdoor debris burning and air quality. Also provides safe burning practices education to reduce the number of illegal outdoor debris burning fires. After statewide implementation, prevention statistics indicate a minimum 10% reduction of human caused fire attributed to debris burning for fire year 2027.
New or improved service: It is easier for the public to do business with the government through interagency partnership and collaboration.	Debris burning application provides access for all Oregonians through a web portal that does not require presence in an agency or association office. Application is used to distribute a minimum of 25

	burn permits from November 2025 through May 2026. This number increases by 2027.

Assumptions & Constraints

Assumptions
- Agency has the capacity for change, is committed to success and engaged
- Web application will provide better functionality then any current application
- Standardized and combined applications are preferred to a separation of functions
- Resources will be available for the project
- Communication from executive leadership will be transparent and timely and will include engaged listening
- Funding will be reserved for the needs of the system into the future

Constraints
- Fire season will reduce stakeholder availability
- The timing of fire season is unknown year to year
- Resources can change at any time, due to fire season variability
- Unforeseen funding limitations

Alternatives

Fire Reporting

Do nothing, keep the existing FIRES reporting system: It is counterintuitive to agency needs to retain the legacy database as it has reached an end stage in functionality, making it difficult to enhance and maintain the application. The FIRES reporting system must function for fire season 2024 and 2025 but is expected to be archived at the end of 2026.

Develop new applications in-house: Creating products that would meet our comprehensive objectives will require the creation of a database that assimilates these functions into a single platform, is completely customizable to agency needs and must communicate with several federally owned and local fire jurisdiction-based servers, databases, and applications. The cost estimate for developing this in-house would be around $936,000 which would include four IT staff to complete the work, with a minimum 3-year timeframe. Based on a previously failed development of the current fires system, IT anticipates it would take the staff dedicated time to complete this work. The current workload of the staff would have to be set aside for the given duration of time. This would be a high risk for the agency when it comes to making mandated adjustments for other fire/burn related applications each year. The agency does not have the capacity or budget to develop or implement a new system in-house within the time frame requested by the program office. Currently the IT Applications team supports and maintains over 40 applications and would have to find additional funds to augment staff to support the current applications.

Vendor option - Contract externally for vendor-provided software as a service: It is most desirable to contract with a vendor who can provide a software service via software license. Support for the platforms would be provided by the vendor, with agency staff only needed to troubleshoot local agency hardware issues with equipment on a ticket basis. This alternative would likely produce the quickest response to replace the legacy fire reporting system and to stand up a usable debris burning web portal. This option would result in the highest quality products by creating robust and resilient systems with customizable features in a feasible timeline after funding is available.

Other options considered: The project team performed field research on fire reporting platforms used similarly by wildland agencies in neighboring states as well as platforms utilized by federal partners. Other states either developed their own system using software applications available at the time and face the same need for updating and enhancement, deficiencies in integration with other platforms and technology shortcomings. Federal platforms are not utilized for fire reporting at the level of detail required by the agency. One federal vendor declined to participate in an assessment of any kind. An open RFI was executed through OregonBuys, resulting in a single vendor response.

Debris Burning

Do nothing, do not move forward with any consolidated burn permitting web application: It is counterintuitive to agency and partner needs at the local, county, state and region to continue use of individual platforms that are not interoperable and do not function collaboratively with partner agencies. Lack of action does not help address the critical fire prevention issue of human caused debris burning fire starts, the leading reasons for human caused fires across the state.

Develop new applications in-house: Creating a product that would meet our comprehensive objectives will require the creation of a database that assimilates these functions into a single platform, is completely customizable to agency needs, and must communicate with several federally owned and local fire jurisdiction-based servers, databases, and applications. The cost estimate for developing this in-house would be around $468,000 which would include three IT staff to complete the work within a 2-year timeframe. IT anticipates it would take the staff dedicated time to complete this work. The current workload of the staff would have to be set aside for the given duration of time. This would be a high risk for the agency when it comes to making mandated adjustments for other fire/burn related applications each year. The agency does not have the capacity or budget to develop or implement a new system in-house within the time frame requested by the program office. Currently the IT Applications team supports and maintains over 40 applications and would have to find additional funds to augment staff to support the current applications.

Vendor option - Contract externally for vendor-provided software as a service: It is most desirable to contract with a vendor who can develop and implement a software service as a software license. Support for the platform would be provided by the vendor. This alternative would likely produce the quickest response to stand up a usable web portal. This option would result in the highest quality product by creating a robust and resilient system with customizable features in a feasible timeline after funding is available.

Other options considered: The team explored the use of the DEQ 'Can I Burn' interactive map feature as well as the existing Public Fire Safety BurnPermits.app application used by structural fire jurisdictions in some Oregon counties. The need to tie ODF enforcement ability with the structural fire agencies led the team to determine that the **Before You Burn** application was best suited to collaboration specific to debris burning, as opposed to agricultural burning.

Organizational Change Management (OCM)

Effective organizational change management is critical for the successful implementation of new initiatives and achieving business objectives. It involves a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. This process ensures that changes are smoothly and successfully implemented, and that the lasting benefits of change are achieved.

The framework for this project includes:
- Commitment of the required leadership and organizational structure to set the necessary change into motion, development of a strategic plan and providing governance to do so.
- To operate the project under the fundamental principles of project management to implement change on time and on budget. Team representation includes a project manager and business analyst.

- To develop a communications and training plan to help employees transition from the legacy product, current state, to the desired future state. This will be achieved through inclusive, frequent, and open communication, offering in-person and remote training opportunities and by providing ongoing support.

This will be accomplished using the ADKAR methodology:

Awareness: communicate the need for change and the risks if no change happens.

- Clear, consistent, and transparent communication is essential to inform and engage all stakeholders. It helps to address concerns, reduce resistance, and build support for the upcoming changes. There is already strong support across the agency for a system that can support current and future needs as technology has changed. Communication will be a prioritized commitment from the project team, sponsors, and leadership. The agency intends to foster open communications and build inclusiveness in product development by listening to all stakeholders in a meaningful and intentional way. The agency will align messaging with other agencies for a mutually reinforcing vision. The need for change is apparent within the agency's culture and there is an appetite for movement into new technologies.

Desire: leadership support of the change and motivation for participation

- Strong leadership and active sponsorship from senior management for this project are crucial to drive the change and ensure alignment with organizational goals. Leaders visibly support the change and communicate its importance to all stakeholders. All project operations will move forward with urgency, transparency, and accountability.

Knowledge: an understanding of skills and behaviors required during and after the change

- Identifying and involving key stakeholders early in the process ensures their buy-in and mitigates resistance. Understanding their perspectives and addressing their needs is vital for smooth implementation. Several key stakeholders are members of the core team for the project and will continue to serve on a future governance group. Other subject matter experts and 'power users' are engaged to help build a solid foundation that serves all needs of the agency. Federal and other partners will be key to interagency coordination for data sharing and national reporting needs.

Ability: the skill to implement the change and determine any barriers that may inhibit implementation

- Providing adequate training and resources to staff, equipping them with the necessary skills and knowledge to adapt to the change. Ongoing support mechanisms, such as help desks and user communities, can further facilitate the transition. The agency will design cadence and coordination into product delivery. The expectation that vendor provides training is projected to take form via in-person, remote and Help Desk, with the latter expected to be available 24/7 during fire season. Train the trainer sessions will be emphasized, preparing power users to train subordinate and seasonal staff to a level of competency, ensuring that institutional knowledge persists and is proliferated. The agency will ensure internal support, technical assistance and training is available.
- Conducting a change readiness assessment helps to identify potential barriers and enablers of change. It allows for the development of targeted strategies to address gaps and leverage strengths. Touchbase sessions are expected to take place prior to the changeover allowing staff to share concerns and ask questions. Communication with steering committee members will ensure input is received as the project progresses and will be considered and integrated as project sprints occur. All policy changes will be focused on solving complex problems and improving service delivery. Resources will be applied based on where data shows they are most needed and effective.

Reinforcement: sustain the change by mechanisms to keep the change in place

- Continuous monitoring and feedback mechanisms enable the organization to track progress, identify issues, and make necessary adjustments. This iterative process helps to ensure that the change initiative remains on course and achieves its intended outcomes. It is the operating norm for the agency to perform after action reviews (AARs) on processes, incidents, and actions. Feedback will be sought from end users and others such as IT on this project to capture any potential change tickets, identify

processes that are working well, to capture lessons learned with the intention of providing for continuous improvement. At the end of the project, program governance will be assigned to a statewide committee designed to assure the platform meets agency needs at the enterprise level and to provide feedback to the vendor. Data will be utilized to prepare annual reports to establish accountability measures and benchmarks, show how funds are spent and their impact, to show compliance with performance measures set by agency, other state, federal partners, other stakeholders, and elected officials. Data may be used for culturally and linguistically responsive communications and to target resources for the most impacted communities across the state.

Combining processes that have resided in separate silos, are not implemented consistently, are under-supported and are not compatible with current technology will be a game changer for the agency. Efficacy of dispatching and our ability to gather, analyze and act upon data trends will provide for a more comprehensive picture of agency workload, allow us to determine tendencies that can be acted upon and help us interface holistically with our federal partners in the state, region and nationally with accuracy and timeliness. By incorporating these elements into our organizational change management strategy, we can enhance our capacity to adapt to new challenges, improve operational efficiency, and drive sustained business growth. Emphasizing change management in our business case underscores our commitment to fostering a culture of agility and resilience, positioning us for long-term success in a dynamic business environment.

Conclusions

Improving fire reporting metrics and reducing human caused fires is vital to our agency so that we can enhance our fire prevention efforts and conduct vital fire business analysis that will guide our future decision making and communicate our statistics to our cooperators.

Processes currently in place for the project include:

- An Executive Sponsor is in place from the ODF Protection Division
- A project core team is in place; includes a Project Manager, Business Analyst, Policy Manager, Procurement Specialist, and several Subject Matter Experts (SMEs)
- Active engagement with the Department of Administrative Services (DAS) which allows for project oversight and assistance

Next steps will include:

- Development of a communications plan interface with internal and external stakeholders, end users, federal (US Forest Service, Bureau of Land Management), other partners and agency leadership to ensure shared vision and goals.
- Procurement processes will begin, including development of the scope of work and preparation for OregonBuys processes.
- A steering committee will be formed to provide input into project functionality and features
- A future governance team will be formed and assigned ongoing support and improvement in direct link to the vendor.

Procurement processes include developing documents to begin a workflow through OregonBuys for eventual contract award. Project will be classified by timing and scope clarity, becoming iterative as details become more available, with a core team ready to scale project scope as work progresses. Timing is essential to the project to ensure that a new software service has been contracted and developed, onboarding and training has been delivered and users have achieved full competency prior to fire season and debris burning season implementations.

The agency has committed staffing for the core team. Some of these team members will join other end users and subject matter experts (SMEs) on the steering committee and the future governance committee to see this solution into the future. Leadership is committed to the project success and available to provide guidance and

make decisions. There is a sense of urgency among the project team, stakeholders, and leadership to reach a solution.

Risks, such as time frame, results of bidding processes, stakeholder engagement, product acceptance, etc., will be mitigated by a flexible and committed core team and stakeholder communication. Risks will be determined early, and issues resolved as quickly as possible to not hinder project movement. Opportunities will be pursued as they present themselves, and funding is committed to begin work.

Fire Reporting: Inability to act on this project, or failure to implement it in the time frame required would result in further reliance on outdated and inadequate legacy systems as well as hinder the agency's ability to report fire information in an accurate and timely manner.

The legacy FIRES reporting system will need to be archived as soon as is feasibly possible, with expectation for it to be removed by Dec. 31, 2026. Other systems currently siloed in standalone platforms, such as Cost Recovery and Citation & Enforcement Tracking will likely be integrated into the fire reporting solution if feasible.

The agency would take advantage of all available features of a successful new vendor such as detection enhancements, computer-aided dispatch, resource tracking, and financials if available. The project will end one year after implementation when a governance committee takes over ongoing review, reporting, and engagement with vendor for the future; estimated to be December 31, 2026.

Debris Burning – "Before You Burn": Inability to act on this project, or failure to implement it in the time frame required would result in continued instability and confusion for the public, a lack of interoperability between fire jurisdictions and a missed opportunity to affect critical change in fire prevention efforts targeted at debris burning. The agency would take advantage of all the available features of a successful new vendor. The project will end one year after implementation when a governance committee takes over ongoing partner collaboration, review, reporting, and engagement with vendor for the future; estimated to be December 31, 2027.

Appendixes and References

Appendix A: ODF Pkg. 11-p3 2025/27 Charter
Appendix B: ODF Pkg. 114-p3 2025/27 Budget Spreadsheet
Appendix C: ODF Pkg. 114-p3 2025/27 IT Project Prioritization Matrix
Appendix D: FIRES Replacement Issue Paper 2022
Appendix E: FIRES Replacement Assessment Comparative Tool
Appendix F: RFI ODF FIRES Replacement 100223
Appendix G: FIRES Replacement Briefing Paper
Appendix H: ORS 477 Fire Reporting
Appendix I: OAR ORS Debris Burning Fire Prevention
Appendix J: 25/27 Protection POP Summary
Appendix K: ODF IT Strategic Plan DRAFT 11.29
Appendix L: APPR ODF 2022 07/28 Performance Report
Appendix M: ODF Mission/Vision/Core Values
Appendix N: 20190520 Western Oregon Operating Plan
Appendix O: ODF Strategic Plan DRAFT
Appendix P: Oregon Agency Expectations Governor Letter

Reference A: ORS 476 Oregon Department of the State Fire Marshal
https://www.oregonlegislature.gov/bills_laws/ors/ors476.html
Reference B: ORS 477 Fire Protection of Forests and Vegetation
https://www.oregonlegislature.gov/bills_laws/ors/ors477.html
Reference C: ORS 478 Rural Fire Protection Districts
https://www.oregonlegislature.gov/bills_laws/ors/ors478.html
Reference D: ORS 468A Department of Environmental Quality – Air Quality
https://www.oregonlegislature.gov/bills_laws/ors/ors468A.html
Reference E: Oregon Department of Environmental Quality – Air Quality Chapter 340
https://secure.sos.state.or.us/oard/displayDivisionRules.action?selectedDivision=1433

Information Technology Project Budget Spreadsheet

Policy Group	Agency Name	IT Project Name	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description	Start Date	End Date	Policy Option Package Request (Y/N)	POP #
Natural Resources	ODF Forestry	Pkg. 114 Fire Protection IT Systems Update		FIRES Reporting Application Procurement	None	Procure a new IT system to replace the outdated FIRES reprting database	2023-10-01	2026-12-31	Yes	114
				Debris Burning Application Procurement	None	Procure a comprehensive portal design application for statewide burn permitting	2023-12-01	2027-12-31	Yes	114

Total Budget $ (PPM)	Total Cost	Previous Biennium (2023 -2025) GF Cost	Previous Biennium (2023 -2025) OF Cost	Previous Biennium (2023 -2025) LF Cost	Previous Biennium (2023 -2025) FF Cost	Current Biennium (2025-2027) GF Cost	Current Biennium (2025-2027) OF Cost	Current Biennium (2025-2027) LF Cost	Current Biennium (2025-2027) FF Cost	Future Biennia (2027 - and ongoing) GF Cost	Future Biennia (2027 - and ongoing) OF Cost	Future Biennia (2027 - and ongoing) LF Cost	Future Biennia (2027 - and ongoing) FF Cost
1,700,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,700,000.00		$ -	$ -
$ 500,000.00										$ 500,000.00			

*Annual Performance Progress Report/Key Performance Measures*

Department of Forestry

Annual Performance Progress Report

Reporting Year 2025

Published: 8/27/2025 4:23:43 PM

KPM #	Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE TO COUNTY 'GOVERNMENTS AND FOREST LANDOWNERS - Percent of Oregon's forested counties and forest protective associations rating that ODF programs collectively provide "good" or "excellent" customer service: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	BOARD OF FORESTRY PERFORMANCE - Percent of total best practices met by the Board of Forestry.
3	FOREST PRACTICES ACT COMPLIANCE - Percent of forest operations that are in compliance with the Forest Practices Act
4	URBAN AND COMMUNITY FOREST MANAGEMENT - Percent of Oregon cities actively managing their urban and community forest resources.
5	STATE FORESTS TOTAL REVENUE - Percent increase in total revenue produced by State Forests
6	AIR QUALITY PROTECTION - Total number of smoke intrusions into designated areas per total number of units burned.
7	PERCENTAGE OF PRIVATE FORESTLAND MANAGED AT OR ABOVE FOREST PRACTICES ACT STANDARDS. - Percentage of industrial private forestlands managed under an approved certification system, stewardship agreement, or other approved management plan including wildlife habitat conservation and management plans
8	FOREST STREAM WATER QUALITY - Percent of monitored stream sites associated predominately with forestland with significantly increasing trends in water quality.
9	VOLUNTARY PUBLIC AND PRIVATE INVESTMENTS MADE TO CREATE HEALTHY FORESTS - Cumulative public and private forest landowner investments made in voluntary projects for the Oregon Plan for Salmon and Watersheds or for the Oregon Conservation Strategy.
10	STATE FORESTS NORTH COAST HABITAT - Complex forest structure as a percent of the State Forests landscape.
11	FIRE SUPPRESSION EFFECTIVENESS - Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less.
12	PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES - Number of Oregon residents per human-caused wildland forest fires. (population expressed in thousands of residents) This metric measures the ability to maintain or reduce the number of human-caused wildfires as the population of Oregon increases. An upward trend indicates a positive result.
13	DAMAGE TO OREGON FORESTS FROM INSECTS, DISEASES, AND OTHER AGENTS - Percent of forest lands without significant damage mortality as assessed by aerial surveys.
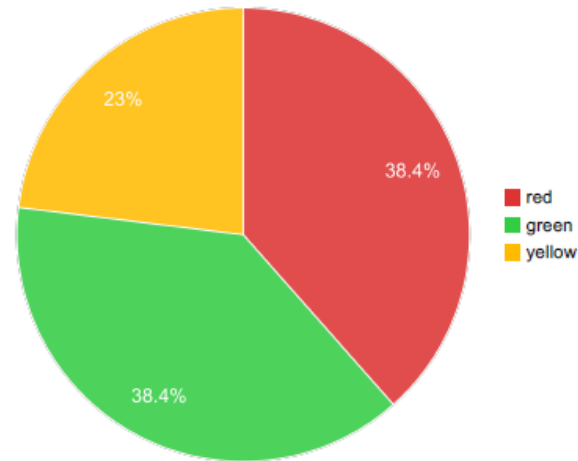
Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	38.46%	23.08%	38.46%

Special Reports

KPM #1	CUSTOMER SERVICE TO COUNTY 'GOVERNMENTS AND FOREST LANDOWNERS - Percent of Oregon's forested counties and forest protective associations rating that ODF programs collectively provide "good" or "excellent" customer service: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
	Data Collection Period: Jan 01 - Dec 31
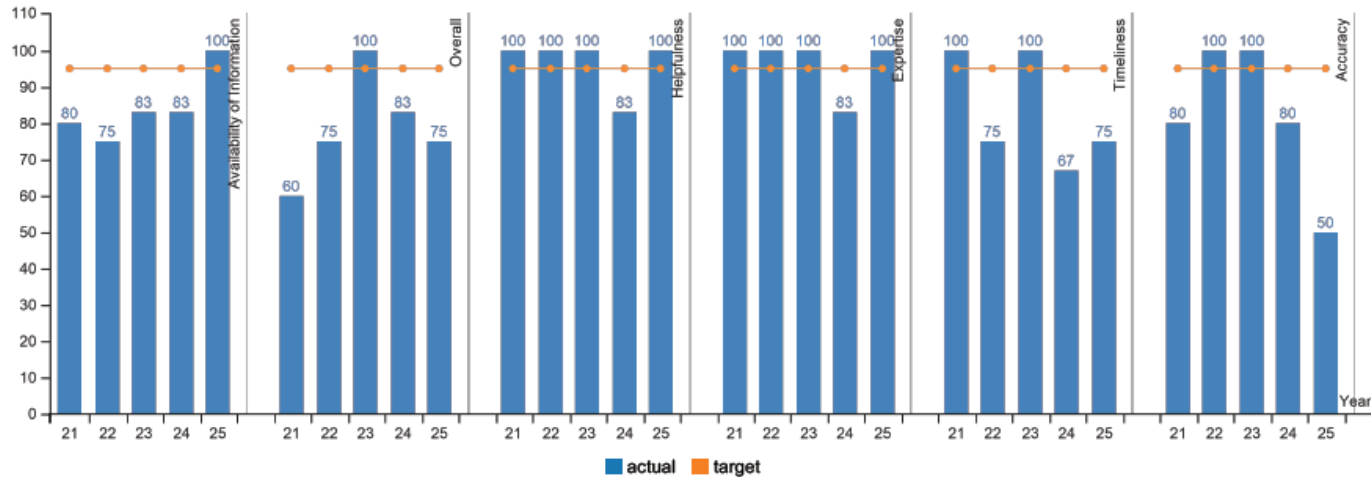
Report Year	2021	2022	2023	2024	2025
Availability of Information					
Actual	80%	75%	83%	83%	100%
Target	95%	95%	95%	95%	95%
Overall					
Actual	60%	75%	100%	83%	75%
Target	95%	95%	95%	95%	95%
Helpfulness					
Actual	100%	100%	100%	83%	100%
Target	95%	95%	95%	95%	95%
Expertise					
Actual	100%	100%	100%	83%	100%
Target	95%	95%	95%	95%	95%
Timeliness					
Actual	100%	75%	100%	67%	75%
Target	95%	95%	95%	95%	95%
Accuracy					
Actual	80%	100%	100%	80%	50%
Target	95%	95%	95%	95%	95%

Special Reports

How Are We Doing

The Department of Forestry strives to exceed expectations in service to Oregon's forested counties and forest protective associations. Results from this year's survey indicate that while Department employees have demonstrated local success in building strong relationships within our communities and providing service to Oregonians, the complex sociopolitical, multi-jurisdictional landscape, and challenging regulatory environment continues to challenge our ability to meet expectations in service to all.

Factors Affecting Results

To perform this annual measurement of customer service to county governments and forest landowners, the counties and protection associations across the state are divided into two "halves" and the Department surveys each half once every two years, while surveying the Forest Trust Lands Advisory Committee each year. The six-question survey requests Likert-scale ratings of service from Excellent to Poor and an additional comment field for providing specific feedback on each question. Ratings of "Excellent/Good" meet the performance measure target while ratings using "Fair/Poor" reduce the overall performance and a response of "Don't Know/(blank)" is removed from the measurement altogether. Performance measurements have a direct correlation to the number of respondents. If a respondent pool is slim, one response can sway the entire performance of this measure. The Department is currently working to expand its measurement of customer service to a broader scope of recipients and once the methodology is refined and validated, adjustments to this key performance measure may be sought out.

For this year's 2024 survey data reported in 2025, the Department surveyed twenty-five counties and associations, and four responded.

Sentiments shared this year indicate that local leadership is generally satisfied with the level of services provided by the agency, characterizing our employees as skilled, quick and timely in response to inquiries, regularly engaged in communications and local activities, and serving as good partners in their work throughout local communities. The department's local foresters and recreation staff are seen as knowledgeable experts in their field, and our firefighting response is strong, commended by one respondent as the "best firefighting force out there."

The positive results of this performance measure directly correlate to the investments made between department staff and county commissioners, county officials, forest protective associations and forest landowners to build effective working relationships across all jurisdictions and forestry programs.

Less desirable results were also shared within this year's performance evaluation, and while one respondent did not offer any additional comments or feedback to reflect upon opportunities for improvement, another shared direct concern with the accuracy of state forests revenue forecasts, impacts to the county share of revenues, and overall discontent with the financial services from Salem headquarters. Recognition of the inherent financial challenges of state forest management was offered, coupled with desire for better refinement of timber sale projections.

Maintaining balance across these sociopolitical factors is complex and the tensions embedded within this landscape will continue to be reflected in the evaluation of this performance measure. The Department of Forestry's mission is to protect and promote resilient forests that benefit all Oregonians. Public service is a core value, and the department will continue to strive to exceed expectations in service to Oregon's forested counties and forest protective associations.

KPM #2	BOARD OF FORESTRY PERFORMANCE - Percent of total best practices met by the Board of Forestry.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result
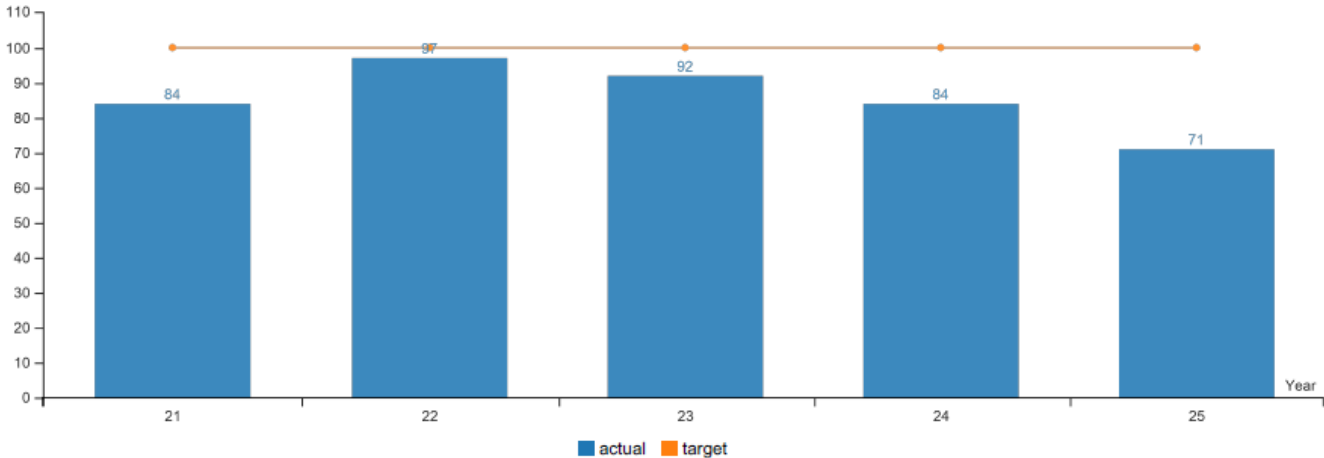
Report Year	2021	2022	2023	2024	2025
Oregon Board of Forestry Governance					
Actual	84%	97%	92%	84%	71%
Target	100%	100%	100%	100%	100%

How Are We Doing

The Board of Forestry concluded the annual board governance performance evaluation with common agreement in meeting 71 percent of the standard best-practices criteria. Results of the evaluation suggest that current board members see the board functioning in a significantly less than satisfactory manner across the majority of best practices in governance. The Board was unable to meet their performance measure target of 100 percent for the 2024 evaluation period, reported in 2025.

Factors Affecting Results

Six of the six board members serving in the 2024 calendar period completed the evaluation. The seventh member of the Board recently started their term in spring of 2025 with planned engagement in next year's review cycle. A summary of the collective results was presented to the Board at the June 2025 board meeting, approving completion of the evaluation and common agreement in reaching 71 percent of their best practices in governance as compared to the prior year's evaluation of 84 percent.

The Board found common agreement in meeting best practices of governance related to: completion of the Board's strategic vision for the agency mission and high-level goals, periodic review of the agency's key financial information and audit findings, and board members valuing public input and transparency in conducting their work through outreach and engagement of stakeholders, standing advisory committees, special ad hoc committees and panels, and external committees with board interests.

In several of the best practices, four or more board members agreed they had met the criteria, while one or two members disagreed, specifically related to: defined performance expectations for the State Forester; annual review of the agency's key performance measures in the Annual Performance Progress Report; appropriate involvement in review of key policy communications and policy-making activities; review of the proposed biennial budget at the Agency Request Budget level; agency adherence to accounting rules and financial controls; board members responsibly serving as

public representatives, attending appropriate training and technical information sessions; engaging in collaborative coordination and efficient work where responsibilities and interests overlap with other state and federal agencies and tribal nations; and implementing adaptive management effectively to ensure best practices are utilized beyond the planning and evaluation cycles.

Governance best practices where three or more board members disagreed with meeting the criteria include: completion of a recent performance evaluation of the State Forester; aligning the agency's policy option packages with their mission and goals through the biennial budgeting process; and appropriately accounting for resources of the agency, including engagement in critical issues relating to oversight of human, financial, material and facilities resources; and briefings on matters of succession management, vacancies, budget, or financial effects of the fire program.

