Oregon Board of Forestry – Public Meeting, Community Social, and Field Tour  
Wednesday, April 27 and 28, 2022

April 27, Wednesday – Virtual Public Meeting 10 a.m. – 4 p.m.
The Board will meet for their regular public business meeting at the Open Space Event Studios – 220 NE Lafayette Ave, Bend, OR 97701

April 27, Wednesday – Community Social 5:30 p.m. – 7 p.m.
The Board will meet informally with community leaders and members of the public at the OSU Cascade Campus – 1500 SW Chandler Ave, Bend, OR 97702 - Edward J. Ray Hall Atrium

April 28, Thursday – Field Tour: Focus on Living with Fire. 9 a.m. – 4 p.m.
Board tour of fire-resilient communities, mitigation treatment sites, and examples of post-fire recovery. The itinerary will be posted a week leading to the tour date. Members of the public wishing to join the tour are asked to bring their lunch and provide their own transportation.

The Board of Forestry will hold its April meeting virtually to allow interested persons to view the meeting and participate without having to travel. The meeting will be streamed live on the department’s YouTube channel, with an opportunity for the public to provide live testimony during the meeting. Field tour presentations and subsequent discussions will be recorded and posted on the department’s YouTube page following the tour. Written testimony may be submitted, before or up to two weeks after the meeting day to boardofforestry@odf.oregon.gov, please include the agenda item number or topic header with the submission.

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

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

Consent Agenda

| 10:00 – 10:01 | A. August 24, 2021, Board of Forestry Special Meeting Minutes ..................................................Acting State Forester  
| B. Financial Dashboard Report – March 2022 .................................................................Bill Herber  
| C. 2022 Board Governance Performance Self-Evaluation .......................................................Sabrina Perez  
| D. Annual Report on Tribal Working Relationships and Activities .....................................Kyle Abraham  
| E. Lower Bridge Rangeland Protection Association Formation ...........................................Levi Hopkins  
| F. Central Oregon District Boundary Change .........................................................................Tim Holschbach  
| G. Enforcement Rule Clarification ........................................................................................Tim Holschbach  
| H. Framework for Climate Change in Policy and Rulemaking ..............................................Ryan Gordon and Danny Norlander  
| I. Northern Harney County Rangeland Protection Association Formation .......................Levi Hopkins  
| J. Private Forest Accord Habitat Conservation Plan Contractor ...........................................Josh Barnard |

Action and Information

10:00 – 10:45 1. State Forester and Board Member Comments  
A. Public Comments [for information items on agenda and topics not on agenda-see page 3] .... Register online  
B. ODF District Forester and Mayor of Bend welcome comments

10:45 – 11:45 2. Forestry Program for Oregon Revisioning  ................. Ryan Gordon, Danny Norlander, and John Tokarczyk  
Department will provide a framework for revision of the Forestry Program for Oregon and will seek Board approval. This is a decision item.

11:45 – 12:45 3. Forest Trust Land Advisory Committee Testimony  ....................David Yamamoto, John Sweet  
The FTLAC is a statutorily established committee that advises the Board on State Forests policy.

1:00 – 2:00 4. Agency Budget Development Discussion ..........................................................Bill Herber  
Department to present the budgetary policy option packages (POP) for the Board’s consideration. Staff seeking feedback on packages developed and prioritization. This is an informational item.

2:00 – 2:45 5. Macias Gini O’Connell Implementation Management Plan Progress  ..Bill Herber, Sabrina Perez, and MGO  
Department will provide a joint update with Macias, Gini, and O’Connell (MGO) on the implementation of MGO recommendations. This is an informational item.

2:45 – 3:00 Afternoon break
3:00 – 3:30  6. **Field Tour Overview** ............................................................ ODF Leadership
Tour keynote speakers will provide a field tour overview for the Board. This is an informational item.

3:30 – 4:00  7. **Board Closing Comments and Meeting Wrap Up** ...................................... Chair Kelly and Board Members
Board Chair and members to summarize the meeting’s action items and provide closing comments.

The times listed on the agenda are approximate. At the discretion of the chair, the time and order of agenda items—including the
addition of an afternoon break—may change to maintain meeting flow. The board will hear public testimony [*excluding marked items]*
and engage in discussion before proceeding to the next item. *A single asterisk preceding the item number marks a work session, and
public testimony/comment will not be accepted.
BOARD WORK PLANS: Board of Forestry (Board) Work Plans result from the board’s identification of priority issues. Each item represents the commitment of time by the Board of Forestry and Department of Forestry staff that needs to be fully understood and appropriately planned. Board Work Plans form the basis for establishing Board of Forestry meeting agendas. The latest versions of these plans can be found on the Board’s website at: https://www.oregon.gov/odf/Board/Pages/AboutBOF.aspx

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

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

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

The Board cannot accept comments on consent agenda items or a topic for which a public hearing has been held and the comment period has closed. If you wish to provide oral comments to the Board, you must email the Board Administrator to sign up for live testimony, contact, hilary.olivos-roodl@odf.oregon.gov, by 5 p.m. Friday, April 22, 2022. If experiencing technical issues or require accommodations contact the Board Administrator, Hilary.Olivos-Rood@odf.oregon.gov.

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

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

- During consideration of contested civil penalty cases, the Board will entertain oral argument only if Board members have questions relating to the information presented.
- Relating to the adoption of Oregon Administrative Rules: Under Oregon’s Administrative Procedures Act, the Board can only consider those comments received by the established deadline as listed on the Notice of Rulemaking form. Additional input can only be accepted if the comment period is formally extended (ORS 183.335).

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

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

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

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

By the provisions of ORS 526.016, a meeting of the Oregon Board of Forestry (Board) was held virtually on August 24, 2021, and hosted online by the Oregon Department of Forestry (Department).

All Board members joined online by 9:45 a.m. into the Zoom meeting. Board Chair Jim Kelly called the public meeting to order at 10:00 a.m. He reviewed online public meeting protocols for Board members, presenters, and the public. He noted live public comment will be accepted for the special meeting and written testimony must be submitted by September 3, 2021, to be included in the meeting minutes. Chair Kelly performed a Board roll call to confirm quorum for the decision item.

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

ACTION AND INFORMATION:

   Listen to audio MP3 – (1 hour, 7 minutes, and 3 seconds– 30.6 MB)
   View video on YouTube (1:16:15)
   Presentation (Attachment 1)

Chair Kelly commented on the Middle Fork fire incident, he requested a moment of silence to honor the brave firefighters working the fires, and in remembrance of the individual who passed. He introduced the purpose of the special meeting, the scope of information that will be presented, and the presenters who will provide a decision pathway for the Board.

Doug Grafe, Fire Protection Division Chief commented on the passage of Senate Bill 762 legislation instructing the Board to conduct administrative rulemaking and define the wildland-urban interface within 100 days of the bill’s enrollment, as successive rulemaking actions associated with this definition are to follow. He noted appreciation for the Board’s participation and leadership as ex-officio members of the rules advisory committees (RACs).

Tim Holschbach, Deputy Chief of Policy and Planning, outlined the objectives of the presentation and presented the legal requirements for defining the wildland-urban interface, providing examples of
interationally recognized interpretations of this specific term. He reviewed the RAC duration, processes to determine the language for the wildland-urban interface definition, and polling outcomes. He shared the Department’s recommendation for the definition of the wildland-urban interface and the request to initiate public hearings. Holschbach closed by noting if the Board accepted the Department’s recommendations, a series of steps will be taken to ensure the Board and Department meet the statutory assigned deadlines as prescribed in Senate Bill 762.

Legislator Testimony:

- Senator Jeff Golden noted the importance of completing the rule actions as outlined to ensure Senate Bill 762 provisions are implemented on the ground relative to risk reduction and mitigation. He expressed the challenges of accomplishing a complex project with various stakeholders in due haste and appreciated the Board’s commitment to ensuring this work is completed in a timely manner. He offered context for Senate Bill 762, emphasized the significance of the risk mapping element, and described how the wildland-urban interface (WUI) definition will provide structure for the mapping. Senator Golden shared a range of social and industry-related perspectives that responded to the development of Senate Bill 762, describing how many opinions were expressed on the bill’s outcomes and concerns about these outcomes that may impact Oregonians. He highlighted the mechanisms that were included in the bill to allow for the public, industry, and stakeholders to address their concerns. He suggested the WUI definition be general enough for the risk mapping to take place, allowing space for the RACs to fill in the finer details to mitigate and reduce the degree of risk posed for communities, property, and human life in Oregon. Senator Golden closed by thanking the Department for its efforts in coordinating, planning, and responding to fires during the current 2021 season.

- Oregon House of Representatives submitted written testimony (attachment 2) to clarify legislative intent and to offer additional context behind the actions taken by the legislature relative to discussions on the wildland-urban interface definition and its interconnectivity with elements of legislation included in Senate Bill 762. The representatives noted the goal of the new law and thanked the department for their professionalism while working through several rulemakings in order to fully implement these provisions of law.

Public Testimony:

- Peggy Lynch from the League of Women Voters of Oregon aired support for the Department’s recommendation for the definition of the wildland-urban interface. She looked forward to remaining engaged as this rulemaking process and subsequent rulemaking actions progressed. She shared a personal reflection on how the risk of fire can impact Oregonians.

- Amanda Astor from Associated Oregon Loggers aired opposition to the Department’s recommendation for the definition of the wildland-urban interface as presented. Asserted the broad definition does not focus on the finite resources for the Department to implement sections 18-20 of Senate Bill 762 nor assist the Oregon State Fire Marshall’s effort to determine the enforcement of the regulatory provisions for this definition. She offered an alternative definition.

- Kyle Williams from Oregon Forest Industries Council cautioned the Board about accepting the Department’s recommendation for the definition of the wildland-urban interface, as it may have implications for regulatory overreach, but remains committed to the rulemaking process as the next steps will be to refine the words and further define the meanings of the WUI in Oregon.

- Mary Anne Cooper from Oregon Farm Bureau Federation shared concern with the Board about accepting the Department’s recommendation for the definition of the wildland-urban interface. She explained how the Agricultural community has experienced impacts from broadly defined
regulations, noted the lack of space to fully discuss narrowing the definition, and described her perception of the legislators’ level of agreement around this definition from the last session.

- Mary Kyle McCurdy from 1000 Friends provided written testimony (attachment 3) in support of the Department’s recommendation for the definition of the wildland-urban interface and provided a series of points to move forward at this time. She offered the organization’s perspective on the department’s assessment of the fiscal impact analysis.