Reflections from the board members indicate concern with interference and balancing of the Governor's Natural Resources Office engagement in areas of the Board's responsibility; polarization and challenges associated with controversial forest policy issues, interpersonal dynamics, and misleading media stories; limitations imposed by strict public meeting rules that affect the Board's ability to collaboratively work through complex matters; a need to operationalize the Board's Vision for Oregon's Forests; greater communication and engagement desired between the agency and Board in areas of policy-making, budgetary development, and changes in accounting for agency resources; a desire for proactive coordination with other agencies and boards; and a need for strong Board leadership and facilitation.

KPM #3	FOREST PRACTICES ACT COMPLIANCE - Percent of forest operations that are in compliance with the Forest Practices Act
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result
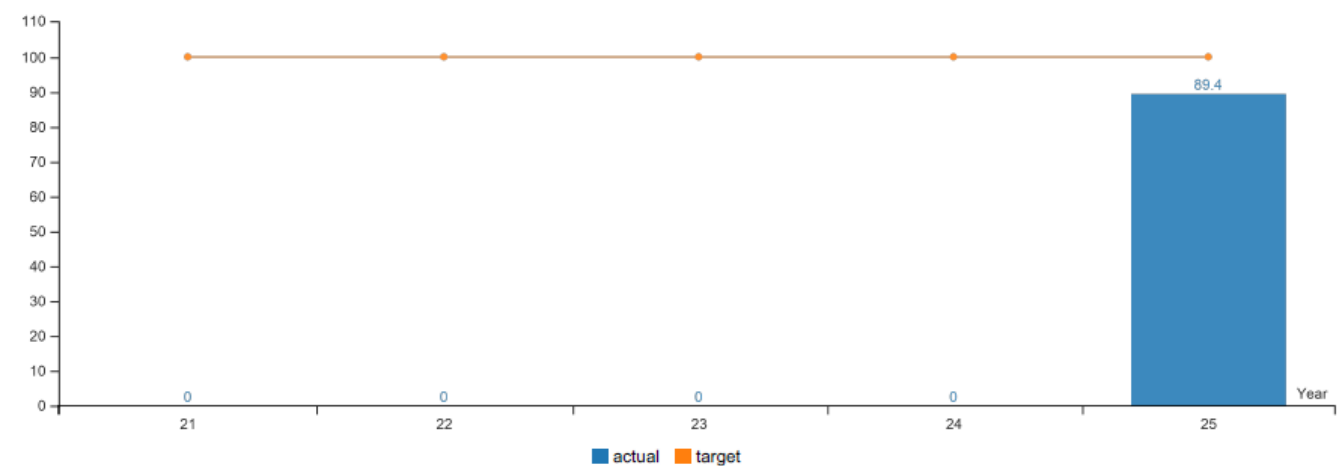
Report Year	2021	2022	2023	2024	2025
Percent of Operations in Compliance with Oregon's Forest Practices Act					
Actual					89.40%
Target	100%	100%	100%	100%	100%

How Are We Doing

The Oregon Forest Practices Act (FPA) outlines standards of practice for forest operations on non-federal and non-tribal lands in Oregon. The FPA is administered by the Oregon Department of Forestry's (ODF) Forest Resources Division. Within the Forest Resources Division, the Monitoring Unit is tasked with developing studies to evaluate landowner compliance with the FPA rules on a state-wide scale. The ODF Monitoring Unit contracted Mount Hood Environmental (MHE) to develop a statistical study design and complete data analysis for two ODF Compliance Monitoring efforts: 1) Reforestation study and 2) Long-Term Compliance Monitoring study. Using lessons learned from a pilot reforestation study, MHE developed a protocol for the 2023-2024 Reforestation study. The study focused on evaluating OAR 629-610-0040(4), a rule which requires landowners to have established a free-to-grow stand of trees by the end of six years after harvesting that meet or exceed the minimum stocking levels required by OAR 629-010-0020. Field surveys were conducted in 2023 and 2024 on a random sample of harvest units completed in 2016 and 2017, with results compared to the reforestation standards outlined in the Forest Practices Act. The study included 39 private industrial and 25 private nonindustrial harvest units, estimating compliance rates at 92.3% for private industrial and 76% for private non-industrial. The overall state compliance rate of 89.4% is a weighted mean of the private industrial and private non-industrial compliance rates. All sites not meeting the stocking standards did contain trees and/or evidence of reforestation but needed further assistance to reach free to grow. A sensitivity analysis was performed to address uncertainty stemming from landowner nonresponse and access refusal, ensuring a robust evaluation of compliance trends. The Monitoring Unit developed a communication plan to ensure the reforestation compliance monitoring results were used to inform real-world forestry practices. The study results were shared through presentations to both internal and external stakeholders. These findings provide valuable insights into how well landowners are meeting reforestation requirements, highlighting successes while identifying areas for improvement to ensure the long-term sustainability and health of Oregon's forests

ODF is also working with MHE on the development of a Long-Term Compliance Monitoring study that prioritizes the following rule divisions: Division 625 Forest Road Construction and Maintenance rules; Division 630 Harvesting rules for steep slopes; and Division 643 Water Protection Rules: Vegetation Along Streams rules. ODF will conduct pilot studies, one for each prioritized rule set. The

riparian buffer rules (Division 643) pilot study design and field protocol were completed in late 2024. In the summer of 2025, the Monitoring Unit will reach out to a random sample of forestland owners who completed harvest operations near waterways in 2024. Pilot study field data collection will begin in the fall of 2025. The riparian pilot study will be used to hone field methods and statistical analysis approaches for riparian buffer rules prior to conducting a larger scale long-term study.

The ODF Monitoring Unit reconvened the Compliance Monitoring Program Committee (CMPC) in 2023. Stakeholders with knowledge of the FPA rules representing varied interests were invited to participate, including industrial and family timberland owners, conservation organizations, and other state agencies such as the Oregon Department of Environmental Quality (DEQ) and the Oregon Department of Agriculture (ODA). The ODF Monitoring Unit has been convening the CMPC quarterly since, providing the committee with regular program updates and integrating their valuable feedback. In addition, the CMPC developed a charter that will be reviewed and updated annually.

Factors Affecting Results

The 2023-2024 Reforestation compliance monitoring study evaluated stands replanted prior to the passage of the new FPA rules. Under previous rules participation in ODF's compliance monitoring studies was voluntary. Participation refusal and landowner non-response reduced the sample population for the study. However, a sensitivity analysis was performed to address uncertainty stemming from landowner nonresponse and access refusal, ensuring a robust evaluation of compliance trends. The new FPA rules were designed to improve compliance monitoring study designs, making analyses more robust, now that landowners are required to notify of activity completion and provide ODF access to their sites.

As part of the development of the Long-Term Compliance Monitoring program, ODF staff with assistance from the Compliance Monitoring Program Committee (CMPC), completed the first part of the process of reviewing the prioritized rule sets to determine the rules most suitable to include in the road and steep slope pilot studies. Ability to measure, time since activity occurred, and feasibility of effort are some of the factors being considered when determining rule inclusion. Like the riparian pilot study, the road and steep slope pilot studies will be used to inform and refine the long-term study.

KPM #4	URBAN AND COMMUNITY FOREST MANAGEMENT - Percent of Oregon cities actively managing their urban and community forest resources.
	Data Collection Period: Jan 01 - Dec 31
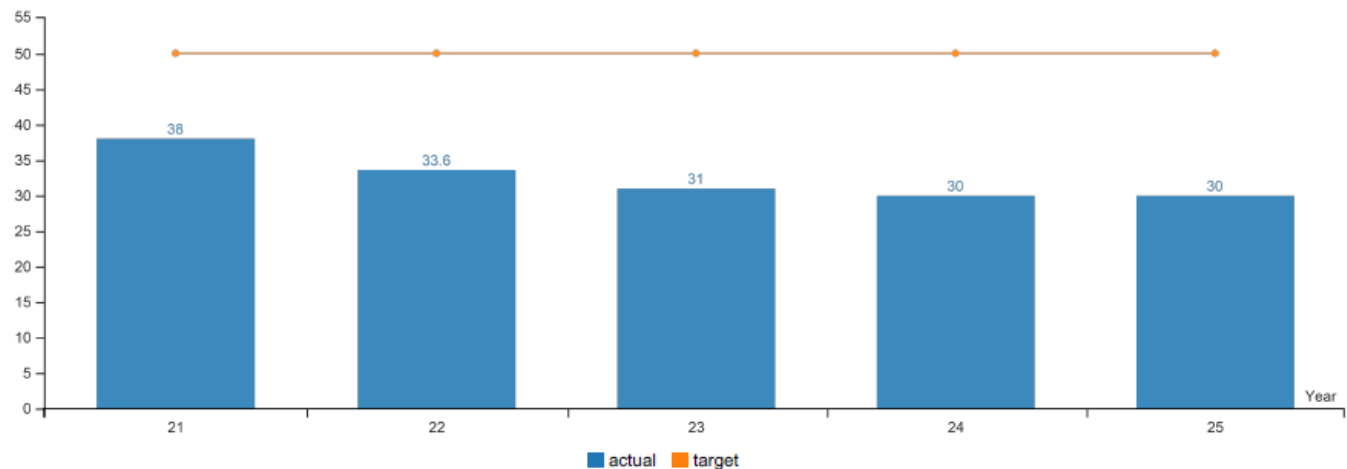
Upward Trend = positive result

Report Year	2021	2022	2023	2024	2025
Percent of Oregon cities actively managing their urban and community forest resources					
Actual	38%	33.60%	31%	30%	30%
Target	50%	50%	50%	50%	50%

How Are We Doing

The mission of the Urban & Community Forestry (UCF) Program is to help all Oregonians improve their quality of life by promoting community investment in our state's urban forests. UCF Program staff assist communities of all sizes by sharing a wide range of technical, educational, and organizational "Best Management Practices" through onsite visits and training, webinars, newsletters, email, and video conferencing. When funding is available, the UCF Program also provides grants and financial assistance to cities and community groups to help them build organizational capacity and support local UCF planning, maintenance, and training efforts. In 2023, the UCF Program was awarded $26.6 million in Federal Inflation Reduction Act (IRA) funding to design and administer two distinct grant subaward programs for disadvantaged communities throughout the state. One subaward program is intended specifically for the nine Federally Recognized Tribes of Oregon, the second is intended for other qualifying entities, which includes tribal organizations or coalitions, local governmental entities such as cities/counties/special districts, academic institutions, as well as non-profit and community-based organizations. Additionally, as a result of House Bill 3409 which passed in 2023, the UCF Program was tasked with assisting the Department of Land Conservation and Development (DLCD) design and implement a $6.5 million Community Green Infrastructure Grant Program which also focuses on helping overburdened and underserved communities in our state. HB 3409 also mandates that ODF UCF develop and maintain a statewide urban tree canopy assessment tool to help communities plan and manage their urban forests more effectively.

KPM #4 tracks the percentage of Oregon cities and county subdivisions that are deemed to be actively managing their urban and community forests, based on their attainment of at least two out of four management criteria. The four management criteria that we track are whether cities/communities have (1) trained UF professionals on staff, such as an International Society of Arboriculture-certified arborist or tree worker; (2) a tree ordinance; (3) a tree board or advisory committee; and (4) an inventory-based urban forest management plan. According to the most recent federally reported data, the percentage of cities meeting two or more of these UCF management criteria – indicating they are pro-actively managing their urban forests – has held steady at 30 percent between CY2023 and CY2024. From a population perspective, over 2/3 of Oregon residents live in cities and county subdivisions where their urban and community forests are being intentionally planned and managed.

According to a report compiled by the Arbor Day Foundation in Oregon for the 2024 calendar year, 57% of our state's residents live in a Tree City USA community, $41,336,615 was spent on urban forestry management, and a total of 76,776 urban trees were planted throughout the state.

Factors Affecting Results

Over time, we expect to see fluctuations in communities' abilities to meet the four UCF management criteria listed above, based on changing budgets and economic conditions, staffing and volunteer capacity, and community priorities. Although it will take a few years for the full effects of the recent Federal and State investments in UCF to become manifest, we can say with great confidence that these impacts will be significant and long-lasting, especially in those communities that have traditionally been left behind and have experienced an "opportunity gap". Within the next two years our UCF team aims to leverage the significant IRA and HB3409 funding to get closer to our statewide target of 50% cities/counties with active UCF management.

2024 was a busy year for the UCF Program. As a result of the significant influx of Federal and State funding, the UCF team was able to increase staffing levels (from 4 FTE to 9 FTE) and provide far greater support to community partners, especially in small, rural communities. In 2024, the UCF team focused on two main endeavors. The first involved developing and administering the large grant programs described above. The second involved helping to coordinate State planning and response efforts for Emerald Ash Borer (EAB) in partnership with our Forest Health team, the Oregon Department of Agriculture, and Oregon State Extension Service. Thus far, these efforts have been quite successful. Since it was first detected in summer of 2022, EAB's spread appears to have been limited at the end of 2024 to two main pockets totaling less than 35 square miles, one that spans Washington and Yamhill counties, and one that spans Marion and Clackamas counties. In 2024, UCF Program staff provided well over 2,500 assists to private citizens, schools, colleges, and other public entities throughout the state, a marked increase from previous years.

KPM #5	STATE FORESTS TOTAL REVENUE - Percent increase in total revenue produced by State Forests
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result
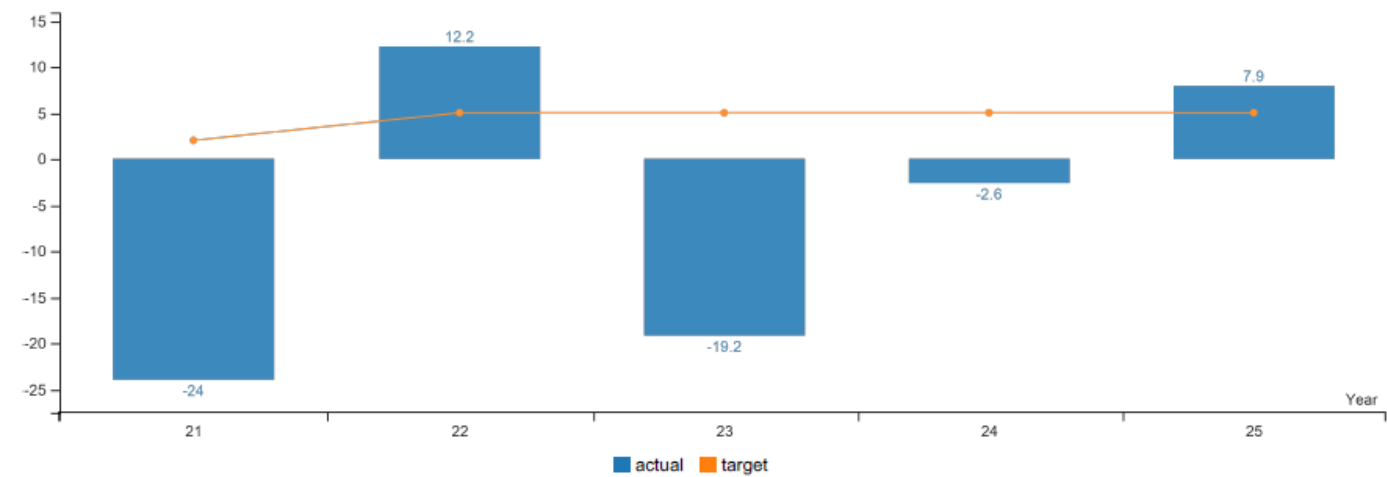
Report Year	2021	2022	2023	2024	2025
Percent increase in revenue produced by State Forests compared to the previous year					
Actual	-24%	12.20%	-19.20%	-2.60%	7.90%
Target	2%	5%	5%	5%	5%

How Are We Doing

The FY 2024 data show a 7.9 percent increase in total revenues from the previous year, up to $103,269,407. The amount of revenue distributed to counties increased 12.3 percent from the previous year, $61,178,946 to $68,698,839. This KPM focuses on the percent change in total revenue produced from the sale of timber from State Forests. The Oregon Department of Forestry is committed to sustainable management of these lands. Harvest levels that contribute to the revenue flow for this measure are set annually by the Division at the direction of the State Forester.

The KPM targets establish an objective for management activities to predictably generate revenue for the State.

Factors Affecting Results

The major factors affecting FY 2024 increase in timber sale revenue is a one percent increase in harvest volume from the previous year, up to 212,455 Mbf. Sold stumpage price increased 13.0 percent from the previous year, $519/Mbf to $586/Mbf. While ODF controls the amount of timber offered at auction each fiscal year, timber sale contracts typically run for three years and volume may be harvested at any point during the contract. The price of timber at auction is determined by market forces.

KPM #6	AIR QUALITY PROTECTION - Total number of smoke intrusions into designated areas per total number of units burned.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = negative result
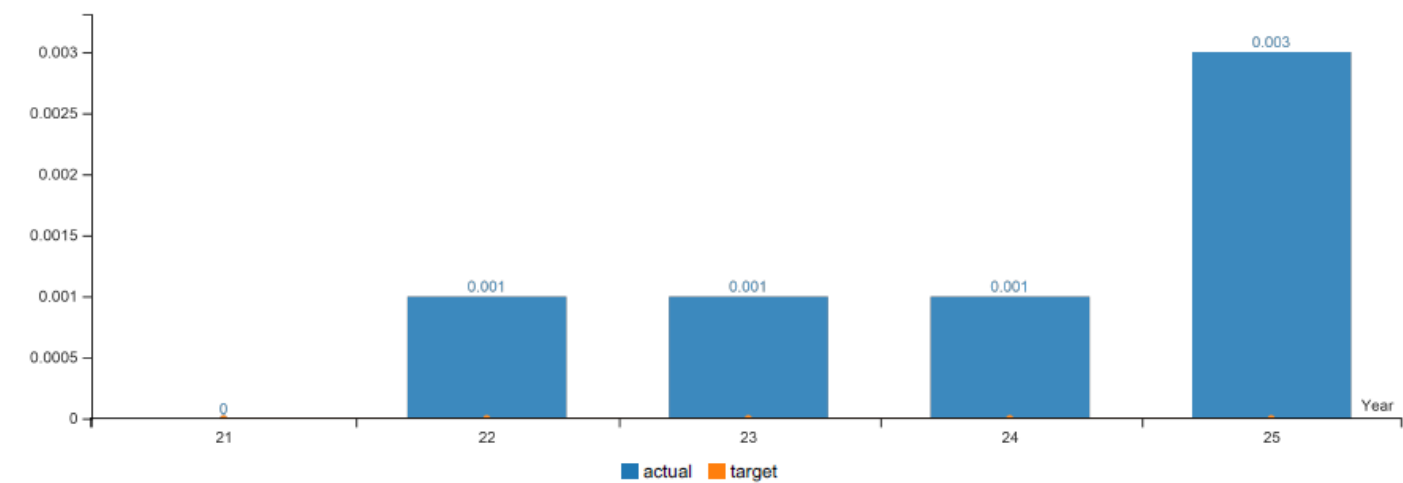
Report Year	2021	2022	2023	2024	2025
Total number of smoke intrusions into designated areas per total number of units burned					
Actual	0	0.001	0.001	0.001	0.003
Target	0	0	0	0	0

How Are We Doing

The Smoke Management Program is doing an exceptional job of protecting Oregon's air quality while, at the same time, allowing forest landowners to dispose of unwanted accumulations of forest fuel. Five intrusions occurred from 1393 units burned. The intrusion definition changed in 2019 to allow for some smoke to enter Smoke Sensitive Receptor Areas at a level that remained below 75 percent of the National Ambient Air Quality Standards. This change will allow for the increase in prescribed burning to eventually reduce the size and damage created by catastrophic wildfire.

Factors Affecting Results

In addition to restoration burning, hazard-fuel reduction, weather variations, and economic market conditions can also influence the outcome, by substantially increasing or decreasing the number of units available for burning. In 2024 heightened wildfire risk, due to persistent drought conditions, had a direct effect in reduction of the number of units burned, relative to the long-term average. Out of the five smoke intrusions that were recorded in 2024, four were a result of burning done in the "W. Bend" area and one in Coos Bay.

KPM #7	PERCENTAGE OF PRIVATE FORESTLAND MANAGED AT OR ABOVE FOREST PRACTICES ACT STANDARDS. - Percentage of industrial private forestlands managed under an approved certification system, stewardship agreement, or other approved management plan including wildlife habitat conservation and management plans
	Data Collection Period: Jul 01 - Jun 30
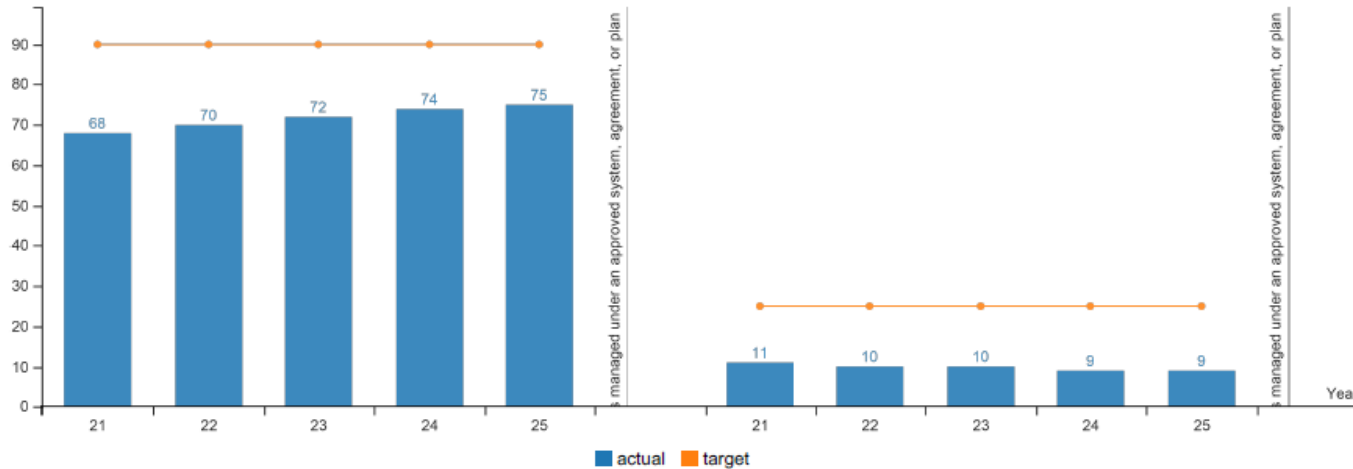
actual ■ target

Report Year	2021	2022	2023	2024	2025
a. Percentage of total industrial private forestlands managed under an approved system, agreement, or plan					
Actual	68%	70%	72%	74%	75%
Target	90%	90%	90%	90%	90%
b. Percentage of non-industrial private forestlands managed under an approved system, agreement, or plan					
Actual	11%	10%	10%	9%	9%
Target	25%	25%	25%	25%	25%

How Are We Doing

Key Performance Measure #7 was modified during the 2019 Legislative Session to report as a percentage of forestland compared to previously reporting on acreage. The legislatively approved target for this measure is 90 percent of industrial private forestlands and 25 percent of non-industrial private forestlands managed under an approved system, agreement, or plan.

a. Three certification systems operate in Oregon. The American Tree Farm System (ATFS) provides certification endorsed by the Programme for the Endorsement of Forest Certification schemes (PEFC). The PEFC is an international, independent, non-profit, non-governmental organization, founded in 1999, which promotes sustainably managed forests through independent third-party certification. Forest Stewardship Council (FSC) U.S. provides certification verified by Accreditation Services International, an independent accreditation body offering international, third-party accreditation for voluntary certification schemes. The Sustainable Forestry Initiative (SFI) provides certification endorsed by the PEFC.

The Department of Forestry (ODF) approves and monitors management plans, under the USDA-Forest Service's State and Private Forestry Program and enters into Stewardship Agreements (ORS 541.423) with forestland owners, who agree to manage beyond FPA standards.

Note: To distinguish between industrial and non-industrial acres and to remain consistent with prior years KPM methods, an acreage threshold was applied to distinguish industrial (> 5,000 acres) from non-industrial (< 5,000 acres) forestland owners.

a. ODF requested information on acres of industrial private forestland certified or approved under each system, and 75 percent (4.8 of the 6.5 million acres [1]) of industrial private forestlands are managed under an approved certification system or stewardship agreement, as summarized below:

- Sustainable Forestry Initiative, Inc.   4,156,110 acres
- American Tree Farm System   531,755 acres
- Forest Stewardship Council U.S.   167,126 acres
- ODF Stewardship Agreements   29,395 acres
- Total   4,884,386 acres

b. ODF requested information on acres of non-industrial private forestland certified or approved under each system and 9 percent (0.3 million of the 3.5 million acres [1]) of non-industrial private forestlands are managed under an approved certification system, stewardship agreement, or forest management plan, as summarized below:

- ODF; USDA-FS Forest Stewardship Plan[2]   104,892 acres
- ODF Stewardship Agreements   2,674 acres
- American Tree Farm System[2]   168,265 acres
- Forest Stewardship Council U.S.   25,829 acres
- Total   301,660 acres

[1] Total private non-industrial and industrial acres are sourced from Oregon Forest Resources Institute's Oregon Forest Facts publication.

[2] The American Tree Farm System and Forest Stewardship Plan reported acres are down from last year's reporting. Although the program acres may fluctuate some due to various factors, this overall decline was predictable given the multi-year trend. If the current planning level is to be maintained or increased over the next few years, it will need to be supported either through one-time funding or the leveraging of other federal programs.

Factors Affecting Results

a. Along with forestry-related agencies and organizations, the marketplace encourages forest certification. Forestland owners wanting to sell timber increasingly find that milling facilities are requiring their log supply come from certified forests. This market access requirement is motivating landowners to obtain certification from recognized third-party systems. Industrial forestland owners generally have the capacity to develop procedures to maintain certification.

Domestically and internationally, voluntary forest certification systems are used as a mechanism to recognize forest products originating from lands meeting specific management and harvesting requirements. Certification involves observation of management and harvesting requirements and is validated through third-party review. Costs are incurred by landowners to certify lands. In turn, certified forest products can access certain markets, which are otherwise closed and/or differentiated from uncertified competing goods. Regardless of certification status, all of Oregon's private and state forestlands are subject to the requirements of the Oregon Forest Practices Act and comprehensive land use plans and as such, are held to standards that in many respects are like those of certification systems.

In 2018, Oregon achieved certification with the American Society for Testing and Materials (ASTM) standard on forest certification systems D7612-10 for wood grown and harvested under the Oregon Forest Practices Act and compliance of subject wood to the 2012 and 2015 International Code Council (ICC) International Green Construction Code (IgCC). The recognition from ASTM will provide opportunities for private and state forestlands to access additional markets for their forest products.

In 2019, the KPM was modified to reflect the percentage of industrial and non-industrial acres whose land is under an approved certification or management system. The percentage is based upon the total acres of forestland in either the industrial or non-industrial classification. This revised reporting measure may improve understanding of the overall importance of this measure.

b. Along with forestry-related agencies and organizations, the marketplace encourages forest certification. Forestland owners wanting to sell timber increasingly find that milling facilities are requiring their log supply come from certified forests. This market access requirement is motivating landowners to develop management plans, since forest certification systems require forest management planning.

Non-industrial forestland owners often need assistance in developing inventory data and management documentation needed for certification. The cost of certification may represent a barrier for smaller ownerships. Approximately 133 thousand owners hold forestland between 1 and 9 acres in size, accounting for 328,000 acres of forests. Another 27 thousand owners have forestland holdings between 10 and 99 acres in size, accounting for 887,000 acres of family forests. The large number of owners with small holdings creates a significant challenge to achieving certification on all non-industrial forestlands.

To increase certification on non-industrial forestlands, ODF needs to provide additional technical and financial assistance to landowners for development of management plans and procedures. ODF does not receive any state support for this effort and relies solely on federal funding to conduct this work. Current federal funding uncertainties jeopardize the continuation of this effort. ODF works with multiple organizations to promote the development of forest management plans and the mutual recognition of approved plans.