- Chief Roger Johnson et al, from the Oregon Fire Chiefs Association provided written testimony (attachment 4) in support of the Department’s recommendation for the definition of the wildland-urban interface and provided reasons for supporting this definition relative to the greater risk-reduction goal.

- Phil Sollins provided written testimony (attachment 5) in support of the Department’s recommendation for the definition of the wildland-urban interface but aired caution with the inclusion of the word ‘or’ and how this may impact the WUI scope. He provided an example to illustrate the connection between wildland and structural fires, from shrubs to forested areas.

- Email campaign titled overly broad WUI definition needs modification requested further clarification of the wildland-urban definition as presented. The campaign proposed alternative wording with the reasoning behind the suggested adjustments (attachment 6).

**Board Discussion:**

- Board recognized the perspectives expressed by the agricultural and forest industry relative to narrowing down the ownership of risk and minimizing costs that may be associated to compliance with regulations. Expressed understanding of how this will be further determined through the mapping efforts, recognized stakeholders’ concerns, and discussed how the Board can ask to revisit this definition if this process does not produce effective results or fulfill the legislative targets included in Senate Bill 762.

- Board noted the role of federal lands in reducing the level of wildfire risk, and how little funding is available to mitigate this risk.

- Board reviewed how widely the presented definition is being used and how widely applicable this definition can be. Department explained how this definition is consistent across the western end of the United States for the basis of defensible space identification of the WUI and provides a framework that allows flexibility as the criteria are developed and applicability is determined.

- Board inquired from the department on which format is recommended for the Board to codify their commitment to providing clarity in subsequent rulemaking for the meanings and criteria associated with the definition. Department explained for continuity the same RAC members will be asked to participate in the subsequent rulemaking to determine the WUI criteria. Chair Kelly reminded everyone in the meeting that this is not the end of the process and is hopeful of the continued engagement by the RAC members and stakeholders will produce reasonable results.

Karla Chambers motioned to adopt the staff recommendations as presented, with the caveat for the Board to revisit the definition if the outcomes do not meet the intended targets. Joe Justice seconded the motion. Board discussion followed with many members airing their perspectives on what they are willing to support or not support associated with the motion, and what they feel the role of the Board should have in assessing the effectiveness of their actions. Board Member McComb asked for the caveat to be retracted and for the Board to vote on the recommendations as proposed with the understanding the Board will have opportunities to consider addressing any expressed concerns moving forward. Chair Kelly asked Board member Chambers and Board
member Justice if they are willing to withdraw their motion, so the Board could vote on the staff recommendations as presented.

Karla Chambers withdrew the first motion. Karla Chambers proceeded with proposing two motions, 1) to accept the international definition of WUI, and 2) the board declares a statement of intent to revisit the definition if the process derails.

Chair Kelly proceeded with seeking a second for the first motion. Joe Justice seconded. Voting in favor of the motion: Karla Chambers, Ben Deumling, Chandra Ferrari, Joe Justice, Brenda McComb, and Jim Kelly. Against: none. With Board consensus, the first motion was accepted and carried.

**ACTION: Board accepted the international definition of the wildland-urban interface.**
“Wildland-Urban Interface means a geographical area where structures and other human development meets or intermingles with wildland or vegetative fuels.”

Chair Kelly proceeded with seeking a second for the second motion. Joe Justice seconded. Discussion followed to determine when the Board would deploy this action, affirming that the Board would revisit the definition after subsequent stages of the process have been administered and did not provide the needed clarity to ensure the Board is meeting the stated program and intended goals outlined in statute. Voting in favor of the motion: Karla Chambers, Ben Deumling, Chandra Ferrari, Joe Justice, Brenda McComb, and Jim Kelly. Against: none. With Board consensus, the second motion was accepted and carried.

**ACTION: Board accepted the statement of intent that as a Board will come back and revisit the definition if for any reason the process does not meet the targeted focus as intended.**

Chair Kelly offered closing comments on the Department’s efforts in organizing rulemaking advisory committees together and the work completed in implementing Senate Bill 762. Board was encouraged to visit a large fire encampment if time allows to help them better understand what the Department’s role is in planning, coordinating, and working large fires on the landscape.

Chair Jim Kelly adjourned the public meeting at 11:12 a.m.

Respectfully submitted,
/s/ Nancy Hirsch

Nancy Hirsch, Acting State Forester and Secretary to the Board
SUMMARY AND CONTEXT
An executive financial report and summary will be submitted monthly to ensure the Board of Forestry (Board) has up-to-date information for oversight of the Department’s financial condition. This report will include the financial and budgetary status of the Department as well as other ancillary topics as appropriate.

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

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

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

ATTACHMENTS
1) Department of Forestry Financial Report for March 2022
April 1, 2022

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

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

Dear Co-Chairs,

**Cash and General Fund Balances**

The revenues and expenditures for the month were ordinary, with nominal material activity through this reporting period. While reportable activity was low, there was significant movement of resources internally to ensure the Fire Protection General Fund (GF) appropriation had enough funds for the program to operate (Figure 1).

The most notable financial activity during this last reporting period was the Legislature’s approval of House Bill 4156, House Bill 5202 and Senate Bill 1501 during the 2022 Session. HB 5202 provides the department $46,298,469 of GF for the state’s portion of the net 2021 fire season costs. Within HB 4156, the Legislature established a special purpose appropriation of $50 million for allocation to the department for cash flow needs. This funding is for anticipated operational needs of the agency due to the financing of emergency firefighting costs while awaiting reimbursement of those costs from other sources. With the passage of SB 1501, the Private Forest Accord, the Forest Resource Division GF appropriation increased by $14 million.

*Figure 1 - Cash Account and Fire Protection General Fund Balances as of March 21, 2022*
Financial Projections

There was significant variance in projection-to-actual performance for February (Table 1). This was primarily due to receiving much less revenue than projected, largely state forest timber harvest revenue and large fire cost recovery. The extended timing of the department’s Federal Emergency Management Agency’s (FEMA) Public Assistance (PA) grants has proved problematic to developing projections, as the department typically receives cost recoveries from FEMA through their Fire Management Assistance Grant (FMAG) program, which has a different process and timing through which payments are received.

Table 1 - Financial Projections through April 2022

<table>
<thead>
<tr>
<th></th>
<th>Feb-22</th>
<th>Mar-22</th>
<th>Apr-22</th>
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<tbody>
<tr>
<td></td>
<td>Projection</td>
<td>Actual</td>
<td>Projection</td>
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<tr>
<td>Total Revenue</td>
<td>$33,217,197.81</td>
<td>$9,241,790.03</td>
<td>$29,888,050.54</td>
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<td>Total Expenditures</td>
<td>-$12,666,094.36</td>
<td>-$8,427,878.81</td>
<td>-$15,610,121.57</td>
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<td>Net Total Exp/Rev</td>
<td>$20,551,103.44</td>
<td>$813,911.22</td>
<td>$14,277,928.97</td>
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<td>Beginning Cash Balance</td>
<td>$15,618,253.67</td>
<td>$15,618,253.67</td>
<td>$16,432,164.89</td>
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<tr>
<td>End of Month Cash Balance</td>
<td>$36,169,357.11</td>
<td>$16,432,164.89</td>
<td>$30,710,093.86</td>
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<td>Available GF Appr</td>
<td>$25,595,268.81</td>
<td>$31,963,757.98</td>
<td>$26,255,990.94</td>
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<td>Available Resources</td>
<td>$55,547,908.23</td>
<td>$40,850,628.91*</td>
<td>$49,420,790.84*</td>
</tr>
</tbody>
</table>

* Includes $7.5M reduction adjustment for non-fungible cash funds

Accounts Payables

Department-wide expenditures continue to be extremely light, maintaining the department’s typical winter trend (Figure 4). The bulk of outstanding AP are payments owed to federal partners that are on hold pending reimbursements owed to ODF from various federal sources, primarily FEMA. The department’s disbursements staff continue to spend much of their time reconciling and recoding payment transactions from holding accounts to their appropriate funding source.

Figure 4 - Accounts Payable as of March 21, 2022
Accounts Receivables

The overall amount of the department’s accounts receivables has held relatively steady. The largest source of revenue outside of federal dollars is primarily from private contractors related to timber sales on state forestlands (Figures 2 & 3). Federal Emergency Management Agency's (FEMA) Public Assistance (PA) grants continue to be the department’s largest category of outstanding receivables.

Figure 2 - Accounts Receivables Aging as of March 21, 2022

Figure 3 - Total Accounts Receivables as of March 21, 2022
Large Fire Costs

The department continues to make progress in moving its FEMA Public Assistance (PA) grant applications further along the process. In last month’s report, the department committed to having all the Environmental and Historic Preservation (EHP) documentation submitted for the remaining ODF-only fires submitted in March; however, based on feedback received from FEMA on documentation previously submitted, the agency is making further adjustments to its documentation with a revised submission goal of April.

These PA grants account for most of the currently invoiced amounts from the 2020 fire seasons as noted below (Table 2). The remaining work for the outstanding to invoice amount for 2020 is dependent upon the receipt of these FEMA monies. Cost share settlements and audits for the 2021 season, both internally and with our partners, will be occurring through the next couple of months.

Table 1 – Gross Large Fire Cost Summary (red indicates estimates – in millions) as of March 29, 2022

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</tr>
</thead>
<tbody>
<tr>
<td>Fire Costs</td>
<td>76.48</td>
<td>20.74</td>
<td>60.98</td>
<td>109.34</td>
<td>34.26</td>
<td>139.8</td>
<td>129.2</td>
<td>570.8</td>
</tr>
<tr>
<td>Currently Invoiced</td>
<td>(0.33)</td>
<td>(0.07)</td>
<td>(0.17)</td>
<td>(1.39)</td>
<td>(0.24)</td>
<td>(59.65)</td>
<td>(1.83)</td>
<td>(63.68)</td>
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<tr>
<td>Outstanding to Invoice</td>
<td>-</td>
<td>-</td>
<td>(0.07)</td>
<td>(0.38)</td>
<td>(0.48)</td>
<td>(15.13)</td>
<td>(58.94)</td>
<td>(75.00)</td>
</tr>
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</table>

MGO Update

Macias, Gini, & O’Connell (MGO) is reviewing supporting documentation provided by the department on past completed deliverables to confirm mitigation of risks and implementation of business process improvements, while identifying any gaps that could impact achievement of desired outcomes.