In 2019, the KPM was modified to reflect the percentage of industrial and non-industrial acres whose land is under an approved certification or management system. The percentage is based upon the total acres of forestland in either the industrial or non-industrial classification. This revised reporting measure may improve understanding of the overall importance of this measure. NOTE: Collection dates varied for KPM 7 as follows:

- SFI data – Retrieved from SFI website on July 16, 2025
- ATFS data – Provided by Oregon Tree Farm System on July 10, 2025
- FSC data - Provided by FSC on July 16, 2025
- ODF; USDA-FS Forest Stewardship Plan data collected from USDA-FS SMART database on July 16, 2025

KPM #8	FOREST STREAM WATER QUALITY - Percent of monitored stream sites associated predominately with forestland with significantly increasing trends in water quality.
	Data Collection Period: Oct 01 - Sep 30
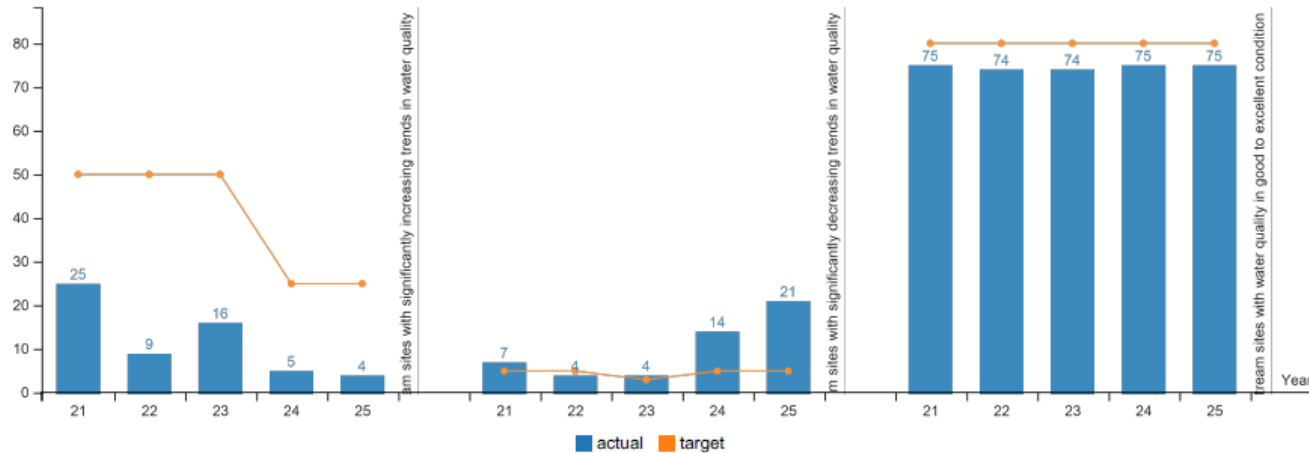
Report Year	2021	2022	2023	2024	2025
a. Percent of monitored forested stream sites with significantly increasing trends in water quality					
Actual	25%	9%	16%	5%	4%
Target	50%	50%	50%	25%	25%
b. Percent of monitored forested stream sites with significantly decreasing trends in water quality					
Actual	7%	4%	4%	14%	21%
Target	5%	5%	3%	5%	5%
c. Percent of monitored forested stream sites with water quality in good to excellent condition					
Actual	75%	74%	74%	75%	75%
Target	80%	80%	80%	80%	80%

How Are We Doing

a) In 2024, 4% percent of monitored forest stream sites showed increasing trends in water quality. While the percentage of forested streams with increasing trends in water quality has remained steady and comparable to all other land uses, (6% of all land uses show increasing trends in water quality) the target for monitored forest streams was not attained this year. However, most forested stream sites continue to remain in the good to excellent category (75%). The number of streams with good to excellent water quality has remained steady over the past eight years. No increasing or decreasing trend was observed on 71% of monitored forest stream sites. The performance is based on the Oregon Water Quality Index (OWQI). The OWQI describes general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities. No industry standards exist. However, 2024 data for agricultural lands in Oregon indicate 14% of monitored agricultural stream sites with increasing trends in water quality. Statewide data for 2024 for all land uses, including agricultural and forest lands, indicate 8% of monitored stream sites with increasing trends in water quality.

b) In 2024, 12 monitored sample points (21%) showed significantly decreasing trends in water quality. Statewide, this trend was prevalent on 22% of sites during this reporting period, which is slightly lower than the previous reporting year. This is the second year in a row that declining scores across all parameters has exceeded 20%. It is important to note that about half of the ambient sites statewide, and a large majority (75%) of forest monitoring sites continue to have "good" or "excellent" water quality and that has remained consistent over the last twelve years. No increasing or

decreasing trend was observed on 72% of monitored forest stream sites. The performance is based on the Oregon Water Quality Index (OWQI). The OWQI describes general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities. No industry standards exist. However, 2024 data for mixed land use in Oregon indicate 6 monitored stream sites showing a decreasing trend in water quality. Statewide, data for 2024 for all land uses, including agricultural and forest lands indicate 35 monitored stream sites (21%) with decreasing trends in water quality.

c) In 2024, 75% of monitored forest stream sites showed "good" to "excellent" water quality, which is just slightly below the target of 80%. For the past seven years, monitored sites on forestland did not meet the target (which increased in 2018). Prior to the change, monitored forest stream sites had met or exceeded the target every year since 2009 when the measure was established. About half of the ambient sites statewide continue to have "good" to "excellent" water quality and that has remained consistent over the last ten years. For 2024, one monitored site (2%) in forest land use has a status of very poor. This is the first time in over ten years that a monitored forest site has a very poor status. The performance is based on the Oregon Water Quality Index (OWQI). The OWQI describes general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities. No industry standards exist. However, 2024 data for agricultural lands in Oregon indicate about 31% of monitored agricultural stream sites with water quality in good to excellent condition. Statewide data for 2024 for all land uses, including agricultural and forest lands indicate about 50% of monitored stream sites with water quality in good to excellent condition. These comparisons demonstrate that maintaining forestlands in forest use is an effective and efficient way to maintain water quality.

Factors Affecting Results

Sites that show significant improvements may be attributed to the following: reduced levels of non-point source activity, increased education about water quality impacts, and watershed restoration efforts. Underlying all these factors are stream flow conditions as Oregon transitions between drought and wet years, changes in stream flows may indirectly affect observed water quality. A variety of activities occurring on forestlands, including forest management (timber harvesting and road construction/use), fire suppression, recreation, and livestock grazing may impact soil and water resources. Disturbances that trigger large erosion events can produce important changes in aquatic conditions. These episodic changes are critical in maintaining aquatic habitat over time, even though they may temporarily decrease water quality.

The declining trends in water quality, as indicated by Biological Oxygen Demand (BOD) and Oregon Water Quality Index (OWQI) scores in forest land use areas may be attributed to several contributing factors including:

- **Increased Nutrient Inputs and Algal Growth**: Elevated nutrient levels, likely from agricultural runoff or other sources, can lead to excessive algal growth. This increases BOD as decomposing algae consume oxygen, reducing water quality.
- **Increased Ambient Air Temperatures**: Rising air temperatures, particularly in Central and Southwest Oregon, can elevate stream temperatures. Warmer water holds less dissolved oxygen, contributing to higher BOD and lower OWQI scores.
- **Reduced Flow Due to Drought**: Ongoing drought conditions in Central and Southwest Oregon reduce stream flow, concentrating pollutants and increasing water temperatures, both of which negatively impact BOD and water quality.
- **Reservoir Drawdowns**: Historically low reservoir levels in tributaries of the Willamette River over the past two years have caused increased turbidity and elevated water temperatures downstream. These conditions can raise BOD by introducing organic matter and reducing oxygen levels.

Several of the stations identified as forest land-use with declining trends over the last few years are located downstream of recent major wildfires. Wildfires are a well-documented cause for a decline in water quality, and it can take a decade or more for the area impacted by a major wildfire to recover. When plant matter is destroyed by wildfires, heavy metals and nutrients that have been sequestered by the plants or bound in the soil are released back into the environment and are easily washed into streams. Landslides resulting from the loss of established vegetation can increase turbidity, total solids, and nutrient loads downstream of the areas impacted by wildfires. A decrease in canopy cover can increase the amount of sunlight that reaches the stream, causing higher temperatures and algal blooms that can decrease DO. These changes in water quality trends are consistent with OWQI data over the last several years.

Disclaimer: The OWQI used in this KPM is one of many tools to understand Oregon water quality conditions statewide. The ambient network is not a randomly selected, statistically valid sample of water quality conditions statewide. Sampling sites were selected to reflect the integrated effects of land use and point source discharges upstream of them. The data is representative of just the sampling site and does not represent the water quality conditions of other locations in the same basin or of the whole river (DEQ, 2019).

KPM #9	VOLUNTARY PUBLIC AND PRIVATE INVESTMENTS MADE TO CREATE HEALTHY FORESTS - Cumulative public and private forest landowner investments made in voluntary projects for the Oregon Plan for Salmon and Watersheds or for the Oregon Conservation Strategy.
	Data Collection Period: Jan 01 - Dec 31

Upward Trend = positive result
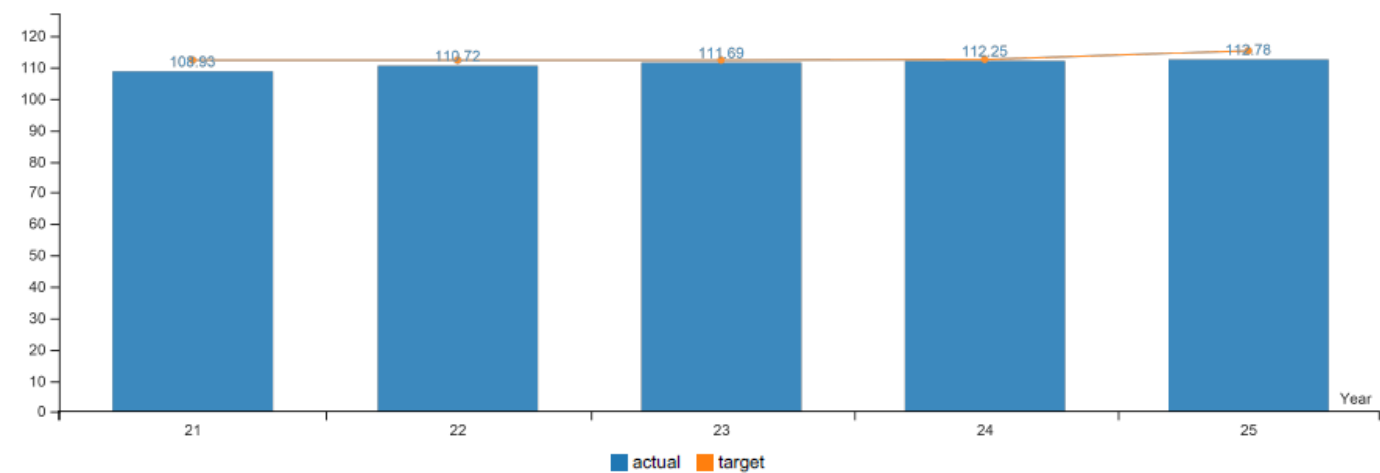
Report Year	2021	2022	2023	2024	2025
Private forestland owner investment in Oregon Plan habitat restoration projects - $ in millions					
Actual	$108.93	$110.72	$111.69	$112.25	$112.78
Target	$112.50	$112.50	$112.50	$112.72	$115.50

How Are We Doing

Private forestland owners have made significant investments in improving water quality and fish habitat. Reported cumulative investments for 2024 were $112.78 million compared to a target of $115.5 million. The 2024 accomplishment level represents the fifth year out of eight, that cumulative private investments in Oregon Plan for Salmon and Watersheds (Oregon Plan) did not meet the target. In 2024, private forestland owners invested $0.53 million which continues to show a high level of contribution from private forestland owners to improve water quality and fish habitat through voluntary restoration measures. The Department expected the rate of expenditures to continue to decline over time as more projects are completed and opportunities for restoration decrease. During the 2021-2024 period, restoration activities and investments increased based on the reported average annual contributions of approximately $1.5 million per year for the current period compared to the previous period of 2004-2013.

Oregon is unique among western states in its focus on voluntary measures, which work in concert with regulatory approaches to achieve additional habitat protection and restoration. The Oregon Plan funding supports coordination with watershed councils and other groups that encourage restoration.

Voluntary restoration activities by landowners, combined with continued regulatory compliance, provide a foundation for the success of the Oregon Plan in protecting and restoring water quality and fish habitat on forestland. The Oregon Conservation Strategy provides an analogous voluntary framework for restoration of all habitat types. The Conservation Strategy emphasizes proactively conserving declining species and habitats to reduce the possibility of future federal or state listings. The strategy presents issues and opportunities and recommends voluntary actions that will improve the efficiency and effectiveness of conservation in Oregon.

The Department revised its Stewardship Agreement program to improve efficacy of encouraging forestland owners to self-regulate to meet and exceed applicable regulatory requirements and achieve conservation, restoration, and improvement of fish and wildlife habitat and water quality. The Department continues to implement a programmatic Safe Harbor Agreement for Northern Spotted Owls to provide regulatory certainty and encourage voluntary enhancement of owl habitat for landowners who choose to participate. In 2019, the stewardship agreement tool had increased interest and resulted in nearly 32,000 acres enrolled because of a new agreement with one large landowner in Northwest Oregon who focused on aquatic and terrestrial conservation strategies for listed threatened and endangered species.

Factors Affecting Results

The Oregon Plan has been successful because of the strong forestland owner community who work with watershed councils and the Department to achieve restoration and protection goals for natural resources. There continues to be broad support for voluntary measures coupled with regulatory mandates. The Department's Stewardship Foresters provide education and technical assistance to landowners in support of restoration activities. With the start of the new decade in 2020, several negative factors created difficulties in implementing projects at the same scale as previous reporting periods prior to 2020. The 2020 Labor Day wildfires that severely impacted private forestland, the global pandemic resulting from COVID-19 resulting in uneven supply chains and demand dynamics, and instances of severe weather events, all of which shifted priorities to rehabilitation with reforestation and restoration activities focused within fire affected areas. Economic and environmental conditions have stabilized recently and should result again in steady investments and contributions to watershed restoration efforts. At the start of 2024, the Department began implementing a revised regulatory and landowner assistance program that was initiated with legislation and the subsequent adoption of more protective administrative rules for forest operations near streams and other sensitive sites.

The Department is aware that additional implementation and voluntary actions may be occurring, but due to system complexities associated with the designated reporting system at OWEB, reporting of voluntary restoration projects is not occurring at a high enough percentage or is incomplete to capture a comprehensive view or encourage additional investments by private forestland owners.

KPM #10	STATE FORESTS NORTH COAST HABITAT - Complex forest structure as a percent of the State Forests landscape.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result
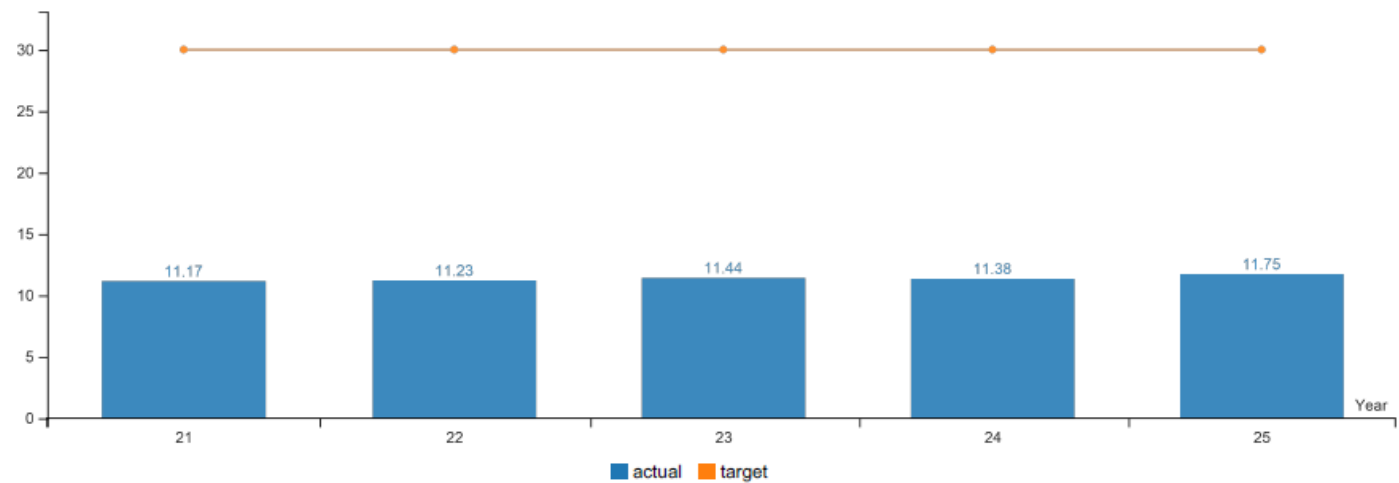
Report Year	2021	2022	2023	2024	2025
Complex structure as a percent of the State Forests landscape					
Actual	11.17%	11.23%	11.44%	11.38%	11.75%
Target	30%	30%	30%	30%	30%

How Are We Doing

The amount of complex structure on State Forests demonstrates a steady or slightly increasing trend since 2018. The decrease from 2017 to 2018 was largely a result of a change in how the amount of complex structure is estimated. When considered by District, the fiscal year 2024 data show that 17.64% of Astoria district, 10.77% of Forest Grove district, and 8.99% of Tillamook district are in complex forest structure.

Factors Affecting Results

Complex forest structure develops very slowly, and it is anticipated to take decades to achieve the range of 30 to 50% complex structure now described in the forest management plans. ODF's Stand Level Inventory (SLI) system is not designed to report on year-to-year differences but rather reflect our updated understanding of the landscape.

The year-to-year changes in complex structure are the result of updates to SLI data as well as active management designed to enhance the development of complex forest structure over time.

KPM #11	FIRE SUPPRESSION EFFECTIVENESS - Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result
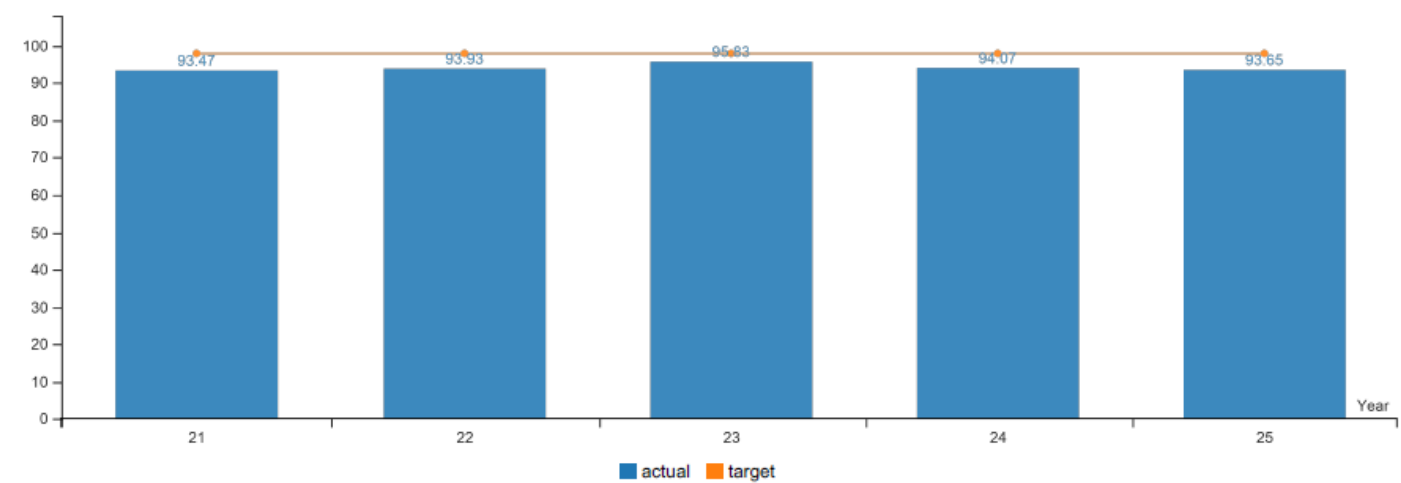
actual ■ target

Report Year	2021	2022	2023	2024	2025
Percent of wildland forest fires controlled at 10 acres or less					
Actual	93.47%	93.93%	95.83%	94.07%	93.65%
Target	98%	98%	98%	98%	98%

How Are We Doing

The Department came to 93.65%, which is 4.35% under the target of suppressing 98 percent of all wildfires at ten acres or less in size for the 2024 fire season.

Factors Affecting Results

Influencing factors: The 2024 fire season set a record for acres burned statewide in the last three decades. Statewide across all jurisdictions, more than 1.93 million acres burned. This is over three times the 10-year average (2014-2023) of 621,044 acres. The state experienced six megafires (fires over 100,000 acres), with the largest, the Durkee Fire, burning nearly 300,000 acres. This is one more megafire than during the 2020 Labor Day fire event, and nearly 800,000 more acres burned in 2024 compared to 2020. Twelve fires qualified for FEMA Fire Management Assistance Grants as the fire weather and fuel conditions were such that immediate evacuations occurred whenever there was a fire start.

KPM #12	PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES - Number of Oregon residents per human-caused wildland forest fires. (population expressed in thousands of residents) This metric measures the ability to maintain or reduce the number of human-caused wildfires as the population of Oregon increases. An upward trend indicates a positive result.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result
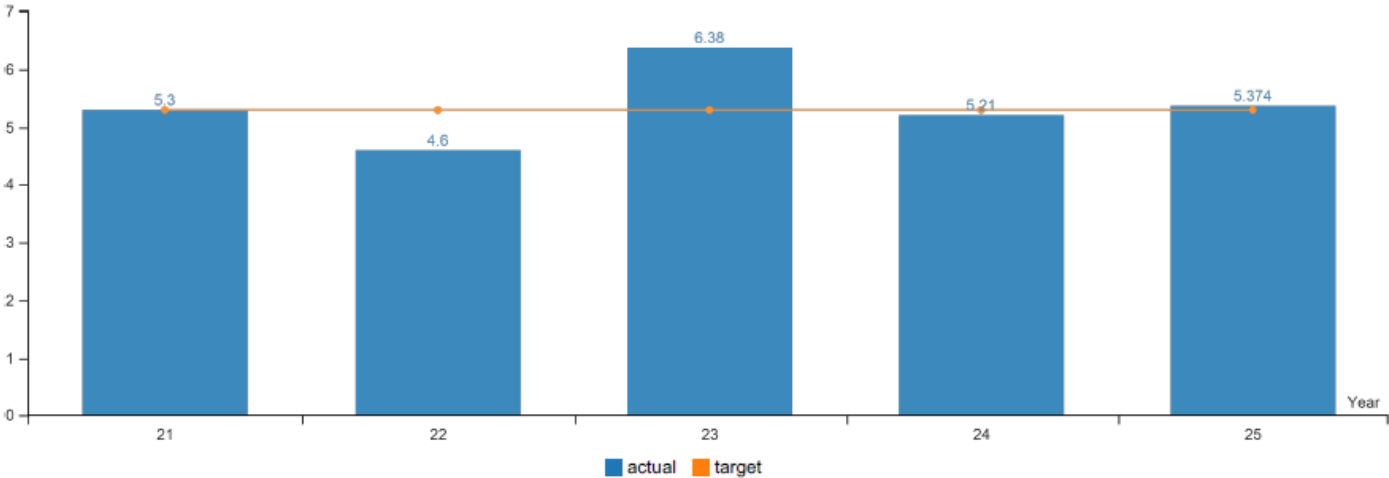
Report Year	2021	2022	2023	2024	2025
Number of Oregon residents per human-caused wildland fire					
Actual	5.300	4.600	6.380	5.210	5.374
Target	5.300	5.300	5.300	5.300	5.300

How Are We Doing

Key Performance Measure #12 report as a number of Oregon residents per human-caused wildfire compared to previously reporting the number of human-caused wildfires per 100,000 Oregon residents. Results for the 2024 reporting year are reflected in the following narrative (population expressed in thousands of residents).

The fire prevention program continues to examine new and effective approaches to prevent human-caused wildland fires. There were 794 human-caused wildland fires in 2024. With Oregon's population in 2024 totaling 4,267,291 the resulting fire prevention rate of 5.37 thousand Oregon residents per human-caused wildland forest fire exceeded the target. The 10-year average of human-caused wildland fires is 792 fires annually on ODF protected lands.

Factors Affecting Results

Steady increase in Oregon's population and the use of forestland for recreation as well as increasing rural residential home sites are key components for these results. Heavily populated areas of the state, where weather and fuel conditions are aided by public activities, such as debris burning, equipment use, and forest recreation, drive the data.

Special Reports

KPM #13	DAMAGE TO OREGON FORESTS FROM INSECTS, DISEASES, AND OTHER AGENTS - Percent of forest lands without significant damage mortality as assessed by aerial surveys.
	Data Collection Period: May 01 - Oct 31

* Upward Trend = positive result
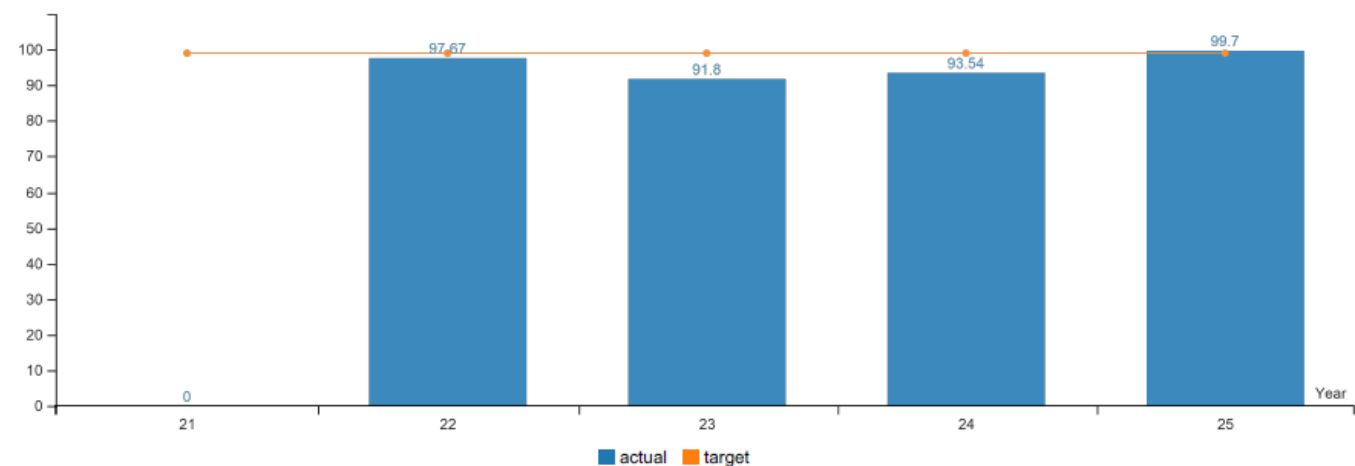
actual   target

Report Year	2021	2022	2023	2024	2025
Percent of Oregon forestlands without significant damage from insects, diseases and other agents					
Actual		97.67%	91.80%	93.54%	99.70%
Target	99%	99%	99%	99%	99%

How Are We Doing

In 2024 mapping technology improved, showing improvement and exceeding the 2024 KPM. The KPM is to have 99% of forested acres free of significant damage from insects, diseases and other agents. However, the 2024 measure doesn't include acres of tree damage from hard-to-monitor agents of some diseases and direct drought stress.

In prior mapping the software included all acres within a polygon that had damage. Now, the mapping software reports only the damaged acres. The more accurate mapping means that prior-year's statistics should not be compared with this year's. For more details about the change review the 2024 Forest Health Highlights: https://www.oregon.gov/odf/forestbenefits/documents/forest-health-highlights.pdf.

The annual Aerial Detection Survey is how most data is collected for this KPM. This is the longest-running survey in the nation, going for more than 70 years. Changes to federal funding priorities will likely reduce the survey's coverage area by up to 50% for 2025. Historically, the annual survey includes about 38 million acres.

Most tree damage for at least the last decade has been from ongoing droughts, higher than average temperatures, and insects such as bark beetles. The department anticipates Oregon's forestlands to have more significant damage as drought persists. The department is expanding efforts to inform landowners of more climate-adapted strategies and provide technical help to mitigate losses from drought stress.

The department continues working with state, federal, and local governments to mitigate established invasive species that threaten Oregon's native tree species. Staff continue to:

- Investigate invasion pathways

- Monitor presence and spread through trapping, and aerial and ground observations
- Provide outreach to improve diagnosis and management guidance
- Work with researchers to identify efficacious treatments
- Help landowners apply these treatments

Invasive species of concern are:

- Sudden Oak Death
- Spongy moth (previously called gypsy moth)
- Emerald ash borer
- Mediterranean oak borer
- Balsam Woolly Adelgid

Factors Affecting Results

Oregon forests have endured drought for years. The loss of natural fire cycles and ongoing drought stress decreases growth, reduces resilience to insects and disease, and can ultimately kill trees. The ways to mitigate these impacts are by reducing forest density, removing tree species that have spread into fringe habitat, or shifting toward more climate-adapted species or genotypes. However, the barriers to these approaches are lack of awareness, funds, and seed stock. The department emphasizes proactive landowner outreach to encourage treatments by sharing effective management tools and resources, including technical and financial assistance. The changes in federal funding priorities will be a barrier to this work.

Audit Response Report

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mGO. | CPAs & Advisors

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EXECUTIVE SUMMARY

Macias Gini & O'Connell LLP (MGO) was engaged by the Oregon Department of Administrative Services (DAS) to provide an independent third-party assessment of the Oregon Department of Forestry's (ODF) Accounts Receivable (AR) and Accounts Payable (AP) practices. MGO performed the work in accordance with the Statements on Standards for Consulting Services issued by the American Institute of Certified Public Accountants. The objective of the engagement was to review, reconcile, evaluate, and make recommendations on ODF's:

- AR and AP functions as a whole.
- AR and AP policies and procedures.
- Policy and procedures involving the Federal requirements for submission of claims and reimbursement, focusing on the Federal Emergency Management Agency (FEMA) Fire Management Assistance Grant (FMAG) Program.
- AR and AP statutory and policy structure.

The final report was published on April 22, 2021 and contained 28 recommendations in the thematic areas of budgeting, financial resources, information technology, oversight, and policies and procedures. The report also categorized recommendations into the three risk categories of high, medium, and low. In October 2021, MGO was engaged by ODF to assess the status of the Implementation Management Plan (IMP).

MGO Review Cycles

Since October 2021, MGO has conducted four review cycles – April 2022, June 2022, November 2022, and February 2024 – to evaluate ODF's progress in implementing the recommendations. As of February 2024, we have monitored the progress of all 28 recommendations. In **Exhibit 1**, we provide a status overview and have deemed 21 recommendations as implemented, three (3) as substantially completed, and four (4) as in progress.

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Exhibit 1: Status of All Recommendations as of February 2024

Rec	Category	Theme	Recommendation Status		
			I	SC	IP
1	Policies & Procedures	Cost Share Agreements	X		
2	Policies & Procedures	Cost Share Settlements	X		
3	Policies and Procedures	Cost Share Collections	X		
4	Policies & Procedures	Cash Flow Projections		X	
5	Policies & Procedures	Accounts Receivable Collections	X		
6	Information Technology	Policy and Procedure Storage	X		
7	Information Technology	Cost Estimates	X		
8	Information Technology	BRIO Report Access			X
9	Policies & Procedures	Accounts Payable	X		
10	Information Technology	Electronic Records	X		
11	Information Technology	Information Technology Systems	X		
12	Budget	Annual Rate Assessment	X		
13	Oversight	Oversight Reports	X		
14	Training	Training	X		
15	Oversight	Field Protection Districts Oversight	X		
16	Oversight	Board of Forestry Oversight	X		
17	Oversight	District Finance/Accounting Oversight	X		
18	Oversight	Change Management	X		
19	Policies & Procedures	Invoicing	X		
20	Finance/Accounting Resources	Finance/Accounting Resources	X		
21	Finance/Accounting Resources	Finance/Accounting Skillsets		X	
22	Information Technology	ODF Online Financial Reporting System			X
23	Budgeting	Budgeting Requirements	X		
24	Budgeting	Budgeting Reconciliation	X		
25	Policies & Procedures	Operating Associations Advances			X
26	Policies & Procedures	FEMA Claim Status Reporting		X	
27	Information Technology	OregonBuys	X		
28	Budgeting	Encumbrances			X

I = Implemented   SC = Substantially Completed   IP = In Progress   NR = Not Reviewed

Source: MGO based on review of documentation associated with each recommendation.

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Development and/or Enhancement of Internal Controls

During each of the review cycles, we focused on a subset of recommendations that were based on factors such as board member requests, ODF indicating they have made progress, recommendation risk ratings, internal control areas, etc. Internal controls are essential to ensuring that organizations: 1) operate efficiently and effectively; 2) comply with relevant regulations, policies, and guidance; and 3) obtain, generate, and disseminate reliable financial information. According to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Integrated Framework (COSO Framework), internal controls focus on the following five areas:

- The *control environment* sets the parameters for governance and oversight responsibilities, which includes setting the tone at the top, the assignment of authority and responsibilities, setting clear staff expectations, and creating processes for developing and retaining competent individuals, including ongoing staff trainings and professional development opportunities.

- *Risk Assessment* being an iterative process of identifying and assessing risks that will keep an organization from achieving its objectives. The assessment includes considering threats that could significantly impact operations and determining how much risk the organization is willing to accept. Based on its risk appetite, an organization may choose to accept, avoid, limit, or transfer the risks.

- *Control activities* help ensure that management's directives for mitigating risks that may prevent the achievement of organizational goals are executed. Control activities include the establishment of policies and procedures that address actions such authorizations and approvals, verifications, reconciliations, and business performance reviews.

- *Information and communication* entails obtaining or generating and using relevant and quality information from both internal and external sources. This includes ensuring that data systems produce accurate, complete, and timely information. COSO also states that obtaining or generating relevant and quality information is essential for successfully executing organizational objectives. Moreover, communicating this information internally and externally provides transparency, clear messaging regarding organizational performance, and supplements decision-making.

- *Monitoring* includes ongoing and periodic evaluations to ascertain whether established practices are functioning as intended. These monitoring activities include internal reviews and external audits and assessments. Moreover, the results of monitoring activities and corrective actions are communicated timely to staff, senior management, and boards as appropriate.

In **Exhibit 2**, we provide a high-level overview of the internal control areas relevant to each recommendation. We should note that multiple internal control categories may be relevant to a recommendation, but we are highlighting the main areas of interest that led to the recommendations listed in the April 2021 report.

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Exhibit 2: Recommendations and Associated Internal Control Areas

Rec	Category	Theme	CE	RA	CA	I&C	Mon
				Recommendation Status			
1	Policies & Procedures	Cost Share Agreements			X	X	X
2	Policies & Procedures	Cost Share Settlements			X	X	X
3	Policies and Procedures	Cost Share Collections			X	X	X
4	Policies & Procedures	Cash Flow Projections			X	X	X
5	Policies & Procedures	Accounts Receivable Collections			X	X	X
6	Information Technology	Policy and Procedure Storage			X	X	
7	Information Technology	Cost Estimates			X	X	
8	Information Technology	BRIO Report Access		X		X	X
9	Policies & Procedures	Accounts Payable			X	X	X
10	Information Technology	Electronic Records			X	X	
11	Information Technology	Information Technology Systems		X	X	X	
12	Budget	Annual Rate Assessment			X	X	X
13	Oversight	Oversight Reports			X	X	X
14	Training	Training	X		X	X	
15	Oversight	Field Protection Districts Oversight	X		X		X
16	Oversight	Board of Forestry Oversight	X		X		X
17	Oversight	District Finance/Accounting Oversight	X		X		X
18	Oversight	Change Management	X		X		X
19	Policies & Procedures	Invoicing			X	X	
20	Finance/Accounting Resources	Finance/Accounting Resources	X				X
21	Finance/Accounting Resources	Finance/Accounting Skillsets	X		X		
22	Information Technology	ODF Online Financial Reporting System			X	X	X
23	Budgeting	Budgeting Requirements			X		
24	Budgeting	Budgeting Reconciliation			X	X	X
25	Policies & Procedures	Operating Associations Advances			X		X
26	Policies & Procedures	FEMA Claim Status Reporting			X	X	X
27	Information Technology	OregonBuys			X		X
28	Budgeting	Encumbrances			X		X

CE = Control Environment   RA = Risk Assessment   CA = Control Activities   I&C = Information and Communication   Mon = Monitoring

Source: MGO based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Integrated Framework (COSO Framework) and review of the recommendations in the April 2021 report.

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SCOPE AND OBJECTIVES

The scope of our review includes the assessment of the implementation activities related to the 28 recommendations in the April 2021 MGO Report. The objectives of the review are to:

1. Assess the status of the IMP and ODF's efforts to implement the MGO recommendations.

2. Monitor ODF progress by providing written status reports and making recommendations for keeping implementation on time and in alignment with objectives.

3. Provide background, observations, and context of MGO recommendations.

This is the fourth and final review cycle of ODF's progress towards the implementation of the recommendations and covers the period of November 2022 through February 2024. Throughout the course of this engagement, we have issued the reports outlined in **Exhibit 3**.

Exhibit 3: MGO Reports and Release Dates

Report	Period Covered	Release Date
Review and Assessment	(Assessment and Recommendations)	April 22, 2021
Implementation Management Plan Review Cycle 1	April 2021 through April 2022	April 2022
Implementation Management Plan Review Cycle 2	May 2022 through June 2022	June 2022
Implementation Management Plan Review Cycle 3	July 2022 through October 2022	November 2022
Implementation Management Plan Review Cycle 4 (Close Out)	November 2022 through February 2024	February 2024

Source: MGO Review and Assessment April 2021 report and subsequent Implementation Management Plan Review Cycle reports.

Each report focused on a subset of recommendations that were based on factors such as board member requests, ODF indicating they have made progress, recommendation risk ratings, and internal control areas. To that end, **Exhibit 5** provides an overview of implemented recommendations as of the previous November 2022 reporting cycle. **Exhibit 6** displays the status and risk ratings of the remaining recommendations. Notably, **Exhibit 6** reflects changes in the status and risk ratings of the recommendations during the various review cycles since the April 2021 report.

METHODOLOGY FOR IMPLEMENTATION MANAGEMENT PLAN REVIEW

To assess and monitor the status of the IMP, we:

1. Reviewed the MGO April 2021 Report to identify the documentation necessary to deem recommendations implemented.

2. Completed a recommendation prioritization matrix, organized by category (e.g., policies and procedures, information technology, etc.), theme (e.g., cost share agreements, cost estimates,

etc.), risk rating (low, medium, and high), and due date to identify the items of primary focus for this round of review. We also inquired with ODF as to recommendations that have been implemented or that demonstrated significant progress towards completion. Risk ratings were based on the definitions in **Exhibit 4**.

Exhibit 4: Risk Ratings and Definitions

High	• Design of controls is ineffective in addressing key risks or no process exists to manage the risk. • Controls/policies/procedures documentation is incomplete, unclear or outdated, not monitored and/ or does not exist. • Controls are not in operation or have not yet been implemented. • There is non-compliance with laws/regulations/policies/procedures and there are opportunities to develop new controls to provide a more appropriate level of assurance. • Immediate need for corrective and/or improvement actions to be undertaken.
Medium	• Design of controls only partially addresses key risks and does not provide adequate assurance that all objectives will be achieved. • Controls/policies/procedures are documented, up-to-date, and monitored, but there are some gaps in the documentation relied upon to provide evidence that the key controls are operating effectively. • Controls are not operating consistently and/or effectively or have not been fully implemented. Identified general compliance with laws regulations/policies/procedures with a few minor exceptions. • There are some opportunities to improve existing controls, strengthen compensating controls and/or awareness of the controls. • There is a cost/benefit advantage to implement improvement opportunities.
Low	• Design of controls is adequate in addressing key risks, providing a reasonable level of assurance that objectives are being achieved. • Controls/policies/procedures are documented, up-to-date, and monitored. • Controls are fully implemented and operating effectively and efficiently. • Identified high level of compliance with laws/regulations/policies/procedures. • Some improvement opportunities have been identified but not yet actioned.

Source: MGO as adapted from risk management guidance.

3. Requested documentation for recommendations under review and created a ShareFile to serve as a central repository for document facilitation. Supporting documentation may have been relevant to multiple recommendations.

4. Evaluated submitted documentation against implementation criteria identified in the recommendations and through inquiries with ODF staff. Additionally, considered whether appropriate internal controls were developed and/or enhanced.

5. Summarized the recommendation status and rationale in this report. In the November 2022 report, we added "substantially completed" as a status option. Recommendation implementation is classified as follows:

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a. *Implemented* – the corrective actions and/or advisements proposed in the recommendation have been met.

b. *Substantially Completed* – the corrective actions and/or advisements proposed in the recommendation are largely completed except for an item pending completion.

c. *In Progress* – clear demonstration of efforts to implement the recommendation have been initiated or may have been initiated and placed on hold due to resource needs.

d. *Not Under Review* – the recommendations were not included during the review cycle due to reasons such as corrective actions and/or advisements have not been initiated, other recommendations were prioritized, etc.

This process is flexible to account for items that are high-risk, items that may become higher priority over time, and the timeliness of implementation pending available resources.

DISCLAIMER

The results of the assessment reported do not constitute an examination made in accordance with attestation standards, the objective of which would be to express an opinion or conclusion, respectively we do not express such an opinion or conclusion. Furthermore, this includes any opinion or representation related to the accuracy or completeness of the information provided by management. The sufficiency of the scope is solely the responsibility of the ODF. We make no representation regarding the sufficiency of the scope of services to identify all significant matters or reveal errors in the underlying information, instances of fraud, or illegal acts, if any. We have no obligation to update this report or to revise the information contained herein to reflect events and transactions occurring subsequent to the date of this report. This report is intended solely for the information and use of the Oregon Board of Forestry and ODF management and is not intended to be, and should not be, used by anyone other than the specified parties.

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RECOMMENDATION STATUS

Recommendations Deemed Implemented as of the November 2022 Report

As shown in **Exhibit 5**, for the November 2022 review, nine recommendations had been deemed implemented with the risk ratings reduced to low. Related to Recommendations 1, 2, and 3, ODF developed policies and procedures for cost share agreements, cost share settlements, and cost share collections. Additional recommendations related to the formulation and finalization of policies and procedures include Recommendation 16 where ODF and the Oregon Board of Forestry (BOF) coordinated and codified the BOF financial oversight policy entitled Financial Oversight of the Board of Forestry. Additionally, in Recommendation 12, ODF defined the process for Actual Cost Computations (ACC) rates.

Recommendation 18 addressed duplicative audits by combining the Emergency Fire Cost Committee (EFCC) and Field Protection District (FPD) and created information sharing channels to communicate any changes resulting from the audits. Recommendations 23 and 24 focused on the budgeting process, specifically relating to refining budgeting methodology and reconciliations processes. Lastly, Recommendation 27 focused on transitioning vendors to the use of OregonBuys as the primary system for end-to-end eProcurement processing.

Exhibit 5: Implemented Recommendations as of the November 2022 Review Cycle

	Rec	Category	Theme	High	Medium	Low
Previously Implemented	1	Policies & Procedures	Cost Share Agreements			X
	2	Policies & Procedures	Cost Share Settlements			X
	3	Policies and Procedures	Cost Share Collections			X
	12	Budget	Annual Rate Assessment			X
	16	Oversight	Board of Forestry Oversight			X
	18	Oversight	Change Management			X
	23	Budgeting	Budgeting Requirements			X
	24	Budgeting	Budgeting Reconciliation			X
	27	Information Technology	OregonBuys			X

Source: MGO based on the November 2022 Implementation Management Plan Review.

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Recommendations Under Review as of February 2024

As shown in **Exhibit 6**, there were 19 recommendations under review for the February 2024 cycle. The recommendations focused on AR and AP policies and procedures. This included addressing timeframes for invoicing and collections, advancing funds to operating associations, and encumbrances. The recommendations also focused on information technology, including exploring options for establishing an electronic central repository for storing data and records management, developing an Online Financial Reporting System (OFRS) to centralize accounting and finance related data and reporting, and creating an Information Technology Steering Committee (ITSC) responsible for overseeing and delivering all investment decisions in IT. Lastly, the recommendations centered around financial and accounting skillsets, including job classification reviews and development of training programs and materials.

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Exhibit 6: Recommendation Implementation Status as of February 2024

Rec	Category	Theme	Risk Rating as of February 2024		
			High	Medium	Low
IMPLEMENTED					
5	Policies & Procedures	Accounts Receivable Collections	↓		X
6	Information Technology	Policy and Procedure Storage	↓	X	
7	Information Technology	Cost Estimates		↓	X
9	Policies & Procedures	Accounts Payable			-X
10	Information Technology	Electronic Records	↓	X	
11	Information Technology	Information Technology Systems	↓		X
13	Oversight	Oversight Reports		↓	X
14	Training	Training			-X
15	Oversight	Field Protection Districts Oversight		↓	X
17	Oversight	District Finance/Accounting Oversight		↓	X
19	Policies & Procedures	Invoicing			-X
20	Finance/Accounting Resources	Finance/Accounting Resources		↓	X
SUBSTANTIALLY COMPLETED					
4	Policies & Procedures	Cash Flow Projections		↓	X
21	Finance/Accounting Resources	Finance/Accounting Skillsets		↓	X
26	Policies & Procedures	FEMA Claim Status Reporting			-X
IN PROGRESS					
8	Information Technology	BRIO Report Access	↓	X	
22	Information Technology	ODF Online Financial Reporting System		-X	
25	Policies & Procedures	Operating Associations Advances			-X
28	Budgeting	Encumbrances			-X

X is the current rating of the recommendation as of February 2024.
For those recommendations considered in this review cycle:
↓ in the box means the risk rating as of February 2024 has been lowered since the previous cycle review.
↑ in the box means the risk rating as of February 2024 has been increased since the previous cycle review.
– in the box means the risk rating as of February 2024 has not changed since the previous cycle review.
Source: MGO based on review of documentation associated with each recommendation.

AREAS TO HIGHLIGHT

Organizational Maturity

Organizational maturity dictates how well organizations can manage current operations and respond to evolving needs. The Capability Maturity Model Integration (CMMI) framework defines five levels of maturity, displayed in the table below.[1] In summary, Level 1 organizations have few to no processes and procedures. Level 2 and 3 organizations have repeatable and documented processes. Level 4 and 5 organizations have repeatable and documented processes that are consistently tested, refined, and adapted, have defined and monitored metrics, and are flexible enough to accommodate new technologies, innovations, or emergencies. The Capability Maturity Model Integration (CMMI) Framework in **Exhibit 7** provides a more detailed overview.

Exhibit 7: Capability Maturity Model Integration (CMMI) Framework

Level	Level Name	Description
1	Initial	• Processes typically ad hoc • Reliance on specific individuals to keep things afloat • Processes new and often undocumented • Unable to reliably repeat processes
2	Managed and Repeatable	• Processes repeatable and produce consistent results • Processes planned, performed, measured, controlled • Focus on management of requirements, processes, etc. • Stakeholders established; have ownership of specific tasks
3	Defined	• Processes well characterized and understood • Described in standard, procedures, tools, methods • Processed well-defined and documented; standardized • Processes continually improved
4	Quantitatively Managed and Capable	• Processes can be managed and defined using metrics • Processes repeatedly tested, refined, adapted • Key stakeholders/process users competent in processes • Processes easily adapt to suit other projects
5	Optimizing and Efficient	• Processes continually monitored and improved • Processes flexible to accommodate new technologies and innovations • Constant focus on process performance

Source: Adapted from the Capability Maturity Model Integration (CMMI) framework.

[1] The Capability Maturity Model Integration (CMMI) framework was first developed at Carnegie Mellon University and has evolved into a process development model used for software, product, and service development. It is administered through the CMMI Institute under the direction of ISACA.

Within the scope of ODF's Implementation Management Plan (IMP), ODF has made progress in improving its AR and AP practices and oversight. Notably, ODF is advancing towards mid-level maturity where processes and procedures are being standardized and documented, and related training and guidance are being developed to ensure that activities are repeatable and understood by staff (Levels 2 and 3). This progress should be acknowledged as it is an improvement from initial observations in the April 2021 Review and Assessment report where processes were typically ad hoc, undocumented, and unreliable (Level 1).

Additionally, ODF has been diligent in addressing the recommendations from the April 2021 Review and Assessment Report. As noted in **Exhibit 1,** ODF has implemented 75 percent of the recommendations (21 of 28 recommendations), substantially completed 11 percent of the recommendations (3 of 28 recommendations), and is in the process of implementing 14 percent of the recommendations (4 of 28 recommendations).

ODF is aware that the next step in their organizational maturity would include automation of key processes and procedures. Additionally, more advanced levels of organizational maturity (Levels 4 and 5) focus on developing and monitoring key performance indicators and creating organizational agility to rapidly respond and adapt to changes. While ODF recognizes their organizational growth since the April 2021 MGO Report, ODF is still striving for higher levels of organizational maturity.

However, ODF has maximized the staffing and technological resources currently available. For example, as discussed in Recommendation 10 – Electronic Records – ODF requested resources for a data management system. Although not approved, ODF has created a temporary solution with existing resources. Specifically, ODF has progressed from housing documentation solely in physical "fireboxes" to manually scanning documents into a cloud storage solution. Although this recommendation is implemented, it remains a medium risk to impart the importance of seeking an actual data management system. In addition to storing and cataloguing documents, a data management system also automates work processes, provides additional security, and allows ODF to remain updated with the solution's software and security upgrades.

To reach advanced levels of organizational maturity, ODF will need to invest in technological solutions that will phase out ineffectual legacy systems and provide ODF with the agility necessary to keep pace with their own evolving needs and the technological advancements that dictate how people, governments, businesses, and other stakeholders interact.

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IMPLEMENTED
AS OF FEBRUARY 2024

ACCOUNTS RECEIVABALE COLLECTIONS

Recommendation Number:	5
Implementation Status:	Implemented

Risk Rating: **Report: High**   **February 2024 Review: Low**

Recommendation

The ODF Administrative Branch should establish formalized policies and procedures related to collections of account receivables including a clear definition of the roles and responsibilities.

Key Items to Deem Recommendation Implemented

1. Formalized, written, and clearly defined P&Ps for collections of AR, including at minimum, clear roles and responsibilities between ODF Ops Branch and Field Protection Districts.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to low. The core issues identified in the report were that: 1) the ODF Administrative Branch did not have clearly defined roles or responsibilities related to oversight of collection efforts; and 2) formally documented policies and procedures related to accounts receivable did not exist. The 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.

Based on our review, and per Recommendation 19 Invoicing – which is also deemed implemented as of February 2024, ODF implemented an accounts receivable (AR) system – SAGE 300 AR System (SAGE). The use of SAGE minimizes manual entry which increases the risk of inaccurate or incomplete account receivable balances. SAGE also creates a central repository for invoice tracking and supporting documentation. Procedural guidance for SAGE is documented and available via online training resources.

Additionally, ODF has developed policies and procedures related to AR, that outline the timeframe for invoicing and collections, requires compliance with the Oregon Accounting Manual guidance, and requires accounting for revenues in accordance with Generally Accepted Accounting Principles (GAAP). Specific policies include Accounting for Revenue and Receivable Transactions, Accounting and Financial Reporting for Expenses, Expenditures, and Payables, Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting, and the Oregon Accounting Manual.

POLICY AND PROCEDURES STORAGE

Recommendation Number: 6

Implementation Status: Implemented

Risk Rating: Report: High

November 2022 High

February 2024 Review: Medium

Recommendation

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.

Key Items to Deem Recommendation Implemented

1. Demonstration of policies and procedures, desktop manuals, and flowcharts uploaded to a centralized location. There should also be demonstration of policies and procedures uploaded in the central repository, duplicates removed, unrestricted access removed, and the assignment of designated administrator.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to medium. The core issues identified in the April 2021 Report were: 1) finance/accounting policies, procedures, desktop manuals, and flowcharts were not stored within a centralized location and/or not easily located; and 2) various versions of policies procedures, desktop manuals and flowcharts were outdated, duplicative, or had unrestricted editing access. These issues could result in inefficient or incorrect processes performed by staff resulting in inefficiencies and/or errors in finance reporting.

In our November 2022 review, this recommendation was listed as in progress with the risk remaining high. ODF had outlined its next steps for centralizing and managing its records, including inventorying records that would be housed in a document management system and identifying the staffing resources, including staff responsibilities, for an associated position.

As part of the State of Oregon 2023-2025 Budget Process, ODF made a budget request to add a permanent position whose duties would include, but not be limited to, establishing and monitoring the short- and long-term goals of ODF's custody, retention, and storage of documentation. However, the budget proposal was not approved. As a result, ODF is creating solutions with existing resources. For example, ODF has inventoried its directives, policies, manuals, etc. and provided centralized access through ODFnet. All current policies are available to employees online and ODF has rescinded directives and policies no longer in use. Additionally, incident documents were previously collected and stored in physical fireboxes. Currently, ODF has developed a system to make physical documents electronic, where documents are scanned, and the person assigned to the fire incident reviews and scans related emails and ensures scanned documents are legible before archiving. Based on the policies and procedures developed, the

person follows consistent naming and index conventions to save documents to a central file for easy search and retrieval.

While this recommendation is implemented, it remains a medium risk to impart the importance of seeking an actual documents management system. These systems lessen administrative burdens, provide enhanced security, ease workflow, and would allow ODF to remain agile with the evolving technological landscape.

COST ESTIMATES

Recommendation Number: 7

Implementation Status: Implemented

Risk Rating: Report: High

April 2022 Review: Medium

June 2022 Review: Medium

November 2022 Review: No Change

February 2024: Reduced to Low

Recommendation

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 ongoing training to ensure all personnel understand how to properly and efficiently use the systems.

Key Items to Deem Recommendation Implemented

1. Demonstration that systems for generating cost estimates has been reduced to e-ISuite and FIRES.

2. Demonstration of formalized P&P related to use of the systems.

3. Demonstration of onboarding and training schedules and/or completed activities.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to low. The core issues identified in the report were that: 1) multiple systems are utilized for generating cost estimates; and 2) policies and procedures did not specifically define the criteria for determining which cost estimate systems would be utilized by incident.

Based on our observations and discussions, ODF has decided to keep all three cost share estimate solutions – e-iSuite, FIRES database, and a Daily Cost Estimate spreadsheet. For ODF, each system serves the needs of the project in which it is used. For example, federal agencies use e-iSuite and ODF uses e-iSuite for large fires. ODF uses the FIRES database for smaller district fires, and the use of an excel

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spreadsheet is more expedient than setting up e-iSuite (when there is limited internet availability in the field) while still providing a tool for tracking cost estimates. To that end, ODF uses its tracker tool as a central repository for analyzing the data from the various systems.

Additionally, ODF has developed policies and procedures in the Chapter 80 Cost Share Field Procedures manual that describe how to process cost share estimates within the various solutions (e.g., templates for weekly cost summaries, weekly cost detail, spreadsheets with predefined rates, etc.). Moreover, as of May 2023, ODF formalized its Incident Cost Estimate Guide which further provides guidance on how to develop estimates, the systems and forms of use, etc.

Lastly, ODF has also developed and implemented training materials to provide instructions. These materials include onboarding checklists, videos, and policies and procedures overviews related to cost shares, payments and audits, etc.

ACCOUNTS PAYABLE

Recommendation Number:	9	
Implementation Status:	Implemented	
Risk Rating:	Report: High	April 2022 Review: Medium
		June 2022 Review: Medium
		November 2022 Review: Low
		February 2024 Review: Low

Recommendation

ODF Administrative Branch should implement processes and procedures related to expense accruals and consider the use of purchase orders within OregonBuys.

Key Items to Deem Recommendation Implemented

1. Formalized, written, and clearly defined policies and procedures related to expense accruals.

   a. Inclusive of Purchase Orders being utilized prior to receipt of vendor invoices.

2. Demonstration of ODF's assessment and decision regarding the use of purchase orders within OregonBuys.

Implementation Status Analysis

This recommendation is implemented with the risk rating remaining low. The core issues identified in the report were that: 1) purchase orders (POs) were not utilized for purchasing goods and services prior to the receipt of vendor invoices; and 2) vendor invoices took years for ODF to receive. Notably, POs were created within the OregonBuys system after vendor invoices were received for payment. A PO should be created prior to invoicing as it details items to be purchased, the quantity and price of those items, and is

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the source document for tracking expenditures prior to invoice payment. OregonBuys is a web-based solution providing end to end eProcurement processing.

Based on discussions, email reviews, and a review of documentation, ODF has developed, and enhanced, its Statewide Outstanding Assets and Liabilities Tracker (SOALT) that tracks outstanding accounts receivable and accounts payable for the purposes of cash flow planning and other financial reporting.