During their March meeting, the Board of Forestry worked on developing a policy on financial oversight of the department. At the April 27 Board of Forestry meeting, the department will provide an update on recommendation implementation and share the fourth version of the department’s Implementation Management Plan.

The internal focus in March was on onboarding the two recently hired limited duration positions to the department and the MGO project team to prepare the new employees to start performing their business analysis and policy development work in April. An additional recruitment is also forthcoming for technical development expertise that will assist in modernization of administrative processes.

Sincerely,

Cal Mukumoto
Oregon State Forester
c:
Legislative Fiscal Office
Chief Financial Office
Oregon State Treasury
Board of Forestry
Governor’s Office
SUMMARY

The Board of Forestry conducts an annual formal evaluation of their performance in meeting best practices of governance as reported in a key performance measure to the Oregon Legislature. This agenda item presents the final criteria to the Board for approval and initiates the annual self-evaluation process.

CONTEXT

The governance performance measure for state boards and commissions, “percent of total best practices met by the board” was enacted by the Oregon State Legislature and adopted by the Board in 2006. The measure includes fifteen standard best practices criteria tailored to meet the Board’s specific needs and interests with descriptive text to assist in a shared understanding of the measure, one additional criterion relating to public involvement and communications, and key summary questions to the evaluation. The Board’s target for the annual performance measure is to meet 100% of the total best practices.

The annual assessment is a self-evaluation conducted individually by each board member. A cumulative summary of the evaluation results is then presented to the Board in July for collective approval of the Board’s performance relative to the performance measure target. Results as shown in Attachment 2 are then included in the agency’s Annual Performance Progress Report and further discussed during the Board’s planning retreat.

Discussion at last year’s planning retreat provided substantial feedback surrounding the evaluation criteria and several concepts to consider integrating into future performance evaluations. The Board reviewed these considerations in their formal review of the evaluation criteria during the month of January, and while there was support for continuing dialogue on the new concepts in the future retreat settings, there were no changes formally suggested for the 2022 evaluation period that would alter the existing tailored set of best practices criteria.

RECOMMENDATION

The Department recommends the Board of Forestry approve the 2022 Board Governance Performance Measure Best Management Practices Self-Evaluation Criteria as presented in Attachment 1, initiate the annual self-evaluation period, and complete individual evaluations by May 31, 2022.

NEXT STEPS

Instructions for accessing the evaluation survey will be sent to the Board by email with completion requested by May 31.

ATTACHMENTS

(1) 2022 Oregon Board of Forestry Governance Performance Measure, Best Management Practices Self-Evaluation Criteria
(2) 2021 Oregon Board of Forestry Governance Performance Measure, Self-Evaluation Summary
Oregon Board of Forestry  
2022 Governance Performance Measure  
Best Practices Self-Evaluation Criteria

**Performance Measure:** Percent of total best practices met by the Board.  
**Target:** 100%  
**Period:** Annual  
**ODF Key Performance Measure:** #2  
**Board Adopted:** September 6, 2006

**Instructions:**  
The evaluation is conducted through an electronic survey platform. Instructions for accessing the survey will be sent to the Board following approval of the 2022 evaluation criteria.

<table>
<thead>
<tr>
<th><strong>2022 Oregon Board of Forestry Best Practices Criteria</strong></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Director’s performance expectations are current. <em>The Board understands this to mean that the State Forester’s Position Description is current.</em></td>
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<tr>
<td>Comments:</td>
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<tr>
<td>2. Executive Director’s performance has been evaluated in the last year. <em>The Board understands this to mean that the State Forester’s Position Description is current and that the annual performance appraisal has been completed.</em></td>
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<td>Comments:</td>
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<td>3. The agency’s mission and high-level goals are current and applicable. <em>The Board understands this to mean that the agency’s strategic initiatives and priorities are current.</em></td>
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</table>
**Performance Measure:** Percent of total best practices met by the Board.

**Target:** 100%

**Period:** Annual

**ODF Key Performance Measure:** #2

**Board Adopted:** September 6, 2006

<table>
<thead>
<tr>
<th>2022 Oregon Board of Forestry Best Practices Criteria</th>
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<th>Strongly Disagree</th>
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Oregon Board of Forestry
2022 Governance Performance Measure
Best Practices Self-Evaluation Criteria

Performance Measure: Percent of total best practices met by the Board.
Target: 100%
Period: Annual
ODF Key Performance Measure: #2
Board Adopted: September 6, 2006

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<tr>
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Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.

16. The Board values public input and transparency in conducting its work through outreach to and engagement of stakeholders and by using its work plan communication tools. The Board also values input and communications with its standing advisory committees, special ad hoc committees and panels and external committees with board interests.

Comments: |

Total Number (Criteria 1-15) |  |
Percentage of Total in Each Evaluation Category (Criteria 1-15) |  |
Percentage of Total in “Agree” and “Disagree” (Criteria 1-15) |  |
Performance Measure: Percent of total best practices met by the Board.
Target: 100%
Period: Annual

ODF Key Performance Measure: #2
Board Adopted: September 6, 2006

Summary Questions for Consideration:

1. How are we doing?

2. What factors are affecting our results?

3. What needs to be done to improve future performance?
Performance Measure: Percent of total best practices met by the Board.
Target: 100%
Period: Annual
ODF Key Performance Measure: #2
Board Adopted: September 6, 2006

Summary of Individual Board Member Evaluations – July 21, 2021

Key: Within Each Criteria:

#'s = Board member tally count
= range of ratings

<table>
<thead>
<tr>
<th>Oregon Board of Forestry Best Practices Criteria</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Director’s performance expectations are current. The Board understands this to mean that the State Forester’s Position Description is current.</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Comments:</td>
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<tr>
<td>• Some changes will need to be made however generally the performance expectations are current.</td>
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<tr>
<td>• It is current for the position when he was hired, but the PD needs to be updated.</td>
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<tr>
<td>• We will be in active conversations shortly as we update the State Forester’s job description in anticipation of initiating the search.</td>
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<tr>
<td>2. Executive Director’s performance has been evaluated in the last year. The Board understands this to mean that the State Forester’s Position Description is current and that the annual performance appraisal has been completed.</td>
<td>1</td>
<td>4</td>
<td>0</td>
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</tr>
<tr>
<td>Comments:</td>
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<tr>
<td>• The State Forester annual performance appraisal was completed. As said, the position description is about to be updated.</td>
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<tr>
<td>Oregon Board of Forestry Best Practices Criteria</td>
<td>Strongly Agree</td>
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<td>-------------------------------------------------</td>
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<tr>
<td><strong>3. The agency’s mission and high-level goals are current and applicable.</strong> The Board understands this to mean that the Board’s Forestry Program for Oregon and Oregon Forest Practices Act/Rules are current.</td>
<td>0</td>
<td>3</td>
<td>2</td>
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<td>Comments:</td>
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<tr>
<td>• The strategic initiatives are current, but the approach to achieve them need to align better with expectations of the governor around climate actions and around priorities described by the majority of Oregonians (e.g., drinking water protection, use of chemicals).</td>
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<tr>
<td>• The Forestry Program for Oregon should be updated every eight years. We will begin that process later this year.</td>
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<tr>
<td>• Several need review and update, especially to reflect proactive response to climate change.</td>
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<td><strong>4. The Board reviews the Annual Performance Progress Report.</strong> The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.</td>
<td>0</td>
<td>5</td>
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<tr>
<td>Comments: n/a</td>
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<td><strong>5. The Board is appropriately involved in review of agency’s key communications.</strong> The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.</td>
<td>0</td>
<td>3</td>
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<td>Comments:</td>
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<tr>
<td>• Oftentimes communications are sent out without board review although they may have been discussed in a board meeting. Final language was not reviewed.</td>
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<tr>
<td>• The board should be more involved in policy communications with the legislature.</td>
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<td><strong>6. The Board is appropriately involved in policy-making activities.</strong> The Board understands this to mean those policy activities that particularly have a statewide perspective, including holding Board meetings at different geographic locations around the state.</td>
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<td>Comments:</td>
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<tr>
<td>• The Board should be an active participant in the discussions between industry and the environmental community regarding modifying</td>
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<td>Oregon Board of Forestry Best Practices Criteria</td>
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<tr>
<td>policies (e.g., the Siskiyou Rules, private lands, HCP possibilities, etc.) Covid-19 prevented holding meetings across the state.</td>
<td>1</td>
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<td>• We have not had a Board meeting outside of Salem in at least three years.</td>
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<td>• Covid limitations precluded holding Board meetings at different geographic locations around the state during 2020. Hope this is rectified “post COVID.”</td>
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<tr>
<td>• Yes, in general but ODF POPs should align with and leverage POPs requested by other agencies to develop more collaborative approaches to policy development and day to day management.</td>
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<td>• Although, packages to reflect some Board priorities were not advanced (e.g., diversifying State Forest finances), presumably due to assessment of political realities.</td>
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<tr>
<td>• Yes at a very high level. The detailed review by MGO revealed a need for more regular and more detailed review than the Board has been engaged with.</td>
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<tr>
<td>• Not regularly enough.</td>
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<td>• While the Board does review financial information, past history indicates that the communication/review process is not adequate to prevent major problems.</td>
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<td>• This received greater attention during 2020 than previously, however, oversight still could be improved.</td>
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### Oregon Board of Forestry Best Practices Criteria

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<tr>
<td>• At a very high level.</td>
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<td>• But, see comment under previous item.</td>
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<td>• MGO report documents major deficiencies that need to be corrected.</td>
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<td><strong>Comments:</strong></td>
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<td>• We continue to push for more collaboration and coordination among state agencies.</td>
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<tr>
<td>• For the most part this is true, however interagency/interboard coordination could be improved with the OFWC/ODFW particularly with respect to endangered/sensitive species management, and climate change.</td>
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<tr>
<td>• This has been true generally, however the COVID year conditions inhibited availability of and participation in training sessions.</td>
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<td>Comments:</td>
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<tr>
<td>• Special attention should be given to this item during 2021 due to the high turnover in Board membership.</td>
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<td>Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.</td>
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<tr>
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<td></td>
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</table>

| Total Number (Criteria 1-15)                                                                                     | 7              | 55    | 12       | 0                |
| Percentage of Total in Each Evaluation Category (Criteria 1-15)                                                 | 9.46%          | 74.32%| 16.22%   | 0%               |
| Percentage of Total in “Agree” and “Disagree” (Criteria 1-15)                                                  | 84%            | 16%   |          |                  |
Summary Questions for Consideration:

1. **How is the Board doing?**
   - With significant changes of Board Members this year it is too early to tell.
   - I am hopeful that the new Board members will lead us to be a more functional and decisive board.
   - Much better!
   - The Board was significantly more functional during 2020 than the previous year.