Moreover, ODF has activated the purchase order module in OregonBuys and is actively using the system for the purchase order process – from requisition through invoice payment. Effective December 31, 2021, ODF codified its Oregon Department of Forestry Policy Document for Delegation of Authority. This guidance describes authority limits by level, including authority for approval paths within the security of the OregonBuys system. Moreover, as of June 2023, ODF formalized its *Accounting and Financial Reporting for Expenses, Expenditures, and Payables Transaction* policy. Additionally, ODF has conducted trainings on the use of the system and has developed additional guidance for navigating the system – inclusive of creating requisitions and purchase orders.

ELECTRONIC RECORDS

Recommendation Number:	10	
Implementation Status:	Implemented	
Risk Rating:	Report: High	November 2022 Review: High
		February 2024 Review: Medium

Recommendation

All hard copies of significant supporting documentation should be scanned, uploaded, and maintained in an information technology system. Additionally, the documents should be easily searchable.

Key Items to Deem Recommendation Implemented

1. Formalized, Demonstration of significant supporting documentation uploaded into an IT system solution that the documentation is easily searchable.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to medium. The core issues identified in the report were that: 1) a significant amount of information required for EFCC audits and FEMA claims are only in hard copy; and 2) fire boxes (document bins) are retained in hard copy format and in a centralized location within each district 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

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of hard copy documentation creates inefficiencies due to the physical movement of documents and the inability to search documents electronically.

Based on our review, ODF has identified temporary mitigations for managing its electronic records by creating solutions within existing resources. For example, documents were previously collected and stored in physical fireboxes. Currently, ODF is scanning physical documents to make them electronic. A person assigned to a fire incident (not a permanent staff member) reviews scanned emails to make sure scanned documents are legible. Based on the policies and procedures developed, the person follows naming and index conventions to manually save documents to a central file for search and retrieval. ODF is also utilizing cloud storage as an interim solution.

Although this recommendation is implemented, it remains a medium risk to impart the importance of seeking an actual data management system. During the November 2022 review period, ODF outlined steps for creating a central repository for maintaining significant supporting documentation. Notably, in the 2023-25 Budget Narrative, ODF requested 1 FTE to have a dedicated resource for records management, retention, and requests. As of January 2024, ODF made the budget request, but the request was not approved in the final legislative budget. We would encourage continued assessment and long-term strategic planning for acquisition of a reliable and automated data management system. A data management system would lessen administrative burdens, provide enhanced security, ease workflow, and would allow ODF to invest in technology that will remain agile with the evolving technological landscape.

INFORMATION TECHNOLOGY SYSTEMS

Recommendation Number: 11
Implementation Status: Implemented
Risk Rating: Report: High   November 2022 Review: High
     February 2024 Review: Low

Recommendation

IT systems should be consolidated and the ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new IT systems.

Key Items to Deem Recommendation Implemented

1. Demonstration that IT systems have been consolidated.
2. Formalized policies and procedures developed for acquiring and implementing new systems.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to low. The ODF Operations Branch, Administrative Branch, and Field Protection Districts utilize multiple information technology (IT) systems for fire protection related data. The core issues identified in the report were that: 1) the IT systems used

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by the ODF Operations Branch, Administrative Branch, and the Field Protection Districts are inconsistent; 2) certain systems in use are outdated; and 3) manual processes are utilized to transfer data between systems due to lack of system integration. As such, financial information may be inaccurate and/or incomplete due to information residing in multiple IT systems and the use of manual data transfer. To address these concerns, the first step is to establish policies and procedures for the acquisition and implementation of new IT systems and assess systems options that efficiently and effectively meet the ODF's IT needs.

Based on our review, ODF has formalized policies and procedures related to IT governance. For example, ODF developed the Information Technology Governance Policy Document with the purpose of ensuring IT investments deliver value, the risks associated with systems are communicated and managed, and resources are managed effectively. The policy also establishes the Information Technology Steering Committee (ITSC) to oversee and deliver all investment decisions in IT. Roles and responsibilities of the ITSC include reviewing and approving technology policies and procedures, deciding IT strategy and capabilities, determining IT investment approach, ensuring a steady flow of communications, and defining and monitoring key goals and metrics.

ODF is currently using the established processes and procedures for IT decisions. For example, in October 2023, ODF developed a business case for transitioning to a single text messaging system from the use of various systems in use for emergency communications. During emergencies, a single text messaging system would allow administrators to communicate with each other throughout the agency and still maintain the ability to send communications within their own areas. Additionally, in December 2023, ODF developed a business case for developing a financial reporting hub that would allow the Administrative Branch Financial Services Program to publish standardized reports and lessen the administrative burden of processing ad hoc reports. The ITSC has reviewed and approved both proposals and migration and development efforts are currently underway.

OVERSIGHT REPORTS

Recommendation Number: 13
Implementation Status: Implemented
Risk Rating: Report: Medium   April 2022 Review: Medium
     June 2022 Review: Medium
     November 2022 Review: Medium
     February 2024 Review: Low

Recommendation

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.

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Key Items to Deem Recommendation Implemented

1. Demonstration of policies and procedures and controls in the oversight of fire protection finance, including preparation and timely review of standardized reports.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to low. The core issues identified in the report were that: 1) reports for oversight of fire protection appear to be ad-hoc and manually manipulated: and 2) formalized policies and procedures related to preparation and review of fire protection finance did not appear to exist. The use of ad-hoc and manually manipulated reports could result in the use of incomplete and inaccurate data for management decisions.

Based on our review, ODF has enhanced its mechanisms related to financial monitoring and reporting. For example, ODF has formalized its accounts receivable (AR) and accounts payable (AP) policies and procedures. These policies include the *Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting Policy, Accounting for Revenue and Receivable Transactions Policy*, and the *Accounting and Financial Reporting for Expenses, Expenditures, and Payables Transactions* policy.

ODF has enhanced its Statewide Outstanding Assets and Liabilities Tracker (SOALT), Cost Share, FEMA Claim Tracker and its Incident Cost & Cost Share Estimate Tracker. ODF uses this tool to track AR/AP. Additionally, ODF conducts monthly financial oversight reports to the Board, Legislature, and DAS Chief Financial Office.

ODF has developed mitigations with existing resources. Although this recommendation is implemented, as it relates to cash flow reports, it should be noted that that a technological solution is necessary to provide the streamlining between the financial systems and automated analysis. This is discussed in greater detail in Recommendation 4 – Cash Flow.

TRAINING

Recommendation Number:	14	
Implementation Status:	Implemented	
Risk Rating:	Report: Medium	November 2022 Review: Low
		February 2024 Review: Low

Recommendation

Develop robust onboarding and training program for all finance and accounting personnel or those tasked with finance and accounting responsibilities.

Key Items to Deem Recommendation Implemented

1. Demonstration of onboarding and training schedules and/or completed activities.

Implementation Status Analysis

This recommendation is implemented with the risk rating remaining low. The core issue identified in the report was that there were no standard processes or procedures for the onboarding of finance or accounting personnel related to financial systems and processes. The lack of training could lead to the use of inefficient or incorrect processes by finance and accounting personnel and could result in errors in financial reporting and inefficiencies.

Based on our review, ODF has developed an Onboarding Checklist for employees that includes administrative items such the completion of I-9 and direct deposit forms, workplace safety and harassment and discrimination guidance, and itemizes required safety, public records, and information security trainings. More importantly, ODF has also developed training videos and materials specific to finance-related activities. For example, the trainings cover topics such as cost shares, payments and audits, the SOALT Tracker (Statewide Outstanding Assets and Liabilities Tracker), and the federal billing auditing and processing process.

FIELD PROTECTION DISTRICTS OVERSIGHT

Recommendation Number:	15	
Implementation Status:	Implemented	
Risk Rating:	Report: Medium	April 2022 Review: Medium
		June 2022 Review: Medium
		November 2022 Review: No Change February 2024: Low

Recommendation

ODF Operations and Administrative Branches should develop and implement standardized processes and procedures for the District Offices, and assist in the implementation and continued oversight of the processes and procedures to ensure consistency in application.

Key Items to Deem Recommendation Implemented

1. Formalized, written, policies and procedures for District Offices that will minimize independent operation.

2. Demonstration of continued oversight of policies and procedures.

Implementation Status Analysis

This recommendation is implemented with the risk reduced to low. The core issues identified in the report were that: 1) Field Protection Districts (FPDs) appeared to operate independently; and 2) FPDs lacked standardized processes and procedures.

To address the FPDs operating independently, ODF reconfigured its organizational structure by moving the Protection Finance Unit under the direction of Finance Services within the Administrative Branch. Additionally, ODF has instituted regularly scheduled meetings with standing agenda items to ensure coordination amongst various units.

ODF has developed and continues to enhance and standardize its policies and procedures for the FPDs. This includes updating the Green Book with guidance on cost accounting and reporting and cost shares, incident payments and coding, etc. ODF has also formalized guidance on Delegations of Authority, which outline authority limits pertaining to legally binding obligations including expenditure authority, OregonBuys Proxy, etc. Moreover, ODF has formalized its accounts receivable and accounts payable processes via its *Accounting for Revenue and Receivables Transactions* policy and the *ODF Policy Accounting Expenditure Transactions* policy.

Additionally, ODF has also developed training videos, on topics such as cost shares, payments and audits, etc., that provide instruction on policies and procedures related to ODF finance and accounting. ODF has also developed onboarding checklists, including trainings for the SOALT Tracker (Statewide Outstanding Assets and Liabilities Tracker) and the federal billing auditing and processing process.

DISTRICT FINANCE/ACCOUNTING OVERSIGHT

Recommendation Number:	17	
Implementation Status:	Implemented	
Risk Rating:	Report: Medium	April 2022 Review: Medium
		June 2022 Review: Remains Medium
		November 2022 Review: No Change
		February 2024: Low

Recommendation

The ODF Administrative Branch should establish policies and procedures related to oversight of finance/accounting functions within the District Offices. The policies and procedures should include, but not be limited to:

1. Definition of reporting lines from the District Offices to the ODF Administrative Branch.

2. Identification of reporting requirements and key financial metrics from the District Offices to the ODF Administrative Branch.

3. Ongoing monitoring of key financial metrics within the District Offices.

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 District Offices.

Key Items to Deem Recommendation Implemented

1. Formalized, written, P&Ps that create an organizational structure requiring District Offices to report to ODF, including:

   a. Definition of reporting lines from District Offices to ODF Administrative Branch

   b. Identification of reporting requirements and key financial metrics from District Offices to ODF

   c. Ongoing monitoring of key financial metrics within District Offices

2. Demonstration of ODF Executive Team, with ODF Operations and Administrative, setting clear tone at top.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to low. The core issue identified in the report was Field/FIRE Protection Districts (FPDs) operated with limited oversight as related to finance and accounting. The current organizational structure did not include FPDs reporting to the ODF Administrative Branch. Moreover, a clearer "tone at the top" with respect to financial accountability within the FPDs was also recommended.

Based on discussions, email reviews, and a review of documentation, ODF leadership has set a "tone at the top" by demonstrating its commitment to financial accountability within the Fire Protection Districts (FPDs). Furthermore, ODF has also reconfigured its organization by moving the Protection Finance Unit under the direction of Finance Services within the Administrative Branch. Additionally, ODF has completed Desk Audits and/or position reviews for current personnel and recent recruitments for finance and accounting positions.

ODF has developed and/or updated standardized policies and procedures for Field Protection Districts, including the Green Book with guidance on cost accounting and reporting and cost shares and incident payments and coding. ODF has also enhanced its Statewide Outstanding Assets and Liabilities Tracker (SOALT), Cost Share, FEMA Claim Tracker and its Incident Cost & Cost Share Estimate Tracker. ODF uses these tools to track AR/AP.

ODF has developed additional policies and procedures related to disbursements, credit card, procurement, accounts receivable, and accounts payable. For example, ODF has developed AR/AP policies and procedures, including the *Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting Policy, Accounting for Revenue and Receivable Transactions Policy*, and the *Accounting and Financial Reporting for Expenses, Expenditures, and Payables Transactions* policy. Moreover, ODF has also enhanced the Oregon Accounting Manual, which includes sections on internal controls, accounting and financial reporting, and budgetary accounting and reporting.

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INVOICING

Recommendation Number:	19	
Implementation Status:	Implemented	
Risk Rating:	Report: Medium	November 2022 Review: Low
		February 2024 Review: Low

Recommendation

ODF Administrative Branch should establish policies and procedures related to invoice generation, including limiting the ability to generate invoices to the ODF Administrative Branch.

Key Items to Deem Recommendation Implemented

1. Formalized, written, P&Ps for invoice generation; and

2. Limiting the ability to generate invoices to ODF Administrative Branch.

Implementation Status Analysis

This recommendation is implemented with the risk rating remaining low. The main issues identified were: 1) the process for generating certain invoices within the Districts was manual and limited; and 2) there was no supporting documentation provided to the ODF Administrative Branch prior to receiving an invoice number. As a result, there was a risk that a manual process and lack of documentation could result in inaccurate or incomplete accounts receivable balances.

Based on our review, ODF has implemented the accounts receivable system – SAGE 300 AR System (SAGE). According to ODF, the SAGE system is administered by the Administrative Branch Financial Services program which provides centralized oversight and support to the field. Notable changes to ODF procedures since SAGE adoption include minimizing manual entries. For example:

- Districts and Salem users will enter invoice information in the system, which is a change from sending paper invoices to Finance for data entry.

- Timber sale invoices will no longer be manually entered and will be exported from WALT and imported into SAGE.

- Campground fees and miscellaneous forest product permits will no longer be manually entered into SFMA and will be exported from WALT and imported into SAGE.

Additionally, ODF formalized its accounts receivable (AR) and accounts payable (AP) AR/AP policies and procedures, including the *Accounts Receivable Collections on Federal Cost Shares AR/AP Aging Meeting Policy, Accounting for Revenue and Receivable Transactions Policy*, and the *Accounting and Financial Reporting for Expenses, Expenditures, and Payables Transactions*.

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FINANCE/ACCOUNTING RESOURCES

Recommendation Number:	20	
Implementation Status:	In Progress	
Risk Rating:	Report: Medium	April 2022 Review: Medium
		June 2022 Review: Medium
		November 2022 Review: No Change
		February 2024 Review: Low

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.

Key Items to Deem Recommendation Implemented

1. Demonstration of an organizational restructure that ensures those with finance and accounting responsibilities are reporting to appropriate authorities to effectuate better communication and financial oversight.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to low. The core issues identified in the report were that: 1) under the current organizational structure, personnel with finance or accounting responsibilities report to the ODF Operations Branch rather than the Administrative Branch; and 2) certain positions within the ODF Administrative Branch have finance and accounting related job duties but did not consistently communicate with appropriate personnel within ODF Admin Branch regarding the execution of those duties.

Based on discussions and a review of documentation, ODF has reorganized its units. Notably, ODF has moved the Protection Finance Unit under the direction of Finance Services within the Administrative Branch. Additionally, ODF hired three area-based Accountants within the Administrative Branch to provide direct oversight to the Field Protection Districts. ODF has instituted regularly scheduled meetings with standing agenda items to ensure coordination amongst various units. Moreover, effective December 31, 2021, ODF codified its Oregon Department of Forestry Policy Document for Delegation of

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Authority. This guidance delegates authority to enter legal obligations by position and sets authorization limits for items such as expenditure authority, cost share agreement settlement authority, etc.

Supplementary to the reorganization, ODF has completed Desk Audits and/or position reviews to assess whether current job classifications and current staff skillsets align. For example, in February 2023, ODF completed a series of desk audits related to job classification and skill match reviews. Moreover, ODF is in the process of refining its job classification, compensation, and recruitment processes.

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SUBSTANTIALLY COMPLETED
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CASH FLOW PROJECTIONS

Recommendation Number:	4
Implementation Status:	Substantially Completed

Risk Rating:	Report: High	April 2022 Review: Medium
		June 2022 Review: Medium
		November 2022 Review: Medium
		February 2024 Review: Low

Recommendation

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

Key Items to Deem Recommendation Implemented

1. Demonstration of policies and procedures and controls for accounts payable (AP), accounts receivable (AR), and cash flow projections should include recording details at transactional level for AR and AR when possible.

Implementation Status Analysis

This recommendation is in progress with the risk rating reduced to low. The core issues identified in the report were that: 1) formalized policies and procedures related to cash flow projections did not exist; and 2) the ODF Administrative Branch lacked the ability to appropriately estimate or project future cash flow due to the lack of accurate accounts payable and accounts receivable data. Leaving these issues unmitigated could result in inaccurate or incomplete current and future cash flow projections.

Based on our review, ODF has implemented practices that address the need to track anticipated accounts receivable (AR) and accounts payable (AP) data in a more accurate and timely manner. This tracking is a critical component for developing better cash flow projections. First, ODF has developed AR/AP policies and procedures, including the *Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting Policy, Accounting for Revenue and Receivable Transactions Policy*, and the *Accounting and Financial Reporting for Expenses, Expenditures, and Payables Transactions Policy*.

Secondly, ODF has enhanced its Statewide Outstanding Assets and Liabilities Tracker (SOALT), Cost Share, FEMA Claim Tracker and its Incident Cost & Cost Share Estimate Tracker. ODF uses this tool in addition to state information systems to track AR/AP.

Lastly, ODF explored options for revising cash flow methodology with MGO. However, the group consensus was that the attempt to simplify the cash flow methodology process manually through the use of spreadsheets would not produce the efficiency or information needed. As a result, ODF has developed

interim cash flow spreadsheets that provide: 1) a snapshot of the agency's cash position; 2) an indication of the pace in which the budget is being spent; and 3) calculates the difference between inflows and outflows.

While these tools provide mitigations, with existing resources, associated with the previously identified risk of not having the proper AR/AP tracking necessary to develop reliable cash flow projections, it should be noted that group consensus was that a technological solution is necessary. The solution, at minimum, would need to be able to extract data from multiple system and provide comprehensive analysis and detailed reporting to provide the more advanced, and less manual, cash flow projections. Additionally, a technology solution can provide automation, can make the process more efficient, and can allow ODF to remain agile and responsive to future needs.

FINANCE/ACCOUNTING SKILLSETS

Recommendation Number:	21	
Implementation Status:	Substantially Completed	
Risk Rating:	Report: Medium	February 2024 Review: Low

Recommendation

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.

Key Items to Deem Recommendation Implemented

1. Demonstration of staffing assessment.

2. Demonstration of corrective action including reassignments, development of new positions, elimination of positions, trainings, etc.

Implementation Status Analysis

The implementation of this recommendation is substantially completed with the risk reduced to low. Job classifications utilized by ODF include pre-defined minimum qualifications based on Classification Titles. Certain general government positions have financial responsibilities, in addition to clerical and administrative functions, all with varying minimum requirements. The main issues identified related to these job classifications were: 1) certain personnel are performing job duties related to finance and accounting without the necessary skillsets (e.g., job training and/or qualifications); and 2) the lack of proper skillsets for finance and accounting positions and/or job duties could result in inaccuracies or incomplete financial information. In the April 2021 Review and Assessment report, ODF Management

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indicated that it would assess current staffing for finance/accounting job duties with an initial review of the position descriptions and recommendations for allocations of the positions.

Based on our review, ODF completed Desk Audits and/or position reviews for recent recruitments for finance and accounting positions. ODF proposed that the reviewed classifications remained in their current classification or be downgraded or upgraded. The proposed changes are still pending formal reclassification. To that end, according to ODF, the recruitment process for vacant positions now has a "classification and compensation" review step included in the hiring process. As part of the recruitment process, prior to advertisement, the position description is reviewed by the new ODF HR classification and compensation specialists. Moreover, when considering hiring offers, the successful candidate undergoes a Pay Equity Review which additionally compares the individuals' professional skills and experience with the requirements of the position classification and sets the compensation level appropriately to match.

As for training, ODF has included finance- and accounting-related trainings as part of annual training programs. These trainings include topics such as fiscal budgeting, cost estimates, and transaction codes.

This recommendation remains open as proposed position changes are vetted and implemented and to ensure that the newly implemented recruitment and hiring procedures are producing intended results.

FEMA CLAIM STATUS REPORTING

Recommendation Number:	26
Implementation Status:	Substantially Completed
Risk Rating:	Report: Low
	June 2022 Review: Low
	November 2022 Review: Low
	February 2024 Review: Low

Recommendation

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.

Key Items to Deem Recommendation Implemented

1. Formalized, written, policies and procedures for communicating the status of FEMA incidents, including the status of processing and submission of FEMA claims by incident.

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Implementation Status Analysis

This recommendation is substantially completed with the risk rating remaining low. The core issues identified in the April 2021 report were that: 1) the ODF Administrative Branch did not consistently receive reports regarding the status of FEMA incident claims; and 2) written policies and procedures related to ongoing reporting of the Fire Management Assistance Grants submissions did not exist. Inconsistent communication regarding the status of the claims could lead to duplicative efforts in aggregating data for cash flow projections and/or led to the inability to properly project cash flows due to delays in the recording of FEMA accounts receivables balances.

Based on discussions and a review of documentation, ODF has instituted monthly FEMA Status Reports (Status Reports) for tracking FEMA claims. Notably, the report records key information including the claim priority number, calendar year when the fire occurred, FEMA declared disaster number, fire name, estimated reimbursement amount, claim submittal data, and whether there is a cost share. These claims are tracked in the Statewide Outstanding Assets and Liabilities Tracker (SOALT). The SOALT is used as a tool for conducting cash flow analysis.

Additionally, ODF drafted desk procedures that supplement status reports and provide guidance on how to track and estimate FEMA claims. Highlights include directives for the ODF Operations Branch (FEMA Team) to: 1) update and email the Status Report weekly to the Protection Finance Manager and FEMA Incident Business staff; and 2) subsequently send the report to leadership – including the State Forester.

This recommendation remains open as ODF continues monitoring larger systematic FEMA issues and potential impacts on the Public Assistance and Federal Management Assistance Grants processes and whether additional internal procedural changes are needed.

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BRIO REPORT ACCESS

Recommendation Number:	**8**
Implementation Status:	**In Progress**
Risk Rating:	**Report: High** **February 2024 Review: Medium**

Recommendation

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 Filed Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.

Key Items to Deem Recommendation Implemented

1. Demonstration of Field Protection Districts having read only access to BRIO reports.

2. Demonstration of training schedules and/or completed activities.

Implementation Status Analysis

The implementation of this recommendation is in progress with the risk reduced to medium. ODF utilized the Brio query tool as its primary means of retrieving accounting, payroll and other financial information. Real-time access to Brio was limited to the ODF Operations and Administrative Branches. Field Protection Districts were provided with a standardized set of reports from the ODF Administrative Branch on a monthly basis for the prior month. The main issues related to the BRIO query tool were: 1) Field Protection Districts (FPDs) were manually manipulating the standardized reports received, for various finance and accounting related purposes as needed; 2) For additional reports requested by the FPDs outside of the standardized set of reports provided, the ODF Administrative Branch produced reports on an ad-hoc basis; and 3) FPDs did not have access to timely financial data or real-time access to Brio.

At the time of the April 2021 Review and Assessment report, ODF was in the process of internally developing an Online Financial Reporting System (OFRS) to centralize accounting and finance related data for reporting and oversight purposes. OFRS was anticipated to facilitate the dissemination of information the FPDs and the rest of the agency needed to perform their work, including accounting and financial data run from BRIO.

However, as noted in Recommendation 22, based on our review, as of January 2024, ODF has experienced turnover in key positions. One such position included the main coder of the OFRS project. As such, ODF shut down the OFRS project and took the opportunity to reevaluate the organizational structure and strategic vision of ODF. In December 2023, ODF presented a business case for, in the absence of OFRS, developing a financial reporting hub that would allow financial services to publish standardized reports and lessen the administrative burden of processing ad hoc reports. As noted in Recommendation 11, the ITSC has reviewed and approved the proposal and development efforts are currently underway.

IN PROGRESS
AS OF FEBRUARY 2024

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This recommendation remains in progress as the financial reporting hub is in development and to assess upon its implementation, the internal controls for ensuring data is accurate and complete, creates intended outputs, and its uses and capabilities understood by users.

ODF ONLINE FINANCIAL REPORTING SYSTEM

Recommendation Number:	22
Implementation Status:	In Progress
Risk Rating:	**Report: Medium** **February 2024 Review: Medium**

Recommendation

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 (Online Financial Reporting System).

Key Items to Deem Recommendation Implemented

1. Demonstration of implementation of recommended processes.

2. Demonstration of stress-test and validation of OFRS system by independent party.

3. Demonstration of initial and ongoing training (training schedule and/or completed activities).

Implementation Status Analysis

The implementation of this recommendation is in progress with the risk remaining as medium. At the time of the April 2021 Review and Assessment report, ODF was in the process of internally developing an Online Financial Reporting System (OFRS) to centralize accounting and finance related data for reporting and oversight purposes. The core issue identified in the report was that while data could be extracted and input into OFRS for financial oversight, current ODF processes caused certain data within the existing information technology systems to be unreliable, inaccurate, or incomplete. Inaccurate and incomplete data in these systems could result in inaccurate or incomplete information being utilized for key management decisions. To address these concerns, the recommendation was to ensure that data was accurate and complete, that stress testing occurs prior to implementation, and to conduct ongoing training regarding the use and capabilities of OFRS.

Based on our review, as of January 2024, ODF has experienced turnover in key positions. One such position included the main coder of the OFRS project. As such, ODF discontinued the OFRS project and took the opportunity to reevaluate the organizational structure and strategic vision of ODF. For example, ODF disbanded the OFRS development and created two new positions – Deputy Director Agency Administration, which oversees IT, and Deputy State Forester. Additionally, in December 2023, ODF presented a business case for, in the absence of OFRS, developing a financial reporting hub that would allow financial services to publish standardized reports and lessen the administrative burden of processing ad hoc reports. As noted in Recommendation 11, the ITSC has reviewed and approved the proposal and development efforts are currently underway.

This recommendation remains in progress as the financial reporting hub is in development and to assess upon its implementation, the internal controls for ensuring data is accurate and complete, creates intended outputs, and its uses and capabilities understood by users.

OPERATING ASSOCIATIONS ADVANCES

Recommendation Number:	25
Implementation Status:	In Progress
Risk Rating:	**Report: Low** **February 2024 Review: Low**

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.

Key Items to Deem Recommendation Implemented

1) Formalized, written, P&Ps for advancing funds to operating associations, including, at minimum:

   o Specifying supporting documentation required prior to distributing funds.

   o Setting the timeline for submission of required documentation.

   o Define advance threshold amounts/limits by job classification.

Implementation Status Analysis

The implementation of this recommendation is in progress with the risk remaining as low. In three forest protection districts (FPDs), local forest protective associations actively provide fire protection services for their members (also known as operating associations). These three associations, by agreement, provide for the protection of all other forestlands in the district (which would otherwise be protected by the State Forester). These agreements establish the terms under which the associations provide this service, including actions taken, reports required, guidance for how budgets are developed and approved, administrative matters such as payments, and resolution of issues. As part of the agreements, ODF provides general fund advances to the local protective associations, which once received, are under the direction and control of the association.

The main issues related to these advances were: 1) advances to operating associations from the ODF general fund are provided based on limited supporting documentation; and 2) 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. 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.

This recommendation is in progress because as of October 2023, ODF has modified its advance policies via informal guidance that has been communicated to ODF staff. These modifications include ensuring that supporting documentation, including invoices, vendor names, amounts, etc., is submitted with the advance requests. The current legislature has established a fire funding workgroup that would establish wildfire funding. This source of funding, if approved, would minimize ODF general fund advances and may also impact ODF's current guidance for advancing funds, etc. As such, implementation of this recommendation is pending finalization of a formal advance request policy.

ENCUMBRANCES

Recommendation Number:	28
Implementation Status:	In Progress
Risk Rating:	**Report: Low** February 2024 Review: Low

Recommendation

Once OregonBuys is utilized as a procurement system, the ODF Administrative Branch should consider recording encumbrances to more accurately project cash flows and budgets.

Key Items to Deem Recommendation Implemented

1. Demonstration of ODF's assessment and decision regarding recording encumbrances in OregonBuys once the system is utilized

Implementation Status Analysis

This recommendation is in progress with the risk rating remaining low. The core issue identified in the report was that processes and procedures did not provide the necessary information needed to utilize encumbrances. Moreover, the use of encumbrances by ODF was not mandated by the state. Encumbrances are a budget and accounting process where purchases of goods or services are recorded in the accounting system when funds are committed (e.g., when contracts or purchase orders are executed) to reserve the funds prior to the actual expenditures occurring. The lack of utilizing encumbrances could result in underestimated budgeted expenses and inaccurate cash flow projections.