2. **What factors are affecting the Board’s results?**
   - Too much focus on process and not enough on actions.
   - Lack of trust of the Department and the Board, primarily in the Legislature, is potentially affecting funding and the willingness to delegate appropriate authority to the Board and Department to deal with emerging issues.
   - Board and Staff paid more attention to basic principles of respect during 2020 than the previous year.

3. **What needs to be done to improve future performance?**
   - The Board Chair needs to set the agendas and the agendas need to lead us in a timely manner to real improvements in forest management to benefit all Oregonians.
   - Hire a strong and capable State Forester, first and foremost. Continue to work together to foster strong relationships and a shared vision. Have a meeting outside of Salem and a field trip or two.
SUMMARY

The Government-to-Government report on tribal relations summarizes an agency’s annual activities under Oregon Revised Statutes (ORS) 182.162 to 182.168, and pursuant to ORS 182.166(3). This report is the Oregon Department of Forestry’s (ODF) submission for calendar year 2021.

CONTEXT

In 2021, ODF prioritized communicating, coordinating, and working with the nine federally recognized tribes in Oregon and the Nez Perce Tribe in Idaho. ODF’s policies, agreements, training, outreach materials, and intergovernmental dialogues reflect its commitment to learning from tribes. ODF is committed to cultivating working relationships by increasing employees’ knowledge, skills, and abilities in developing and strengthening tribal relations.

The report highlights the Department’s efforts in drafting policy to promote and enhance government-to-government relationships with Oregon’s tribes early and often during the development and implementation of programs that may affect tribes. The report includes the Department’s intent to strengthen intergovernmental relations and appropriately address possible concerns by tribes. The report outlines the enhancements to exchanging information and resources among staff through on-the-job application, training, and workgroups.

RECOMMENDATION

This item is information only.

ATTACHMENT

(1) ODF 2021 Government-to-Government Report on Tribal Relations
2021 Government-to-Government Report on Tribal Relations

October 1, 2020 – September 30, 2021

The Oregon Department of Forestry respectfully submits this 2021 report of tribal activities. The department works with 10 federally recognized tribes. Nine tribes are in Oregon and one in Idaho.

The department’s mission is “to serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon’s forests to enhance environmental, economic, and community sustainability.” To carry out this mission, the department works with many people and groups who share these goals.

A. Policy adopted under ORS 182.164

The department continues to implement its 2018 government-to-government relations policy and procedures. These documents instruct staff on how to address tribal government topics. They also reflect the tribal interests, department needs, and best practices for responsibly managing forests.

The policy defines the department’s goals, roles, and responsibilities. The procedures set expectations for employees to:

- Communicate and collaborate with tribes early and often.
- Identify programs that may affect tribes.
- Handle inadvertent discovery of historic, cultural, and human remains.
- Receive training on tribal government relations and cultural resources.
- Report tribal engagements annually.

B. Developing and implementing programs that affect tribes

The department’s tribal liaison is Acting Deputy State Forester, Kyle Abraham. Forest Resources Division Field Coordinator, Keith Baldwin, supports the department’s liaison.

All employees may do work that involve tribes. The executive and leadership teams develop and implement the department’s programs. These are the team members:

Executive Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cal Mukumoto</td>
<td>Oregon State Forester</td>
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<td><a href="mailto:Liz.F.Dent@odf.oregon.gov">Liz.F.Dent@odf.oregon.gov</a></td>
</tr>
</tbody>
</table>
C. Process to identify which programs affect tribes

The department has and continues to engage tribes to identify forestry issues and department programs relevant to them. Once identified, the department seeks input from the tribes on these topics.

Fire protection

- Fuel hazard treatments.
- Fire liability on forest operations.
- Protection agreements.
- Firefighter training on how to protect cultural resources during emergency fire response.
- Working with incident management teams.
Forest health
- Management for resilient forests.
- Sudden oak death.
- Swiss needle cast.
- Emerald ash borer and collecting Oregon ash seeds.
- Annual insect and disease report.

Private forests
- Administering the Forest Practices Act.
- Effectiveness and implementation monitoring.
- Work with landowners and operators to avoid impacts to archaeological sites and objects.

State forests
- State forests annual operating plans.
- Draft Habitat Conservation Plan.
- Forest Management Plan.
- Collection of cultural vegetation for tribal ceremonial practices.
- Seedling diversity and planting density.
- Participation on the State Forests Advisory Committee.

Federal Forest Restoration
- Federal forestland management impacts to tribal forestland and ceremonial areas.
- Archaeological resource surveys for Good Neighbor Authority project areas.

Non-program-specific areas of interest
- Stream enhancement projects.
- Climate change.
- Impacts of herbicide use on big game habitat and cultural plants.
- Joint trainings on topics such as forest health, pest identification, or firefighting.

D. Promoting communications and relationships with tribes
The department continued promoting increased communication and improving relationships with each tribe. The following are activities the department has done throughout 2021 to continue this effort.