Based on our review, ODF has implemented practices that address the need to track reserved/committed funds for more accurate budgeting and cash flow projections. ODF has implemented OregonBuys, its automated procurement system that tracks the procurement process from request through payment. This tracking includes initiation and approvals of purchase orders, work orders, and contracts. To that end, ODF can identify financial commitments and budget to cover projected expenditures.

In conjunction with OregonBuys, ODF has enhanced its Statewide Outstanding Assets and Liabilities Tracker (SOALT), Cost Share, FEMA Claim Tracker and its Incident Cost & Cost Share Estimate Tracker. ODF uses these tools to track its accounts payable and accounts receivable. Similarly to OregonBuys, these trackers are an additional tool for ODF to track financial commitments.

While these tools provide mitigations associated with the previously identified risk of not having any form of financial commitment tracking, it should be noted that the best practice is recording encumbrances in its accounting system(s).

Affirmative Action Report

Oregon
Tina Kotek, Governor

Department of Forestry
State Forester's Office
2600 State St
Salem, OR 97310-0340
503-945-7200
www.oregon.gov/ODF

Delivered by email.

Juliet Valdez
Statewide Affirmative Action Manager
Department of Administrative Services
Office of Cultural Change
971.375.8408
juliet.o.valdez@das.oregon.gov

Dear Juliet Valdez:

I am pleased to provide you with a copy of the Oregon Department of Forestry's (ODF) Affirmative Action Plan 2024 updates for the 2023–2025 biennium. The Agency will continue with our initiatives as an agency and as a service provider for the state government.

If you have any questions, please contact me at 503-689-6884, or Amy Pena at 971-382-2385.

Sincerely,

Cal T Mukumoto
State Forester

State of Oregon
Department of Forestry

Cal T Mukumoto, State Forester
2600 State Street NE
Salem, OR 97310
503-689-6884

Affirmative Action Plan Update 2023-2025

"The Oregon Department of Forestry is an Equal Opportunity, Affirmative Action Employer, committed to workforce diversity."

Table of Contents

Special Reports

Agency Overview

In 1911, the Oregon Legislature established the Board of Forestry and the Oregon Department of Forestry (ODF). The Board of Forestry is appointed by the Governor. It meets at least quarterly and is composed of seven members. The state forester is appointed by the Board of Forestry and serves as secretary to the board. Functions of the department are under the direction of the state forester, deputy state forester, and the agency's Executive Team. The major program activities of ODF include:

Protection from Fire

The goal of the department's largest division, Fire Protection, is to employ environmentally sound and economically efficient strategies to minimize the total loss/costs of protecting Oregon's timber and other forest values from wildfire.

Forest Resource Division

Through technical assistance, financial incentives, education, regulation and other tools, this division helps forest landowners manage forestlands to meet their objectives.

Program responsibilities include implementation of the Oregon Forest Practices Act, which prescribes timber harvest techniques that are consistent with conservation and environmental protection.

State Forests Management

The State Forests division manages 745,000 acres of state-owned forestland in Oregon. The forests are managed to produce a broad range of benefits. These include timber harvest, revenue to local governments and schools, protection of wildlife habitat and other environmental values, and opportunities for recreation and learning.

Agency Administration

Agency Administration houses agency-wide administrative functions including agency leadership, interagency coordination, forest resource analysis and policy development, land use planning coordination, information systems support, accounting, payroll, budgeting, purchasing coordination, property management coordination, human resources, safety and training support, public affairs coordination support, quality assurance and staff support for the Board of Forestry.

The Oregon Department of Forestry employs approximately 1,150 permanent and seasonal employees in over 30 locations throughout the state. Headquartered in Salem, the Agency's 15-acre campus serves as the administrative headquarters for the department's Administrative Services Branch, Fire Protection, Forest Resource Division and State Forests Divisions. The field function is divided into three areas, each of which includes from four to seven districts and protection associations. The districts are responsible for administering all the department programs, while the associations are under contract to provide protection from fire only.

Special Reports

Introduction

The Oregon Department of Forestry (ODF) developed this plan to help bring about equal employment opportunities for all persons. The plan commits the agency to do more than practice nondiscrimination in employment. It includes a set of goals, policies and actions intended to ensure that women, persons of color, persons with disabilities and all individual's sexual orientation and gender identities are equitably represented in ODF's workforce, by having a workforce which is reflective of the diversity of our community. Additionally, it practices inclusion by having equitable representation in the managerial levels.

The Oregon Department of Forestry is a unique organization within state government. Many of ODF's employees serve as part of the agency "militia" in response to wildfire and other emergency incidents. In the emergency response role, it is possible for an employee to serve in a role reversal as a supervisor to their day-to-day supervisor or another ODF manager due to their Incident Qualification System qualification and emergency response role. The emergency response role ODF serves builds comradery for our employees as all ODF employee are expected to support the department's emergency work and all positions may be directly aiding or supporting in the emergency effort.

Many of ODF's employees are eligible for Public Employee Retirement System (PERS) Police and Fire benefits 6 months per year due to their fire qualifications or their positions which provide direct support to wildland firefighting. While other employees are eligible for PERS Police and Fire benefits 12 months per year based on their position. ODF is also unique in the fact that the department doubles in size each year with the hiring of our seasonal wildland fire fighters.

Over the last four years, the agency had a unique challenge of attempting to recover from the historic 2020 Labor Day fires while still in the COVID-19 pandemic and preparing for and responding to increased fire activity across the state. Many staff suffered personal loss in both the Labor Day fires in 2020 and over the last three years of the COVID-19 pandemic. Throughout these challenges, our employees have continued to show dedication and resiliency on the job.

This Plan covers the period from July 1, 2023, through June 30, 2025. The principal objectives of the Affirmative Action Plan include:
- Reaffirming the agency's commitment to the state's policy on Equal Employment Opportunity (nondiscrimination) and the principles of Affirmative Action.
- Indicating how the plan and the policy will be disseminated both within the organization and externally.
- Assigning various levels of responsibilities to direct, manage and carry out the agency's Affirmative Action efforts.
- Establishing flexible long-range Affirmative Action goals to correct the underrepresentation of women, persons of color, persons with disabilities and the LBGT+ community in the agency's workforce and management.
- Taking Affirmative Action measures to overcome barriers were shown to exist;

- Identifying ongoing programs and procedures intended to ensure equal employment opportunity and to maintain a work environment free of discrimination and harassment.
- Communicating the Agency's policy of providing reasonable accommodation for qualified people with disabilities.
- Monitoring and regularly reporting to management on the implementation of Affirmative Action and progress being achieved regarding employment goals.
- Demonstrating "good faith" efforts of the agency.

Equal Opportunity
Defined as the availability of employment and advancement to all persons on the basis of merit, ability and potential. It is a concept that addresses equal opportunity for all persons in the employment process.

Affirmative Action
Defined as a method of eliminating the effects of past and present under-representation, intended or unintended, that are evident by analysis of present employment patterns, practices or policies.

Program areas shall develop more detailed implementation strategies to address issues specific to their organizational units. These strategies are made part of this plan by reference.

ODF's plan intends to create a work environment that attracts and retains employees who represent the broadest possible spectrum of society, which includes (but is not restricted to) women, persons of color, persons with disabilities, and the LGBT+ community.

ODF will not tolerate discrimination or harassment on the basis of race, color, gender or gender expression, marital status, sexual orientation, religion, national origin, age, mental or physical disability, or any reason prohibited by state or federal statute, nor shall any contractor/vendor for ODF discriminate or harass in any manner.

ODF and the Governor of the State of Oregon are dedicated to the belief that the State has a commitment to the right of all persons to work and advance on the basis of merit, ability and potential. In so doing, the Governor has delegated authority to oversee the implementation of Oregon's Affirmative Action Program to the Affirmative Action manager. The Governor also charges and holds accountable state agency directors and administrators with the responsibility of ensuring that principles of Affirmative Action are met.

Copies of the ODF Affirmative Action Plan may be obtained by contacting the ODF DEI Strategy Officer at (971-382-2385) or accessing it via the public website or internal intranet page.

Oregon Department of Forestry's Mission, Vision, and Values

Mission
To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

Vision
- Healthy and resilient forested ecosystems and watersheds, with functional aquatic and terrestrial habitat, supporting vibrant local communities and providing quality outdoor opportunities for all Oregonians.
- A workforce that reflects the diversity and values of Oregonians and a safe, inclusive, and supportive workplace that values all employees and allows them to reach their full potential in providing excellent public service.
- An organization and culture that responsibly and collaboratively manages the public resources to achieve the outcomes valued by Oregonians.
- An innovative and adaptable organization with sufficient resources and appropriate policies to achieve its mission.

Values
- Diversity, equity, and inclusion in all aspects of our business.
- Honesty and integrity.
- Safety in the workplace.
- Respectful, strong, collaborative relationships.
- Engagement and cooperation of all Oregonians.
- Leadership in professional forestry.
- Innovation based on sound science.
- Excellent, efficient, and effective service
- Individual initiative, effectiveness, and hard work.

Agency Employees

Agency Director
Cal Mukumoto, State Forester
Oregon Department of Forestry
2600 State Street, Salem, OR 97310
(503) 945-7200

Governor's Policy Director
Geoffrey Huntington, Senior Natural Resources Advisor
Governors Natural Resource Office
250 Winter St NE, Salem, Oregon 97301
(971) 707-8261

Agency Affirmative Action Representative
Amy Pena, Diversity, Equity, and Inclusion Strategy Officer
Oregon Department of Forestry
2600 State St, Salem, OR 97310
(971) 382-2385

Agency Equity Leader
Amy Pena, Diversity, Equity, and Inclusion Strategy Officer
Oregon Department of Forestry
2600 State St, Salem, OR 97310
(971) 382-2385

Agency Lead for COBID Contracting and Procurement
Shannon Rand, Procurement Director
Oregon Department of Forestry
2600 State St, Salem, OR 97310
(503) 945-7383

See Appendix A for full ODF organizational charts.

Affirmative Action Policies

Affirmative Action Policy Statement/Diversity & Inclusion Statement

General Affirmative Action Policy Statement
It is the policy of the Oregon Department of Forestry to provide an equal opportunity for employment and advancement regardless of race, color, national origin, gender, age, religion, marital status, sexual orientation, physical or mental disability, military status, or any additional protected classes.

To achieve this diversity and inclusion, the department will carry out an Affirmative Action program that provides procedures for the consideration of protected class candidates in all aspects of human resource management.

The department recognizes the historical and present-day inequities and discrimination, which have impacted all levels of policy and hiring/retention. ODF is committed to strive to eliminate the effects of past and present discrimination, even if unintended, which are evident by analysis of present employment patterns and practices.

Recruitment and Selection
It is the policy of the department that all vacancies will be recruited on an open competitive basis. Any departure from this procedure must be approved by the state forester or the Agency's Appointing Authority. During periods of department downsizing and restructuring or when ODF specific knowledge and experience is required, methods other than open competitive recruitment may be approved in accordance with the Collective Bargaining Agreement (CBA) or Department of Administrative Services (DAS) policy. Recruiting periods will be of sufficient length to adequately allow for proper distribution and response to every recruiting announcement.

Interview and other employee selection panels will be created and utilized to reflect the diversity of the department's workforce and the diverse community ODF serves. See Appendix B.

Interview panels are selected by the hiring manager, with a focus on representing the diversity of the department. In January 2024, ODF adopted the Department of Administrative Services (DAS) interview panel training. The training has to be completed prior to sitting on a panel and updated annually in order to participate on an interview panel. This training focuses on both behavioral expectations of interviewers and also legal requirements, such as protected classes and DEI concepts of unconscious bias. It is available on Workday, in the Learning portal.

Employee and Stakeholder Protection
It is the policy of the Department that it will not tolerate the harassment of or discrimination against anyone employed by or associated with the Oregon Department of Forestry. All employees play a vital role in ensuring a discrimination-free workplace. In addition, management and executive service employees at all levels of the organization are responsible for creating and maintaining a professional work environment that is free from discrimination or harassment of any kind. Employees who feel they have been harassed or discriminated against are encouraged to bring such behavior to the attention of department management, Human Resources, or designated individuals. Additionally, if the employee is represented by a union, they are encouraged to reach out to their union representative.

No employee of ODF nor any entity contracting with it may coerce, intimidate, threaten, or interfere with any individual who has opposed any act or practice prohibited by the Americans with Disabilities Act (ADA), participated in any investigation, or aided or encouraged others to assert rights granted under the ADA.

Communication
ODF shall maintain a copy of the Affirmative Action Plan on both the ODF internal website for all employees to access and ODF's public website for the public, employees, volunteers and contractors to access. All agency managers will receive a copy of the Affirmative Action Plan. Managers shall participate and encourage others to participate in ODF's activities designed to promote Affirmative Action. As part of their quarterly check-ins, each manager or supervisor shall be evaluated on their effectiveness in promoting the Affirmative Action goals and objectives for ODF.

Responsibilities
All employees have a responsibility to implement and adhere to this plan within the context of the department's Working Guidelines. All managers have a responsibility to manage their respective divisions, programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.

To help ensure organizational success, the department's Executive Team will make necessary decisions, will monitor the accomplishment of this plan on an ongoing basis and will make plan adjustments as necessary.

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2025-27 — Legislatively Adopted Budget

Agency Diversity, Equity and Inclusion Statement (DEI)

The Oregon Department of Forestry is committed to diversity, equity and inclusion and strives to achieve and maintain a diverse, well-trained work force. The department seeks to create an all-inclusive work environment in which all employees assist in achieving DEI and affirmative action goals, all are encouraged to meet their full potential, and all consider Forestry as their "employer of choice." In addition, the department follows foundational principles called Working Guidelines - statements of behavior that provide for improved information flow and that foster an effective, respectful and trusting work environment.

The department is committed to pursuing broad applicant pools when filling positions. ODF fully uses technology to reach a broad range of applicants, but also posts job vacancies in venues such as community bulletin boards and job boards for Diversity Organizations to ensure the greatest diversity of applicants.

Agency leadership looks toward the future with a full understanding that succession management, inclusion, human potential, and workforce sustainability are keys to our success.

Term
This Affirmative Action Plan is in effect from July 1, 2023, to June 30, 2025.

Questions
If you have questions or concerns, please contact Amy Pena, Diversity, Equity, and Inclusion Strategy Officer at (971) 382-2385 for assistance.

Cal Mukumoto
State Forester

Policy (Equal Employment Opportunity, Affirmative Action, and Diversity Directive)

Agency AA Policy/DI Statements/State and Federal Employment Law Documents
The Oregon Department of Forestry is an Equal Employment Opportunity (EEO) employer. The department follows the DAS Discrimination and Harassment Free Workplace Policy 50.010.01 and the DAS Maintaining a Professional Workplace Policy 50.010.03. ODF follows the DAS policy Equal Opportunity and Affirmative Action rule 105.040.001. In 2012 ODF established an EEO/AA Directive 0-3-4-300 that provides direction of ODF's commitment to the principals of EEO/AA and Diversity.

In 2020, a complaint process was developed to align with the DAS policy and Collective Bargaining agreement and is posted on the agency's internal website for employees to access.

For additional information on policy, see Appendix E.

Dissemination
The Oregon Department of Forestry shall put itself on public record as an Equal Employment Opportunity /Affirmative Action (EEO/AA) employer and EEO/AA statements will be included on each job announcement. The department will disseminate the agency's Affirmative Action Plan and relevant policies, directives, statements and procedures through multiple outlets, all designed to increase the Plan's accessibility to all employees and partners. Meetings will be conducted with executive, managerial, and supervisory employees to explain the intent of the policy and individual responsibility for effective communication and implementation.

Location
The Oregon Department of Forestry's Affirmative Action Plan will be published on the department's internal and external web sites.

Accessibility
Copies of the Affirmative Action Plan may be obtained by contacting ODF Human Resources at (503) 945-7285, or by visiting the department's web site and selecting the "Reports" section at: www.oregon.gov/ODF/Pages/Reports.aspx. Accommodation like larger font are available upon request.

Complaint Options
Complaint options provide valuable information to identify potential personnel and policy problems that can then be corrected before issues become more serious. Accordingly, ODF maintains an internal complaint process based on the DAS policies, which is posted on ODF's internal website for employees to access.

Employment
The employment of a diverse workforce is important in achieving the department's mission and objectives. To achieve a more diverse workforce, the department achieves equity via the following employment practices, in compliance with both state and federal requirements.

Hiring

During the employee selection process, the department follows the veteran preference laws and statewide policy. When determining the salary for selected candidates, the department conducts a pay-equity analysis. When determining the salary for current state employees who are: a) re-employed to other classifications, b) who are promoting to higher salary range classifications, or c) transferring to different positions, collective bargaining agreements and statewide policies are followed. ODF's hiring practices will be refined to include the upline managers to review and approve all new hires prior to offers being made to ensure diversity efforts are being met.

Retention

Employee retention decisions are made on the basis of relevant and representative job performance. The department may also consider employee alignment with its core values, as these values are of critical relevance in achieving the agency's mission and objectives. In addition, ODF's Employee Recognition Program includes annual Agency Achievement Awards and is also aimed at employee retention. Finally, when an employee leaves the department, they are encouraged to complete an exit interview in Workday. Doing so enables the agency to gather feedback regarding employee experiences and to review any recommendations they may have for changes or improvements.

Promotion

Promotional decisions are based on job-specific relevant and representative qualifications. A standard outline of job duties, qualifications and how to apply are provided for prospective employees using Workday, the Statewide Job Opportunities website. Neutral screening and selection criteria are used in an effort to avoid creating barriers to protected class applicants. Documentation of who is interviewed and qualification factors are retained to inform the hiring decision.

Succession Planning

The department's succession planning efforts serve to ensure that deliberate, transparent processes are developed and implemented, all towards achieving an increase in the availability of experienced and capable employees who are prepared to assume leadership roles as those roles become available. Forestry's succession planning efforts are tied to community outreach and engagement, recruitment and selection, and training and development. More discussion on these topics is communicated throughout this report.

Forestry's Affirmative Action Plan provides insights to the effectiveness of equity implementation within the department.

Diversity, Equity, Inclusion, and Access Initiatives

The following activities play a major role in moving the agency toward its Affirmative Action goals as well as building a foundation for future efforts to have a diverse and inclusive workforce.

Diversity, Equity, and Inclusion Strategy Officer

In the spring/summer of 2022, ODF recruited and hired a designated DEI Strategy Officer. This has been an important step for the agency to achieve their DEI goals. The DEI Strategy Officer implemented a department wide DEI survey to establish a baseline for the department's DEI work. They had a response rate of 52%, see below for additional details. Additionally, the DEI Strategy Officer collaborates with Public Affairs team to update the DEI intranet page; created an ADA accessibility guide, DEI questions and guidelines for interview panels; sits on several statewide committees and a national committee; and will participate in the Uplift Oregon Peer-to-Peer Equity Network. Additional projects included presenting for HR and several districts, collaborating with the 20-year Shared Stewardship team, meeting with staff at both management and non-management levels to hear the DEI work they completed in their own areas and their concerns, and working with our talent recruiters to make agency job postings more DEI focused.

The DEI Strategy Officer will use the results of the DEI Survey to map out the path ahead for ODF as a department. Those results will be incorporated into the Affirmative Action plan, DEI actionable items, the committee, and will guide the Strategy Officer position, including what DEI continuing education opportunities are going to be offered to staff. Throughout this work, DEI will be operationalized within the department through policy updates.

Sovereign Nations Government Engagement

The department hired a Tribal Policy Coordinator and Archaeologist, who serves as the government-to-government liaison. This position adds dedicated capacity to develop policy and training, build internal awareness, and expand relationships with Sovereign Nations' Governments statewide. Complementing this new capacity, the department will be recruiting a dedicated Legislative Coordinator to track external policy development at the local, state, and federal levels, and ensure consistent internal alignment. We anticipate close collaboration between these two positions and the DEI Strategy Officer to provide more focused strategic guidance for the agency.

DEI Survey

In October of 2022, ODF contracted with an outside agency Pulsely to complete a department-wide DEI assessment. The goal of this assessment was to utilize a data driven approach to the agency's DEI efforts with setting a firm baseline and help with setting realistic goals the agency can continue to measure. ODF had a 52% response rate, with a high level of management response. The two largest pools of tenure range responses were 6 months to 1 year and 11 to 15 years.

Results

DEI Snapshot:

- Diversity Score 44%
- Equity Score 41%
- Inclusion Score 63%

> *"Inclusion, at 63%, is the highest of the three overall scores for ODF. It is important to note that inclusion is easier to build when there is less diversity, and ODF's diversity metric, at 44%, is much lower. ODF's equity score, which is 41%, suggests that some workforce segments are having an unequal experience. If the employee segments with lower inclusion scores are smaller in size, the overall ODF inclusion score may mask the experiences of those groups."*

Pulsely uses 8 Pillars of Inclusion to score agencies: Visible DEI Leadership, Managerial Relationships, Career Support, Equal Opportunity, Belonging, Work-Life Effectiveness, Team

Psychological Safety, and Behavioral Accountability. According to the Pulsely results, Career Support was the area ODF scored the highest in, with Equal Opportunity and Work-Life Effectiveness the areas which need the most attention.

Additionally, Pulsely identified ODF's most at risk groups (defined as groups disproportionately impacted by inclusion challenges).

- LGBTQ+/Prefer not to Answer with no promotion
- Women with no promotion
- Women 40-44 years old
- Women of color
- Top management/senior-level women
- Women in the NW/Seed segment
- Management non-supervisory
- 36-39 years old

Pulsely had 4 key recommendations for ODF based off the results, as well as more detailed recommendations for each at risk group.

Key Recommendations:

1. *Equal Opportunity, a lower score at ODF, is impacting retention, engagement, and innovation for ODF; underrepresented groups had even lower scores on equal opportunity which suggests that ODF is not fully leveraging the potential these employees can bring to the workplace. Findings reveal that Women and LGBTQ+ employees who have not received promotions have lower scores on both Career Support and Equal Opportunity. While we expect higher performers to receive more development and advancement, it is unusual to see this level of statistical significance by demographic group. This finding suggests that unconscious bias is impacting career opportunities for these two groups and needs to be monitored.*

Where career opportunity is left to organic processes, inequity in career experiences may unintentionally develop. When opportunity is impacted by affinity bias and who you know more than by objective policies, the group that benefits is those that mirror dominant group characteristics. De-bias performance management and promotion processes to increase the equity of career development and advancement.

2. *Although it was an average score overall, Visible DEI Leadership is a key factor impacting Engagement, Retention, and Innovation of ODF employees. Create a sense of urgency to build more Visible DEI Leadership which reflects both whether employees see visible representation in leadership and encompasses how leaders' actions, priorities, and words are consistent with a culture of inclusion. Build D&I Championship among Leaders, an essential element for accelerating progress toward both Business and D&I goals. Employees are looking for indicators of equal opportunity signaled by greater diversity in executive leadership, more proportional rates of advancement, and leaders who demonstrate engagement to inclusion through words, actions, and priorities.*

3. *Leaders set the standard for what behavior is appropriate - either by their own behavior or whether they hold others accountable for inappropriate behavior. While Behavioral Accountability was an average score overall, it was a significant inclusion gap for many at-risk groups. Silence, in the face of misconduct, is implicit consent. To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable.*

4. *Work-Life Effectiveness is a significant challenge at ODF. Employees need to be able to speak up about the challenges they experience in the workplace, particularly around Work-Life conflicts. Foster regular discussions between employees and their managers to identify issues and discuss mutually beneficial solutions.*

All staff were invited to leave their thoughts on what the most important thing ODF could do to make the workplace more diverse and inclusive. Those comments were then categorized into themes. The top 6 themes ODF staff commented on were:

1. Diverse Hiring/Recruitment
2. Build Inclusive Culture
3. Listen to Employees
4. Visible DEI Leadership
5. Cultural/Diversity Training
6. Equal Opportunity

See additional results in Appendix C.

Training Programs

Providing ODF employees with training and development opportunities is central to maintaining and improving professional competencies. Accordingly, ODF invests in short-term and long-

term employee career growth and development and promotes educational opportunities that helps the agency better serve the dynamic and vibrant communities of Oregon.

Succession planning is a high priority at ODF. Succession planning is addressed consistently at all the agency's core training programs, is regularly a part of top management's communication with agency employees and is an important component of empowering its workforce. Diversity, succession management and retention are key aspects of this effort.

Employees are encouraged to utilize Workday to develop their career goals and enhance their employee profile.

Employees
Diversity is considered a core theme of all training at ODF. Diversity training is also an important part of our Agency Leadership Program (ALP), delivered once each biennium, when feasible. Due to the COVID-19 pandemic, ALP was paused briefly but returned in 2023. Diversity discussions are woven throughout ALP. Recent discussions have focused on generational diversity, gender issues, and communicating with diverse audiences.

Historically, ODF has not offered a structured training curriculum focused on diversity, equity, inclusion, and accessibility. This has become a priority goal for the next two years. The focus will be on creating a shared language and leveling the knowledge playing field with staff. This will help ensure DEI conversations are productive and staff have the information to help reduce harm. The trainings will be available on Workday and current staff will be given a specific amount of time to complete them (estimate one year), while new staff will be expected to complete them within six months of hire. The agency has established a Workforce Development Program within HR, and as the program is staffed it will work with the DEI Officer in creating and making available DEI learning content.

While subject to change, the proposed trainings are:
- Introduction to DEI
- Creating a Collective Language
- Unconscious Bias
- Microaggressions in the Workplace
- Antiracism Work in Oregon
- The Glass Ceiling
- Religion, Spirituality, and Beliefs
- LGBTQIA+ Inclusion
- Visible and Invisible Disabilities
- Environmental Justice

In November of 2022, the human resources office started a monthly DEI training focused on best practices for speaking about and to historically excluded communities. Examples of topics include Sovereign Nations, LGBTQIA+ Communities, People with Disabilities: Physical and Mental/Developmental, Immigrants, Houseless and Housing Insecure. It is important that ODF's HR team have the basic language to talk to and about historically excluded groups.

Volunteers
Volunteers represent a distinct part of ODF's mission, with the Tillamook State Forest and the Tillamook Forest Center (TFC) constituting the vast majority of ODF's volunteer opportunities. Although volunteers complete a volunteer application, gender, age, race, ethnicity and regional location demographics are not captured in the application. Volunteers are self-selected, and recruitment activities target volunteer areas of interest. Volunteers are tracked in Workday as contingent workers and are not part of ODF's direct recruitment pipeline. However, recruitment of camp hosts – for example – is widespread with advertisements in newspapers, job boards, Good Sam, AARP, etc. No formal education or training is provided to volunteers; however, any required training is completed during volunteer time.

Contractors/Vendors
Contracts include standard federal and state statutes and policies related to Affirmative Action and discrimination. No formal education or training is provided to vendors. According to the DAS Procurement Equity Disparity Study Data Dashboard, which provides data on contracts and procurements during the period between July 1, 2017 and June 30, 2022, ODF awarded 204 COBID certified contracts. Contracts indicated "COBID Certified" were awarded to vendors which actively held at least one certification type through the Office for Business Inclusion and Diversity (COBID) at any point during the study period. State COBID certifications include the Minority business Enterprise Program, the Women Business Enterprise Program, the Service-disabled Veteran Business Enterprise Program, the Emerging Small Business Enterprise Program, the Federal Disadvantaged Business Enterprise Program, and the Federal Airport Concessions Disadvantaged Business Enterprise Program.

Leadership Development/Training Program
ODF utilizes several leadership development programs targeted toward all employee levels. See Appendix D.

DEI Council
ODF's DEI Council voluntarily serves to assist the DEI Strategy Officer, provide feedback and employee perspective. They enable ODF to plan and implement the agency's DEI vision, value, and goal statements to create positive change across the entire agency. The State Forester is the standing sponsor for the council. The council consists of up to eight members. There are three standing members: DEI Strategy Officer as the Council Chair, the Human Resources Director (or Designee), and an additional executive team member. The remaining five members are selected from an application process and serve a 2-year term.

The purpose of the Council is to:
- Institutionalize DEI as a priority for the agency, our employees, and our leadership.
- Provide the institutional structure to integrate DEI priorities, trainings, initiatives, etc. into agency culture, policies, and practices.

- Serve as the vehicle for passionate, motivated and interested employees to implement change and help the agency achieve mission, vision and goals.
- Maintain a relevant and effective DEI Strategic Plan.
- Identify and solicit resources needed to implement the strategic plan.

20-Year Shared Stewardship Plan

In 2019, a Memorandum of Understanding on Shared Stewardship was signed by state and federal officials to document the commitment of the State and the United States Forest Service to work collaboratively to create a shared stewardship approach for implementing land management activities in the state of Oregon. Additionally in 2021, Senate Bill 762 (an act relating to wildfire and declaring an emergency) was signed into law. It directed ODF to design and implement a 20-year strategic plan, as described in the Shared Stewardship Agreement.

Overarching throughout this process is the commitment to diversity, equity, and inclusion in the 20- year Strategic Plan. This strategic plan will require an "all hands on deck" mentality from a broader and more diverse range of stakeholders. The department is specifically reaching out to stakeholders from historically excluded voices, such as the BIPOC (Black Indigenous People of Color) communities, LGBTQ+ communities, disability communities, those experiencing poverty, and those most at risk of the impacts of the climate crisis (the houseless population, migrant farmers). As the makeup of Oregon continues to change, the makeup of our stakeholders will reflect those changes.

The best way to make sure we are not continuing the status quo is to make sure we have new and fresh partners in this conversation. The outcome of this plan will impact all people in Oregon, so all voices should be heard.

See Appendix F for Oregon's Shared Stewardship Framework.

Carbon and Climate Change Assessment

In November of 2021, the Board of Forestry approved the Climate Change and Carbon Plan. The plan will position Oregon forestry as a regional leader in climate-smart forestry, including both climate-change mitigation and adaptation. The goals are to reduce greenhouse-gas emissions, increase carbon sequestration (i.e. storage of carbon in trees), and positively benefit climate- impacted and resource-dependent communities. Within that plan, ODF called out the impact's climate change has on traditionally underserved communities:

"The social and economic dimension of climate-smart forestry will require careful coordination and communication to ensure all voices are heard and incorporated. Natural resource dependent, disproportionally climate impacted, and traditionally underserved communities are important parts of Oregon's culture and economy and are at great risk from climate-change impacts. Ensuring they are included in planning and decision-making and are not left behind as the forest sector works to adjust and transition to a changing environment and landscape is key. The cultural significance of forests (wildland, community, and urban) and forest

products, timber and beyond, is highly important. Harvesting traditional foods, recreation, tourism, and wood fiber extraction from the state's forests all support a diverse set of communities including Tribes, natural resource-dependent jobs and people, and those at a disproportionate risk from the effects of climate change. People working to adapt to and mitigate climate change will need to heed these voices."

Uplift Peer-to-Peer Equity Network

In the fall of 2022, ODF was one of ten agencies within the State of Oregon to be selected to participate in Uplift Oregon's Peer-to-Peer Equity Network. Four employees from ODF were selected to participate, two management level and two non-management level. This was a year-long program, requiring roughly 80 hours of commitment from November 2022 to December 2023. Included in this was a national conference, Facing Race, which was the kickoff to the year.

The outcomes of this pilot project, if successful, should result in:
- A network of equity practitioners that serves as a continuing resource for the work of equity and inclusion
- Action plans for agency projects based on strong internal analysis for equity and inclusion across the participating agencies
- Research that yields case studies that can be used as a resource for future work
- A library of materials and resources that are vetted and accessible for all participants

Environmental Justice Council

ODF has been an active agency on what was formally the Environmental Justice Task Force, now the Environmental Justice Council (EJC), for several years. Through their position, they keep the EJC updated on DEI and justice issues happening in ODF and are able to come together with the other natural resource agencies in the State of Oregon to coordinate and break down silos. The DEI Strategy Officer serves as the ongoing ODF representative for the EJC, allowing for more focus and time to be dedicated to this important Council.

Community Engagement

The department engages with community-based organizations, private and public sectors, K-12 schools, higher education institutions and other organizations to model an inclusive environment. Forestry's commitment to community engagement encompasses short-term and long-term initiatives.

Career Fairs

ODF's Talent Acquisition Specialists attended a number of career fairs in 2022. One of the priorities for the year was attending career fairs at community colleges to widen the net of who the department is recruiting.

Career fairs attended in 2022:
- Klamath County Fair
- WorkSource Virtual Career Fair
- Oregon State Fair
- Southwestern Oregon Community College
- University of Oregon Career Fair
- Mt. Hood Community College
- Oregon State University Forestry Career Fair
- Oregon State University Virtual Career Fair

Veterans

ODF has prioritized making connections with various military installations, including the Portland Air National Guard Base and the Army National Guard Headquarters in Salem. In addition, ODF Talent Acquisition Specialists have participated in a veteran's job fair and continue to have an open dialogue with the Department of Veteran Affairs for transferrable veteran skills.

Adults in Custody

The agency has a close working relationship with the Department of Corrections where ODF trains and utilizes Adults in Custody (AICs) on various forest management and fire suppression activities. The AICs gain valuable work skills that they can then employ upon release. The Agency has hired several former AICs from the South Fork and Coffee Creek programs.

Tillamook Forest Center

The Tillamook Forest Center (TFC) provides a favorable setting for field trips, education and exposure of natural resources / forestry to the general public. The TFC sees a diverse audience of over 50,000 visitors per year (non-school groups). The center's focus on history of the Tillamook State Forest along with ODF practices connects visitors (including many families with young children) with Oregon's natural resources and forestry. Through exhibits, formal programs, and non-formal encounters with TFC staff, visitors make connections to ODF, the forest and natural resource management.

Due to constraints with Covid-19 and the historic national activities in 2020, a conscious effort occurred to begin implementing ODF's DEI Core Value in the REI (Recreation, Education, and Interpretation) program. The first step is to listen, learn, be open to understand the issue, and begin a dialogue. While these dialogues can be uncomfortable, they are crucially important in helping educators, field staff, and agency employees create inclusive spaces, better serve communities, and maintain excellent public service. The TFC team created a series of DEI social media posts focused on diversity in the outdoor industry and highlighting Native American Heritage Month for community engagement.

In an effort to continue community engagement, public programs were offered via Zoom platform. This approach provided an opportunity for those who are unable to visit the Tillamook Forest Center to connect with ODF. On average, 70% of participants had never visited the center. Close captioning was added to Facebook and YouTube videos.

Interpretation and Education staff are incorporating DEI into all trainings, lesson plans and general public presentations (e.g., micro-aggression awareness, use of gender-neutral pronouns, establishing a safe culture to monitor each other and help to address unconscious bias). Scholarships for underserved and minority communities have priority for forestry field trips.

TFC has extended invitations and waived fees for tribal partners to attend National Association for Interpretation (NAI) workshops and NAI Certified Interpretive Guide training. If their members are interested in in applying for our interpretation positions, they would meet the preferred qualification of holding a CIG certification.

Due to COVID-19 restrictions, the TFC is closed to the public but reopened in March, 2023. During the closure, TFC prioritized updates to exhibits, including highlighting not just the story of colonization of the area, but the long history of the Indigenous peoples who have lived on this land for millennia.

Keep Oregon Green

The department also partners with Keep Oregon Green (KOG) Association to conduct wildfire prevention education and outreach. KOG is located on the ODF Salem campus, and its mission is to promote healthy landscapes and safe communities by educating the public of everyone's shared responsibility to prevent human-caused wildfires. KOG delivers programs that encourage interface residents to work together in their local communities to be fire-adapted. This work also targets recreationists who travel to hunt, camp, bike and ride on public lands. KOG has a two-pronged approach: first, as a statewide marketing agent (e.g., TV, radio, billboards, road signs, and website), and second as a partner and resource provider for local fire districts and fire prevention cooperatives. KOG educates professionals and the public through community workshops, conferences, K-12 school programs, and a web-based prevention curriculum for youth.

Oregon State Fair

The department also participates in the Oregon State Fair at the ODF State Fair booth. During this high-profile event, employees engage with the public and share about the importance of Oregon's forests and the department's work of stewardship in forestry.

ODF plans to make a good-faith effort to engage in the aforementioned activities, as appropriate, available and feasible.

Roles for Implementation of Affirmative Action Plan

Below are the specific engagement and innovative Affirmative Action activities of the State Forester, the Leadership Team, managers and supervisors and the Affirmative Action Representative. The listed activities are from the period July 1, 2023, through June 30, 2025.

State Forester

The State Forester has committed the department to a policy of Equal Employment Opportunity and Affirmative Action and maintains an active interest in the attainment of the department's Affirmative Action goals and objectives. He has communicated the leader's intent and expectations for managers to support and embrace DEI in all aspects of our business. The State Forester is supportive of the development and implementation of the DEI Council and is a standing member.

In 2019, ODF established a diversity, equity and inclusion committee, the State Forester declared all topics related to diversity, equity and inclusion as high priority and communicated in the Leadership Team (LT) meetings that ODF's hiring practices will be refined to include the upline managers to review and approve all new hires prior to offers being made to ensure diversity efforts are being met. The department's LT provides a variety of senior functions that includes surfacing needs and issues for discussion and resolution, and providing input and discussion on policy, strategy and priority.

In 2018, the State Forester also provided leadership for updating the department's core values to include "Diversity, equity, and inclusion in all aspects of our business." The State Forester has supported the establishment of the DEI committee furthering this work to establish a DEI council to further efforts in the agency's equity culture.

Leadership Team and Managers and Supervisors

The Leadership Team includes the Executive Team, program directors, and district foresters. The Leadership Team, in addition to managers and supervisors, are responsible for full implementation of the Affirmative Action Plan, within their areas of responsibility.

Leadership Team (LT) meets every quarter in person and monthly via Teams. Additionally, the LT Planning Committee sets the agenda for the quarterly in-person meetings. The DEI Strategy Officer was appointed to both the LT Planning Committee and was temporarily appointed to LT for a two- year term. The purpose of this appointment was to help facilitate and guide the DEI conversations at LT meetings. At the end of the two years, LT will determine if the DEI Strategy Officer is still needed to help guide the DEI conversations.

Additionally, this inclusion is an opportunity for the DEI Strategy Officer to update LT on the Department's DEI and Affirmative Action goals and progress.

Affirmative Action Representative

The DEI Strategy Officer now serves as the department's Affirmative Action Representative and is responsible for the development and maintenance of ODF's AAP and for facilitating the education and understanding of the importance for meeting the AAP goals and objectives.

All Employees

All employees have a responsibility to implement and adhere to this plan within the context of the Department's *Working Guidelines*. All managers have a responsibility to manage their respective divisions, programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.

Leadership Evaluation Report

The Oregon Department of Forestry (ODF) embraces and values the State's initiatives to achieve affirmative action objectives across the statewide enterprise. In order to work toward meeting ORS 659A.012 requirements that agencies evaluate management personnel, and their effectiveness in achieving affirmative action objectives as a key consideration of their performance, ODF implemented a required Performance, Accountability, and Feedback (PAF) learning course for supervisory managers to complete as a requirement following movement into a supervisory management position.

Within the learning course, and associated resource documents on the PAF process requirements, managers are provided guidance to evaluate:

- if the employee is supporting and enabling employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age?
- does the employee seek out resources or assistance from subject matter experts for guidance on the topic?

ODF's expectation for managers conducting quarterly PAF check-ins is that they document the performance and goal topics addressed during PAF check-ins, including their efforts in supporting the State's affirmative action goals. However, the required PAF learning course and associated guidance documents for managers were only implemented as recently as February 26, 2024, in preparation for use in planning and conducting PAF check-ins created April 2024 for the January – March 2024 observation period. Qualitative evaluation of PAF check-ins can be conducted by managers, using the available Workday "HCM | Check-Ins Overall" report. The report provides columns containing text notes of topics addressed during a respective check-in. Managers are responsible for evaluating the content and quality of check-in documentation entered into Workday.

July 1, 2021 – June 30, 2023
Agency Statistics and Affirmative Action Data

Summary and Analysis

The Department of Forestry's workforce doubles in size annually when the agency hires seasonal wildland firefighting staff during the summer fire season. Our seasonal employees typically work from June to October each year. The total workforce during fire season is approximately 1,416 and includes all permanent, limited duration and seasonal employees. The following demographics are a reflection from data pulled from Workday on 11/28/22 and the demographic data gathered by the Pulsely DEI Survey.

The current agency demographics reflect:

Binary Gender*

*According to the DEI Survey, 2% of ODF employees identify outside the binary gender options of "male" and "female" found in Workday.

Female 29%
Male 71%

□ Female   □ Male

Generations

10.7% 0.0% 8.1%
35.9%
45.3

■ Generation Z (1997 - Current)   ■ Millennials (1981 - 1996)   ■ Generation X (1965 - 1980)
■ Baby Boomers (1947 - 1964)   ■ Traditionalists (1917 - 1946)

Race/Ethnicity

0% 2% 10% 0%
4%
6%
0%
2%
85%

□ American Indian or Alaska Native   □ Asian
□ Black or African American   □ Hispanic or Latino
□ I do not wish to answer.   □ Native Hawaiian or Other Pacific Islander
□ Two or More Races   □ White

Special Reports

Disability Reporting Workday*

99.3%

■ No Reported Disability

*It should be noted, Workday reports 99.3% of ODF's workforce does not report a disability. In contrast, 75% of the staff who took the DEI survey reported no disability. That is nearly a 25% difference in reporting. It is worth considering why there is such a vast difference in reporting disability status.

Disability Reporting Pulsely

■ Not disabled   ■ Neurodiversity
■ Chronic Illness/pain   ■ Multiple
■ Mental Health   ■ Hearing
■ Sight   ■ Mobility
■ Other

Bilingual English and Spanish

7%
93%
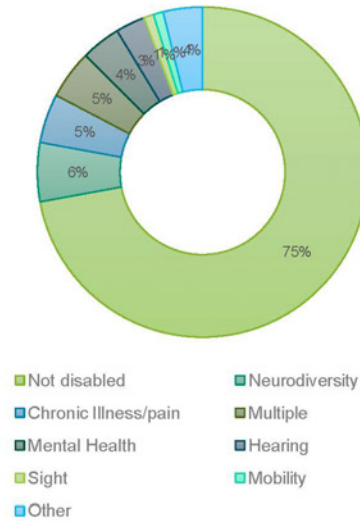
■ English ■ Bilingual

Noted, as this time, ODF does not have any designated bilingual positions. This means, currently, no employees in ODF are making the bilingual differential bargained by the unions representing staff.

LGBTQ+ Community

7%
4%
51%
38%
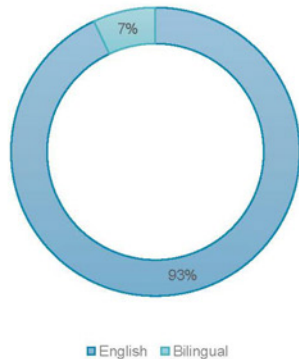
■ No   ■ No, but ally   ■ Yes, LGBTQ+   ■ Prefer not to say
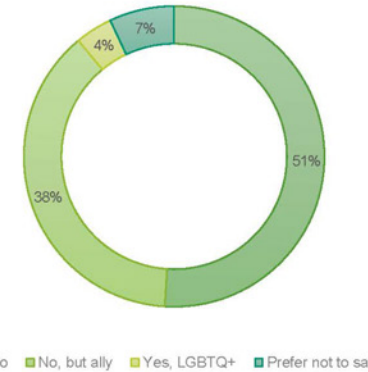
This data was gathered from the DEI Survey, as Workday does not collect data on LGBTQ+ identification. According to Pulsely, it is common to see a Prefer not to say % larger than the LGBTQ+% when the Ally group is less than the No group.

*Ally was defined in the survey as a personal supporter of LGBTQ+ colleagues.

Update from the 2021-2023 Affirmative Action Plan Goals
In previous action plans, ODF didn't have specific accountability measures in place, the goals were more generalized around increasing representation of protected classes in the largest job groups.

Goals for ODF's Affirmative Action Plan
Based off the results of the DEI assessment, several critical groups were identified for analysis and to focus our ongoing DEI efforts on. These critical groups will influence how the entire department performs.
- LGBTQ+/Prefer not to Answer with no promotion (5% of population)
- Women with no promotion (14% of population)
- Women 40-44 years old (6% of population)
- Women of color (5% of population)
- Top management/Sr level women (2% of population)
- NW/Seed women (7% of population)
- Management non-supervisory (6% of population)
- 36-39 years old (15% of population)

Strategies and Timelines for Achieving Goals
Problem Analysis and Action Plan
It is vital the department is able to prioritize actionable goals in the Affirmative Action Plan. While it can be tempting to "tackle everything at once," that can spread resources too thin and accomplish

less. The eight at risk groups can be categorized into four themes, which will have overlapping actionable items. Meaning, in tackling Women of Color, we will also support and improving Women 40-44, Top Management/Sr Level Women, and NW/Seed Women. In honor of utilizing data to show progress, ODF will be utilizing the results from the DEI assessment to help guide the next biennial. Based on the results from the survey and the recommendations from Pulsely, ODF will focus on the following groups: Groups with no promotions (LGBTQ+/ Prefer not to say & Women), Gender Intersection (Women 40-44, Women of Color, Top Management/Sr Level Women, NE/Seed Women), Job Level (Management non-supervisory), and Age (36-39 years old).

Additionally, the Governor's EO No. 22-11 laid out some specific expectations for State agencies. Over the next two years, ODF will focus on No. 22-11 #2-f (tracking and evaluating agency discrimination trends), #2-g (professional development), and #3 (evaluation of management). These will bring ODF closer in line with the EO and the State's DEI strategic plan.

The goal for the upcoming biennial will be to lay the foundation for future equity within the department. This will require process and policy changes from recruitment to promotion. When policy reflects an equitable workplace, culture will follow.

No Promotion
Between 14% and 19% of the population
Staff need to feel like they have a clear path of promotion and career growth. Additionally, ODF needs to invest in the future of the agency including a diverse and inclusive leadership team. Focusing specifically on the LGBTQ+ population and Women, ODF can invest in a diverse and inclusive future.

This group specifically is lagging behind in feeling like they have equal opportunity, career support, behavioral accountability, and visible DEI leadership.

2023-2025 Actions:
1. Require all management to take the Manager Training put on by HR. The purpose of this training is to equip managers to support their staff fairly and equitably.
2. Require all members of interview panels to complete the Interview Panel Training put on by HR. This has a focus on recognizing and overcoming bias in the interview and hiring process.
3. Develop a performance review system, including leadership training, which uses objective criteria, clear expectations, is evidence based, and constructive to ensure clarity in career pathways. Behavioral descriptions and competencies should be reviewed for bias.
4. Review promotions by "batches" and ensure proportional representation of underrepresented groups.
5. Establish Employee Resource Groups based off the Allies Safe Zone Program.

Gender Intersection
Between 6%-20% of the population
While in non-management positions, women make up 41% of the workforce, they only occupy 18% of top management/executive and senior level management. When you look even closer, only 2% of senior leadership are women of color.

This group is lagging behind in career support, belonging, behavioral accountability, equal opportunity, and visible DEI leadership.

2023-2025 Actions:
1. Develop a mentorship program to prioritize creating measurable change towards equitable outcomes utilizes key factors to create an effective formal mentoring program.
   a. an assessment for skills and development needs
   b. mentors and mentees matched based on skills/development needs
   c. well-defined roles and formal goals are created and tracked
   d. designated minimum time commitments
   e. process in place for monitoring the relationship and check-ins
   f. accountability for both mentor and mentee
   g. connected to business strategy and linked to career outcomes
2. Establish employee resource groups based off the Allies Safe Zone Program.
3. ODF will begin supporting management by providing experiential training to build skills and establish norms and guidelines that foster trust and honest dialogue.

Job Level
6% of the population
For an organization to have a clear and supported succession plan, it needs to invest in their future leaders. When lower levels of management feel burnt out, unsupported and like they are not being heard, they will leave the agency. Additionally, when managers feel burnt out, they are not able to do their best work - which impacts the rest of the agency. According to Gallup polls, among engaged employees, 30% are looking for new work or watching for openings, yet that goes up to 50% among non-engaged and 74% among actively disengaged employees.

This group is lagging behind in equal opportunity, work-life effectiveness, managing relationships, and visible DEI leadership.

2023-2025 Actions:
1. Leaders need to act as visible role models in utilizing the policies that support work-life effectiveness, to remove the stigma and create safety around creating healthy boundaries between work and home.
2. Empower employees to feel free to express themselves.

Age

15% of the population

Millennials (1981-1996) are the largest percentage of the ODF workforce, at 41.2%. Within that range, 36–39-year-olds are entering a specific phase of being a "sandwich generation." Many of them are starting to take care of aging parents while raising their own children. This causes additional stress on work-life effectiveness and when there are high demands in both – typically, something has to fall to the wayside. It is worth noting, millennials are leaving the state at the second-highest rate, after Generation Z. Between May 1, 2022 and October 21, 2022, 30% of employees who left ODF were categorized as millennials. That is as much as baby boomers and Generation X combined.

This group is lagging behind in work-life effectiveness, visible DEI leadership, belonging, and equal opportunity.

2023-2025 Actions:
1. Leaders need to act as visible role models in utilizing the policies that support work-life effectiveness, to remove the stigma and create safety around creating healthy boundaries between work and home: walk the talk.
2. Normalize vulnerability related to work.

Governor's Executive Order No. 22-11 #2-f

"Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan/Statement Affirmative Action Statements are prescribed for agencies with ten or fewer FTE."

2023-2025 Actions:
1. ODF will develop a system for tracking, evaluating, and measuring trends in discrimination and/or harassment claims. These will include formal complaints through HR and union representation, legal actions, and other relevant information. This system will be transparent and accessible to all staff and findings will be reported out.
2. ODF will collect data to establish a baseline which can allow appropriate goal setting for a reduction of claims.

Governor's Executive Order No. 22-11 #2-g

"Work to improve implementation of the agency's affirmative action plan using professional development, performance assessments, and/or performance evaluations."

2023-2025 Actions:
1. ODF will develop and implement a training metric for all staff to increase their professional development around DEI topics.
2. Performance evaluations will be standardized so they are clear, equitable, and measurable.

3. Expectations around evaluations will be clearly communicated to management and ODF will develop a system to ensure fair and equitable evaluations.
4. Any bias or discrimination found in patterns of evaluations will be identified and rectified.

Governor's Executive Order No. 22-11 #3

"Under ORS 6594.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance."

2023-2025 Actions:
1. A clear, equitable, and measurable evaluation for management will be developed. This will allow a clear understanding of the expectations of management around the Affirmative Action plan, and clearly identify the areas of strength and areas of growth.
2. This system will be clearly communicated to management as some of their expectations may change.

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2025-27 — Legislatively Adopted Budget

Appendix A:
Agency Organizational Chart

ODF Top-Line Organizational Chart
July 2024

OREGON BOARD OF FORESTRY

Cal Mukumoto
State Forester
Agency Head 4
Pos. #: 023322
MEAH 7854 SR43X

Human Resources
Shauneen Scott
HR Director
HR Manager 3
Pos #: 063383
MMS 7343 SR35X

Internal Audit
Vacant
Chief Audit Executive
Internal Auditor 3
Pos. #: 010030
MMN 5618 SR31

Legislative Affairs
Derrick Wheeler
Legislative Coordinator
Ops & Policy Analyst 4
Pos. #: 026276
MMN 0873 SR32

Executive Support Supervisor
Samantha Hoffman
Interim Supervising Executive Assistant
Pos. #: 058291
MESN 0833 SR26

Agency Administration
Wendy Heckman
Deputy Director, Agency Administration
Business Operations Administrator 2
Pos #: 002270
MESN 7081 SR40X

Mike Shaw
Deputy State Forester
Business Operations Administrator 2
Pos. #: 063381
MESN 7081 SR40X

Business Services Division
James Short
Business Services Chief/CFO
Business Operations Administrator 1
Pos. #: 026931
MMS 7082 SR38X

Business Services Division
Tara Sell
Business Services Deputy
Business Operations Mgr 3
Pos. #: 006046
MMS 7083 SR35X

Kyle Williams
Deputy Director, Fire Operations
Business Operations Administrator 2
Pos. #: 167368
MESN 7081 SR40X

Justin Hallett
Administration Division Chief
Business Operations Administrator 1
Pos #XXXXXX
MMN 7082 SR38X

Shared Stewardship
Nathan Beckman
Shared Stewardship Coord.
Operations & Policy Analyst 4
Pos. #: 132178
OAO 0873 SR32

Forest Resources Division
Josh Barnard
Division Chief
NRPSA 1
Pos #: 000151
MESN 7462 SR38X

State Forests Division
Mike Wilson
Division Chief
NRPSA 1
Pos #: 001522
MESN 7462 SR38X

Fire Protection Division
Chris Cline
Interim Division Chief
NRPSA 1
Pos #: 017981
MESN 7462 SR38X

Northwest Oregon Area
Don Everingham
Area Director
Area Forest Manager
Pos. #: 010541
MMS X8262 SR35F

Southern Oregon Area
Dave Larson
Area Director
Area Forest Manager
Pos. #: 009921
MMS X8262 SR35F

Eastern Oregon Area
Brian Pew
Area Director
Area Forest Manager
Pos. #: 009481
MMS X8262 SR35F

Equipment Pool
Brian Quigley
Business Ops Manager 2
Pos. #: 000823
MMS 7084 SR33X

Facilities Capital Management
Jeff McGowan
Interim Facilities Manager
Construction Project Manager 3
Pos. #: 017690
MMS 3269 SR33X

Information Technology
Brent Grimsrud
Chief Information Officer
Chief Information Manager 2
Pos. #: 035170
MMS 7444 SR33X

Public Affairs
Joy Krawczyk
Public Affairs Director
Comm Manager 2
Pos. #: 063384
MMS 7664 SR33X

Resource Planning Office
John Tokarczyk
Manager (WOC)
Natural Resource Spec. 4
Pos. #: 025660
OAO 8504 SR30

Administrative Rules/Agency Policy/Coop
Sabrina Perez
Ops & Policy Analyst 4
Pos. #: 132185
MMN 0873 SR32

Tribal Affairs
Deanna Grimstead
Deputy Tribal Liaison
Ops & Policy Analyst 3
Pos. #: 132284
OAO 0872 SR30

Safety and Risk Management
Vacant
Safety and Wellness Consultant
Safety Specialist 2
Pos. #: 010910
MMC X1346 SR 27

Safety and Risk Management
Eric Pineda
Safety and Wellness Coordinator
Safety Specialist 1
Pos. #: 132276
MMN X1345 SR 23

Chrystal Bader
Executive Support
Exec. Support Specialist 2
Pos. #: 024631
OAO 0119 SR20

Amanda Pyle
Interim Executive Support
Exec. Support Specialist 2
Pos. #: 028636
OAO 0119 SR20

FPA and Monitoring
Kyle Abraham
Deputy Chief
NRPSM 2
Pos. #: 010954
MMS 7464 SR33X

All Lands
Mike Kroon
Deputy Chief
NRPSM 2
Pos. #: 033884
MMS 7464 SR33X

Nick Palazzotto
Deputy Chief
NRPSM 2
Pos. #: 010954
MMS 7464 SR33X

Operations
Ron Graham
Deputy Chief of Fire Protection
WFP Mgr 2
Pos. #: 040688
MMS 7844 SR33X

Policy and Planning
Tim Holschbach
Deputy Chief
NRPSM2
Pos. #: 132161
MMS 7464 SR33X

Emily Sorce
Executive Support
Exec. Support Specialist 2
Pos. # 036323
OAO 0119 SR20

Astoria District
Dan Goody
District Forester
District Forest Manager
Pos. #: 000338
MMS 8261 SR33F

Forest Grove District
Mike Cafferata
District Forester
District Forest Manager
Pos. #: 013970
MMS 8261 SR33F

North Cascade District
Steve Wilson
District Forester
District Forest Manager
Pos. #: 002871
MMS 8261 SR33F

Tillamook District
Kate Skinner
District Forester
District Forest Manager
Pos. #: 017143
MMS 8261 SR33F

West Oregon District
Michael Curran
District Forester
District Forest Manager
Pos. #: 014228
MMS 8261 SR33F

REI
Laura Fredrickson
Recreation, Education & Interpretation Prog. Mgr.
NRPSM2
Pos. #: 0109110
MMS C7008 SR33X

State Forests Operations
Vacant
State Forests Ops Manager
NRPSM2
Pos. #: 1106574
MMS C7008 SR33X

South Cascade District
Craig Pettinger
Acting District Forester
District Forest Manager
Pos. #: 036205
MMS 8261 SR33F

SW Oregon District
Dave Larson
Acting District Forester
District Forest Manager
Pos. #: 007023
MMS 8261 SR33F

Western Lane District
Ole Buch
District Forester
District Forest Manager
Pos. #: 000676
MMS 8261 SR33F

Coos Forest Protective Association
Tyler McCarty
District Supervisor
District Forest Manager
N/A
MMS 8261 SR33F

Douglas Forest Protective Association
Pat Skrip
District Supervisor
District Forest Manager
N/A
MMS 8261 SR33F

Central Oregon District
Rob Pentzer
District Forester
District Forest Manager
Pos. #: 009024
MMS 8261 SR33F

Klamath-Lake District
Teresa Williams
District Forester
District Forest Manager
Pos. #: 013250
MMS 8261 SR33F

NE Oregon District
Matt Howard
District Forester
District Forest Manager
Pos. #: 013944
MMS 8261 SR33F

Walker Forest Protective Association
R.D. Buell
District Supervisor
District Forest Manager
N/A
MMS 8261 SR33F

Appendix B:
Recruitment and Hiring Process

Recruitment and hiring process is currently being assessed to support a more equitable and inclusive process.

Hiring Manager
- Completes approval to fill (ATF) form
- Send all supporting documents to Position Manager
- Sends to budget for approval of funding
- If approved, sends to Class and Comp

Class and Comp
- Review of position classification
- Send to recruiter

Recruiter
- Review job again
- Talk to hiring manager about:
- Skills needs
- Position needs
- Outreach needs
- Posting timeline (Min of 10 days, typically 14)

Recruiter
- Posts job on Workday
- Outreach depends on job kind (finance, forestry, etc.)
- Job closes after allotted time
- Reviews applicants for veterans' preference
- Sends required applicants to hiring manager
- Includes scoring matrix options & Interview Panel Member Agreement

Hiring Manager
- Determines if interviews will be in person, virtual, or using Vid-cruiter
- Creates interview panel
- All panel members must complete a mandatory training
- Manager selects interview questions
- Required to include a DEI question
- Completes 1-2 rounds of interviews
- Selects candidate

Class and Comp
- Completes Pay Equity Analysis
- Template letter sent in Workday

Recruiters
- Drivers License check
- If needed, background check
- Fill out approval to appoint and move to processing

Human Resources Program

Interview Panel Member Agreement

PANEL MEMBER NAME	
FOR THE SELECTION OF (classification or position)	
INTERVIEW DATES	

Upon accepting this assignment, you are expected to keep all information gained during the process **confidential**. As a panel member, you are not to search the social media sites or perform outside research on the candidates. To ensure the integrity of the interview and selection process, we are asking potential panel members to evaluate their professional and personal relationships with the candidates. If those relationships influence your objectivity in the process, we ask that you withdraw from the panel. If you have questions about your involvement in the interview process, please contact your Talent Acquisition Partner.

Attached is a list of the candidates.

I have reviewed the list of candidates and have elected below:

☐ Yes, I am able to participate on the panel as scheduled above. I agree to the terms and conditions of the assignment and understand I am to keep the process and candidates confidential.

☐ **(For ODF employees)**: I have completed DAS interview panel training within the year-to-date of the interview dates scheduled on this form, above. (Link to training: Workday)

☐ **(For external panel members)**: I acknowledge that I have been provided the External Panel Member Guidance Document and have been informed of my responsibilities as a panel member by the hiring manager.

_____   _____
Signature of Panelist   Date

☐ Sorry, based on my professional and personal relationship with one or more of the candidates, I am unable to participate on the panel as scheduled above. I agree to keep all names that are interviewing for this position confidential, and I will not share any information regarding the candidates.

_____   _____
Signature of Panelist   Date

Please return this form to _____ no later than **three days** prior to the interviews so the panel membership can be finalized.

NOTE: This document is an official document and must be retained with all other documents related to the recruitment and selection process.

REQ Number: _____ Hiring Manager: _____

Appendix C:
DEI Survey Results

At Risk groups of focus.

Degree of Gap:
■ Small ■ Medium ■ Large ■ Very Large

	Grade	At Risk Groups	% of Pop.	Inclusion Gaps	Performance Indicators Impacted	Prioritized Actions
No Promotion	D	LGBTQ+/PNTS with No Promotion	5%	■ Equal Opportunity ■ Career Support ■ Visible DEI Leadership ■ Behavioral Accountab.	■ Innovation ■ Engagement ■ Retention	Build objective selection criteria, fairness in job progression, and reduce favoritism to minimize affinity bias. Monitor the patterns of outcomes from performance appraisals and promotion decisions by demographic group to assess the equity of and fairness of career opportunity.
No Promotion	C-	Women with No Promotion	14%	■ Equal Opportunity ■ Career Support ■ Behavioral Accountab. ■ Visible DEI Leadership	■ Engagement ■ Innovation ■ Retention	
Gender Intersection	D	Women with 40-44 years old	6%	■ Career Support ■ Belonging ■ Behavioral Accountab. ■ Equal Opportunity	■ Engagement ■ Innovation ■ Retention	Provide more intentional focus on capability-building of experienced women, clear career path guidance, and programs with structured career supports.
Gender Intersection	C-	Women of Color	5%	■ Behavioral Accountab. ■ Career Support ■ Belonging ■ Visible DEI Leadership	■ Innovation ■ Retention ■ Engagement	To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable. Encourage constructive dialogue about differences and a culture where those from the dominant groups can speak up to hold each other accountable for non-inclusive comments, "jokes", and behavior.
Gender Intersection	C-	Top Management/ Sr Level Women	2%	■ Behavioral Accountab. ■ Belonging ■ Career Support ■ Visible DEI Leadership	■ Engagement ■ Innovation ■ Retention	
Gender Intersection	D	NW/Seed Women	7%	■ Behavioral Accountab. ■ Belonging ■ Equal Opportunity ■ Visible DEI Leadership	■ Engagement ■ Innovation ■ Retention	
Job Level	D	Management non-supervisory	6%	■ Equal Opportunity ■ Work-life Effectiveness ■ Manag. Relationships ■ Visible DEI Leadership	■ Retention ■ Innovation	Build mentoring and sponsorship programs to support career growth of high potentials.
Age	C-	36-39 years old	15%	■ Work-life Effectiveness ■ Visible DEI Leadership ■ Belonging ■ Equal Opportunity	■ Retention ■ Innovation ■ Engagement	Promote more effective work-life utilization, role modeled by leaders so that employees are not stressed trying to conform to work patterns that aren't sustainable for them.

Appendix D:
Oregon Department of Forestry
External Leadership Development Program Matrix

Oregon Department of Forestry
External Leadership Development Program Matrix

Program	What	Who	Prerequisite	Where	When	Commitment	Contact
For Aspiring Leaders							
ASCENT Aspiring Leadership Program	A statewide leadership development program aimed at developing leadership skills that are necessary to stimulate, refine and transform our workplace.	Individual contributors (non-supervisory) & aspiring leaders.	Non-supervisory staff, leadership aspirations, program alignment & Supervisor approval.	Chemeketa Community College, Salem, OR.	Apply by September 30th at 5 pm. Biennial program and dates may vary.	$3,600. Two-day sessions from November through July. 10-20 hours of work outside of class per month.	Paul Egbert, ASCENT Consultant at 971-707-1131, and Paul.EGBERT@ oregon.gov.
Willamette University Certificate in Public Management (CPM)	A series of leadership modules for developing skills to act boldly and ethically in response to a constantly changing public environment.	Aspiring leaders/ current managers in public service.	Public Employee & Supervisor approval.	Willamette University, Salem, OR.	Register 6-8 weeks prior to monthly modules offered. Year round program.	$359 per 20 hour module (considered one of eight modules). At least one module (total of 8 modules; all 8 = CPM). Modules taught on a monthly basis of 2 ½ days.	Sue Wilson at 503-370-6791 and http://www.willamette.edu/cpm
For Aspiring Managers							
Pacific Program (Luke Center)	A program focused on cultivating leadership skills for solving difficult interagency and community problems.	Current executives and managers.	Management Service/ Leadership Interests.	Location may vary.	Apply no later than July 1st. Annual Program.	$2100 (meals and all materials); Lodging is $98 per night plus tax. Six days plus graduation.	The Luke Center 503-302-0336, or visit https://www.thelukecenter.org/
ASCENT Managers' Leadership Program	A statewide leadership development program aimed at developing leadership skills that are necessary to stimulate, refine and transform our workplace.	Managers and Supervisors.	Management service & Supervisor approval.	Chemeketa Community College, Salem, OR.	Apply by September 30th at 5 pm. Biennial program and dates may vary.	$3,600. Two-day sessions from November through July. 10-20 hours of work outside of class per month.	Paul Egbert, ASCENT Consultant at 971-707-1131, and Paul.EGBERT@ oregon.gov.
For Aspiring Executives							
Leadership Oregon	A statewide leadership development program led by the Department of Administrative Services for developing executive leadership strength in Oregon State government.	Executive leaders.	Management Service/ Salary level 30 for larger agencies.	Salem, OR.	Apply no later than November 15. Annual program. 2 days a month.	$3000. Two-day sessions each month for one calendar year.	Lucy Gardner, Program Coordinator at 503-378-3205, or visit http://www.oregon.gov/das/HR/Pages/LO.aspx
PSU Executive Seminar	A program for natural resource (NR) professionals for developing skills for evaluating social/ economic/ political values in NR policy development.	Executive leaders & Middle & Senior-level managers.	Management Service/ Leadership Interests.	Portland State University. Case study locations in various Western US locations.	Apply no later than October 7th. Annual program.	$7,205 (or $2,735 per case) plus travel, lodging and meals. Three case studies, one Cap Stone course, out of state travel required.	Jennifer Everett at 503-725-8259, or visit https://www.pdx.edu/cps/executive-seminar-program-for-natural-resources-0
PSU Certificate in Tribal Relations	A program for various organizations (e.g., local, state, and federal government agencies) that work regularly with tribal nations and native communities. To foster understanding of tribal perspectives, improve participant-tribal relationships, and increase effectiveness when working in Indian Country.	Executive leaders & Middle & Senior-level managers.	Management Service/ Leadership Interests.	Portland State University. Case study locations vary.	Apply no later than September 15. Program from October – August.	$8,500. Seven in-class sessions, plus three field trips.	Josh Metzler (Program Coordinator) 503 – 725 - 5190, or visit https://www.pdx.edu/tribal-gov/certificate

Note. The "External Leadership Development Program Matrix" reflects ET sponsored programs. Revised: 11/20/2018.

Appendix E:
Affirmative Action Policies

State Policy Documentation
As per the Oregon State Governor's Affirmative Action Office, please select the following hyperlinks to view "State Policy Documentation."
- ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)
- Discrimination and Harassment Free Workplace (Statewide Policy 50.010.01)
- Veterans Preference in Employment (Statewide Policy 40-055-03)
- Equal Opportunity and Affirmative Action Rule (105-040-0001)
- Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion
- Governor's Executive Order 22-11: Relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion

Federal Policy Documentation
As per the Oregon State Governor's Affirmative Action Office, please select the following hyperlinks to view "Federal Documentation."
https://www.ftc.gov/site-information/no-fear-act/protections-against-discrimination
https://www.eeoc.gov/genetic-information-discrimination

- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2009 (GINA)
- National Origin Discrimination Title VII of the Civil Rights Act of 1964
- Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- Religious Discrimination Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- Sexual Harassment Title VII of the Civil Rights Act of 1964

Agency Documentation in Support of Affirmative Action Plan
Please select the following hyperlink to view "Agency Documentation in Support of Affirmative Action Plan."
https://www.oregon.gov/ODF/Pages/Reports.aspx
- Executive Order 11246 (OFCCP regulations)

Appendix F:
Oregon's Shared Stewardship Framework
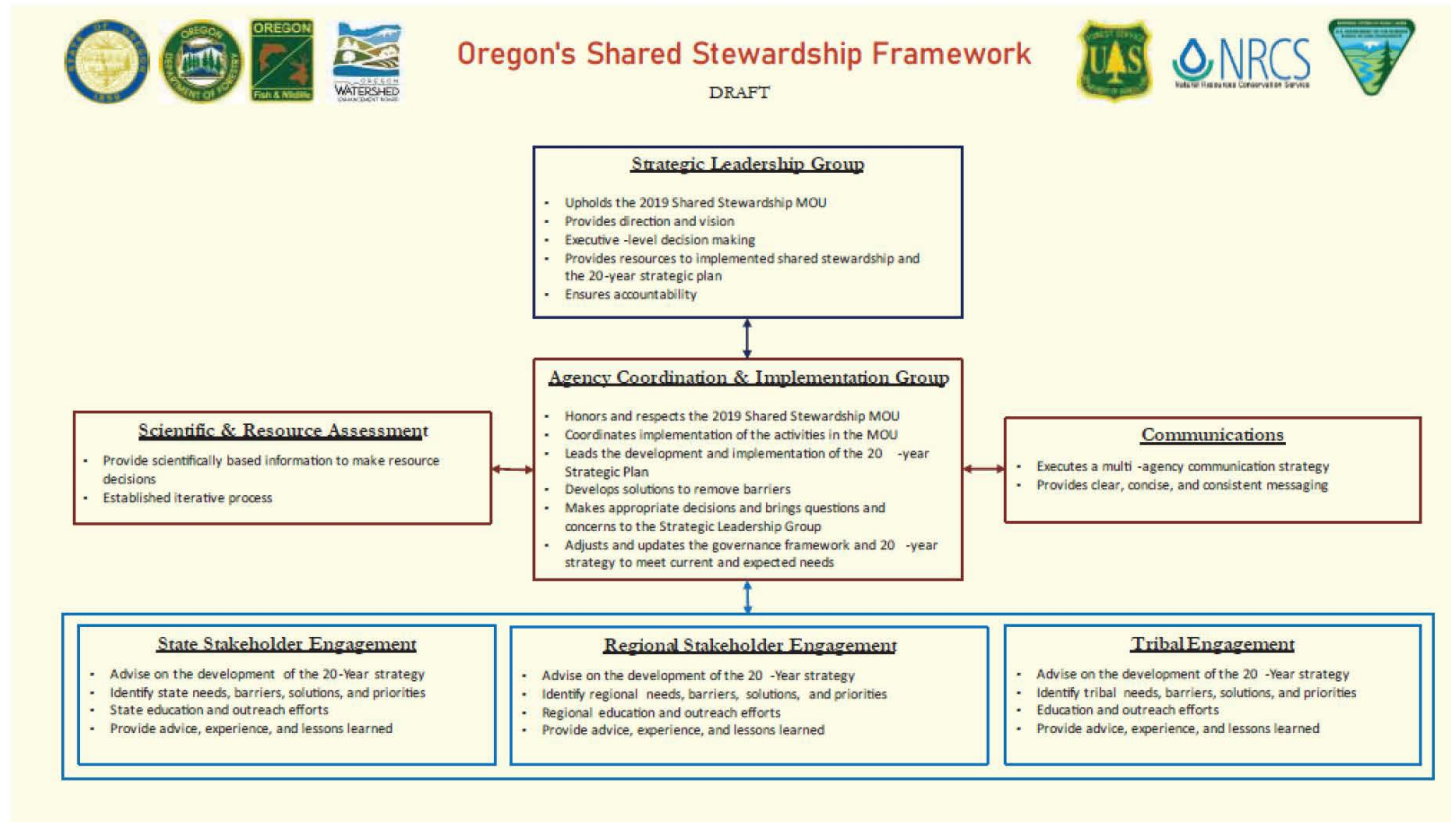
Affirmative Action Report 2024 Updates

Affirmative Action Report

The Department of Forestry continues to work toward the goals laid out in the 2023-2025 Affirmative Action Plan. The report provides a summary of significant changes that have occurred over the last two years, and overview of the activities that are making a major contribution towards our goals, and overview of areas that will see additional emphasis in the 2025-2027 biennium. The multi-pronged approach highlighted below is guiding ODF towards its goals of further diversifying its work force.

Significant Changes

The professional job group is the largest permanent job group in the Department with approximately 30 percent of the permanent workforce in this category. This is a critical job group not only because of its size, but because it provides the technical know-how of ODF and it is a substantial source of qualified candidates for the middle and upper management (A01, A02) job group:

- The percentage of woman in this job group increased from 23 percent to 25.8 in the last biennium. The increase in percentage of women is significant when the considering the overall increase for the total workforce from the pervious biennium. While this job group till remains under parity, ODF will continues working towards achieving parity in the job group.
- The percentage of people of color increases slightly from 8 percent to 8.3 percent. ODF will continue working to increase this number in all classifications job group.
- The Department continues to increase recruitment outreach in an effort to increase both the number of women, people of color, and persons with disabilities in the organization.

Agency Program and Goals

The following activities play a major role in moving the Department towards its affirmative action goals as well as building a foundation for future efforts to diversify the workforce.

1. The Department's Diversity initiative in aimed at: (a) creating an inclusive work environment., (b) encouraging each employee to reach their full potential and (n c) establishing ODF as an "Employer of Choice." Accomplishment of the diversity efforts in conjunction with a strong recruiting and succession plan effort will provide the impetus for continued diversification of the Department's work force. High priority items implemented to date include:
   - Recently hired a Diversity, Equity, and Inclusion Strategy Officer and Talent Acquisition Partners to focus on recruitment, and workforce development.
   - Implemented the peer-to-peer support team by partnering and training with Responder Life.

- ALP has returned.
- Implementation of Covey's 7 Habits Plus training for all agency employees as the ODF corporate culture course. Although this was put on hold due to cost containment it is forecasted to resume for the next biennium.
- Managers discussing, supporting and completing Individual Learning Plans for all employees during the annual performance appraisal process.
- Update and maintenance of the Human Resources website.
- Implementation of professional workplace training (e.g.,prevention sexual harassment) for all Department employees. 100% agency completed DAS discrimination/harassment training in Workday in 2019.
- Incorporate the Department's Working Guidelines into all ODF-specific training.
- Diversity awareness topics built into the agendas of Leadership Team meetings and the Agency Leadership Program.
- Maintaining ODF DEI Council to support agency training and reviewing policy changes to create more inclusive work practices.
- Encourage all employees to attend agency sponsored forums (e.g., Diversity & Inclusion Conference).
- Active members of Partners in Diversity and outreach efforts
- Updated Workday implementation

2. A longer-term approach for developing future interest in employment is of critical relevance in Forestry. Exposure to natural resources as a potential career needs to be addressed at the K-12 grades in Oregon. ODF has developed several options that will help increase exposure of urban students to natural resource issues and potentially to natural resource careers.
   - ODF's education program in Northwest Oregon provides teachers with forestry education materials and strategies for the primary grades and middle school levels. The Education & Interpretation Coordinator has also worked with the Tillamook and Portland school districts to provide forestry education materials, curriculum, and field experience to students.
   - The Tillamook Forest Center (TFC) provides a suitable setting for field trips and exposure to natural resources for the general public. Forestry's TFC collaboration with the Oregon Forest Resources Institute (OFRI) has also made funds available to assist with transportation costs for forestry related fieldtrips for students in urban areas.
   - Field offices throughout Oregon conduct fire prevention programs, support outdoor school activities, and natural resource curriculums for various grade levels. For example, the Department has dedicated time to classroom presentations, field trips, mentoring, informational interviews, career fairs and job shadows to students from elementary school through four universities. Of, note, ODF has participated for the past two years in the Governor's

Camp Out, serving minority populations by helping provide outdoor experiences.

- The Department's Talent Acquisition Partners and Recruitment Specialist coordinate ODF efforts to provide students with informational interviews, job shadows, and student internships.

3. The Department Talent Acquisition Partners and recruiters, as well as other personnel, have developed and continued to make contact with a wide variety of organizations serving people of color and the educational community. These efforts focus on how to integrate outreach and educational efforts with ongoing efforts of these organizations. ODF's recruiters have attended diversity conferences and events when offered.

4. The Department of Forestry has a current Government-to-Government representative working with the tribal governments. Currently, we are working on establishing a strong presence which will include a dedicated tribal liaison.

Additional Emphasis in 2025-2027 Biennium:

Additional emphasis during the 2025-2027 Biennium will include:

1. Hire a tribal liaison to work directly with the nine federally recognized tribes in Oregon.

2. Implement high-priority Affirmative Action items identified by ODF's Leadership Team via meeting and agency-wide workshops. High-priority items will be documented on the Department's formal Affirmative Action Plan will be documented on the Department's formal Affirmative Action Plan.

3. Develop and implement Cross Cultural/Diversity Training for all agency employees

4. Improve diversity information and resources on the ODFhub DEI webpage.

5. Additional training for supervision managers, including Equal Employment Opportunity laws, and leadership skills.

6. Continue to promote and strengthen Government-to-Government relations.

7. Continue to partner with K-12 institutions, colleges and universities, in addition to encouraging ODF district offices to participate as business partners with local school districts.

8. Continue to build relationships with organizations representing people of color and organizations representing women.

9. Continue emphasis on all employees developing Individual Learning Plans during the annual performance appraisal process.

10. Continue to emphasis the Department's Working Guidelines at all levels of the organization.

11. Continue to provide employees with policy updates and trainings annually on discrimination and harassment (Including sexual harassment), preventions sexual harassment, maintaining a professional workplace, etc.

12. Continue to communicate opportunities for a potential career in natural resources to our customers, the public, students and School-To-Work counselors.

13. Continued to target outreach to protected clas individuals into the natural resources field through high schools, colleges, universities, publications, websites, associations, etc.

14. Continue to participate in diverse and multi-faceted job fairs.

Over the last biennium, ODF has been faced with many challenges that have limited our progress in some areas. Starting in 2019, the agency had experienced financial difficulties resulting in agency-wide cost containment implementation starting in October 2019 that did eliminate non-critical expenditures across business areas. Additional, the current fire season has limited the agency's progress.

Maximum Supervisory Ratio Report

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, (_Oregon Department of Forestry_) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2023-2025 biennium.

Supervisory Ratio for the last quarter of 2023-2025 biennium

The agency actual supervisory ratio as of _2/27/25_ is   1: _7_
           (Date)   (Enter ratio from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using the following calculation;

188	=	161	+	27	- (	1	)
(Total supervisors)		(Employee in a supervisory role)		(Vacancies that if filled would perform a supervisory role)		(Agency head)	

1302	=	1027	+	275
(Total non-supervisors)		(Employee in a non-supervisory role)		(Vacancies that if filled would perform a non- supervisory role)

The agency has a current actual supervisory ratio of-

1:7	=	1302	/	188
(Actual span of control)		(Total non - Supervisors)		(Total Supervisors)

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.

← Narrow Span		Wide Span →
High	RISK TO PUBLIC/EMPLOYEE SAFETY	Low
Dispersed	GEOGRAPHIC LOCATION(s) OF SUBORDINATES	Assembled
Complex	COMPLEXITY OF DUTIES/MISSION	Not complex
Low	BEST PRACTICES/INDUSTRY STANDARDS	High
Small	AGENCY SIZE/HOURS OF OPERATION	Large
Many	NON AGENCY STAFF/TEMPORARY EMPLOYEES	Few
High	FINANCIAL RESPONSIBILITY	Low
← More Supervisors		Fewer Supervisors →

Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The Oregon Department of Forestry is the state's largest fire department. The Department's highest priority work is wildfire emergency response, along with related work in fire prevention, education, suppression, investigation, finance, etc.

The National Standard for acceptable span of control for fire organizations is a 1:5 ratio; the number of accidents, injuries, and fatalities begin to occur at an alarming rate when the span of control exceeds that ratio in fires and other emergencies."

Embedded in emergency response are specific disciplines characterized as high risk, such as aviation management, that require a manager to be focused on a singular aspect of emergency response.

The remainder of the Department's business functions are integrated into the emergency response model under a "militia" concept, where all personnel respond to emergency needs either directly, in support roles, or prioritization of staffing for critical core business needs.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The Department of Forestry is geographically dispersed in 11 district offices with offices strategically located throughout the state, with additional guard stations located remotely to best meet the operational needs and mission of the organization. Some guard stations are up to 100 miles or more from the next closest District or Unit office.

ODF's geographic disbursement crosses with the Department's mission complexity in Districts where ODF is both a regulatory entity under the Forest Practices Act, and a land manager, where additional management lines are necessary to distance work processes from conflicts of interest.

Due to our unique structure, remote locations, large seasonal workforce and critical public safety and resource protection mission, further reduction of supervisory positions would compromise the safety of our employees and the effectiveness of our operations to protect the citizens and property of Oregon.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Regarding the Department's fire mission alone, in addition to the approximately 847 permanent employees, the Department has approximately 599 seasonal employees responsible for supporting the Department's fire suppression mission. Utilizing 445 positions as five-month seasonal positions saves the state and landowners a significant amount of money as most of these employees are not working when fire activity is not anticipated statewide.

In addition to our seasonal workforce, the Department has established multiple agreements with local contract crews, the U.S. Forest Service, the federal Bureau of Land Management, other states using interstate compacts, and with Canadian provinces to become part of the Department's fire response statewide, as needed.

Over the last fifteen years on average approximately 10,874 additional contract personnel were utilized annually through crew agreements statewide. In addition, the Department has the ability to hire individual highly qualified fire management personnel through interagency resource ordering (IROC). On an annual basis, ODF has brought on an average of approximately 110 additional personnel to augment the Department's fire leadership capacity statewide. For safety and span of control reasons, there is a significant supervisory workload associated with adding these additional personnel, including orientation, scheduling, timekeeping, evaluating logistical support, and payment. We believe that any supervisory-to-non-supervisory ratio calculation must also recognize the totality of personnel we bring into our organization every fire season as seasonals and through agreements and contracts.

ODF's geographic disbursement crosses with the Department's mission complexity in Districts where ODF is both a regulatory entity under the Forest Practices Act, and a land manager, where additional management lines are necessary to distance work processes from conflicts of interest.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

National Standard for acceptable span of control for fire organizations is set at "a 1 to 5 ratio was necessary; the number of accidents, injuries, and fatalities begin to occur at an alarming rate when the span of control exceeds that ration in fires and other emergencies."

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Special Reports

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

> Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-
>
> Size: Over the last fifteen years on average approximately 10,874 additional contract personnel were added annually through crew agreements statewide. In addition, the Department has the ability to hire individual highly qualified fire management personnel through IROC.
>
> Hours: Additionally, firefighting is a twenty-four hour, seven days a week commitment for any fire organization. Unique for the Department, is the need to meet our work rest and rotation policies when employees work a fourteen-day standard assignment and/or 21 continuous days during fire emergencies. This requires having an adequate number of supervisors in place to ensure fires are managed while employees and managers are rotated through their rest periods.
>
> Again, we believe that any supervisory- to non-supervisory ratio calculation must also recognize the totality of personnel through agreements and contracts.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

> Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-
>
> In additional to the approximately 847 permanent employees, the Department has approximately 599 seasonal employees responsible for supporting the Department's fire suppression mission. Utilizing positions as five-month seasonal positions saves the state and landowners a significant amount of money as most of these employees are not working when fire activity is not anticipated statewide.
>
> In addition to our seasonal workforce, the Department has established multiple agreements with local contract crews, the U.S. Forest Service, the federal Bureau of Land Management, with other states using interstate compacts, and with Canadian provinces to become part of the Department's fie response statewide, as needed. Over the last fifteen years on average approximately 10,874 additional contract personnel were added annually through crew agreements statewide. In addition, the Department has the ability to hire individual highly qualified fire management personnel through IROC. On an annual basis over several years ODF has had multiple IMT deployments which required the establishment of a "Statewide Support Team" in order to support the multiple large fire incidents. Many of those hired were partner state agency or partner state employees who had specific fire qualifications. These hires were in addition to ODF's permanent and seasonal personnel. For safety and span of control reasons, there is a significant supervisory workload associated with adding these additional personnel, including orientation, scheduling, timekeeping, evaluating logistical support, and payment.
>
> We believe that any supervisory-to-non-supervisory ratio calculation must also recognize the totality of personnel we bring into our organization every fire season as seasonals and through agreements and contracts.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

> Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-
>
> N/A

Based upon the factors described above the agency proposes a Maximum Supervisory Ratio of 1: 7 .

Unions Requiring Notification_____

Date unions notified_____

Submitted by: _____ Date:_____

Signature Line _____ Date _____

Signature Line _____ Date _____

Signature Line _____ Date _____

Signature Line _____ Date _____

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