Department-wide
- Each year the State Forester sends a letter to Oregon’s nine federally recognized tribes. The letter describes department initiatives and Board of Forestry plans on topics of potential interest for the tribes to provide early notice of upcoming opportunities for engagement.
- The department participates in the:
Fire Protection

- The S-503 fire burned on the north end of the Warm Springs Reservation and burned a total of 6,200 acres, 535 of which were private lands within the reservation boundary that are protected by ODF. Personnel from Central Oregon District helped jointly manage the fire during initial attack and through the deployment of PNW Team 8 during extended attack. Severity aircraft contracted through ODF were also used in support of the fire.
- The Confederated Tribes of the Umatilla Indian Reservation and Nez Perce Tribe continue a strong wildland firefighting relationship with the Northeast Oregon District through long-standing contracts and agreements that designate ODF/NEO District as their primary protection agency.
- Cooperation among the department, the Bureau of Indian Affairs, the Confederated Tribes of the Umatilla Indians, and the tribal fire department provides fire protection for residents of the Umatilla Reservation.
- Tribal representatives were actively involved with state forest protection associations.

Private Forests

- Each tribe received the annual Forest Health Highlights, USDA and ODF.
- The Confederated Tribes of the Umatilla Indian Reservation, the Nez Perce Tribe, and ODF continue to be involved in water quality planning processes in the Upper Grande Ronde, Walla Walla, and Umatilla Rivers, as well as the Wallowa, Lower Grande Ronde, and Imnaha River basins in Wallowa County. Tribal interests in northeastern Oregon are well represented in all facets of salmon recovery and water quality issues.
- The Confederated Tribes of the Umatilla Indian Reservation, the Nez Perce Tribe in Idaho, and the Northeast Oregon district participated in water quality planning. This effects the Upper Grande Ronde, Walla Walla, Umatilla Rivers, Wallowa, Lower Grande Ronde, and Imnaha River basins.
- ODF and the Department of Environmental Quality sought tribal input on the agencies’ draft memorandum of understanding regarding water quality. The agencies added cultural resources language to the final MOU per input from the Coquille Tribe.
- ODF sought input from tribes on the third-party draft assessment of Private Forests’ implementation monitoring methods.
- Field staff coordinated with the tribes and Natural Resources Conservation Service (NRCS) archeologists for cultural resource surveys as needed on projects.
State Forests

- The State Forests staff regularly seek input on planned timber sales, also called Annual Operations Plans, from tribal forestry staff.
- The division continued with the interagency agreement with the Oregon Department of Transportation that provides cultural and historic resource support. This provides an archaeologist’s database review of timber sales and forest projects for recorded cultural and historic resources. This database helps protect or avoid cultural and historic resources when planning forest management activities on state forests. 2021 is the last year of this agreement. It was terminated by the Oregon Department of Transportation due to a lack of capacity. We are currently developing a technical services contract for review of timber sales and forest projects for recorded cultural and historic resources.
- A representative from the Confederated Tribes of the Siletz serves on the State Forests Advisory Committee. This group provides input to the department and the board on state-managed forests.
- The division engaged with the Confederated Tribes of Grand Ronde Historic Preservation Office on recovery and restoration activities planned on the Santiam State Forest due to damage from the 2020 Labor Day fires.
- State Forests utilized the Government-to-Government Cultural Resources and Natural Resources Workgroups to receive input from tribes on the Forest Management Plan and development of a Habitat Conservation Plan.
- State Forests requested tribal input through the Cultural Resources Cluster on the draft cultural goals and strategies for the next iteration of the statewide state forestland management program that is currently under development. At the request of the Cultural Resources Cluster, the division worked with tribes to develop a workgroup on this topic. This workgroup is open to all Natural Resources Cluster and Cultural Resources Cluster representatives as well as their designees. This workgroup is shaping our approach to cultural and historical resources protection and is identifying opportunities to honor tribal ancestral ties to the lands that the dept currently manages.

Tribe-specific activities

Confederated Tribes of the Umatilla Indians and ODF’s Northeast Oregon District

- Stewardship foresters from ODF’s La Grande Unit have used their working relationships with local private landowners to introduce them to biologists with the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) regarding potential stream restoration projects. Foresters also occasionally work with CTUIR in large wood, tree, and log acquisition for stream restoration work.
  - Stewardship foresters and CTUIR biologists also serve together on the Natural Resources Conservation Service (NRCS) Upper Grande Ronde Regional Conservation Partnership Program. This work group’s goal is to provide a coordinated and integrated approach to forest health and natural resources restoration in target areas within the basin. The La Grande Unit and CTUIR were two of the agencies that successfully worked to secure the multi-agency Regional Conservation Partnership Program proposal. The proposal was approved by
NRCS and includes multi-faceted watershed level treatment on private lands to help protect and enhance habitat in the Upper Grande Ronde Watershed.

- The CTUIR contracts with the district to provide wildland fire protection on approximately 21,600 acres of fee lands within the district’s protection that are owned and managed by the tribe. The Umatilla Agency of the Bureau of Indian Affairs has protection responsibilities for approximately 55,000 acres of Indian trust lands within the district. The CTUIR Fire Department has protection responsibility for all lands within the Umatilla Reservation. This checkerboard pattern of protection requires ODF, BIA and CTUIR Fire Department maintain a close working relationship. This relationship provides the residents of the CTUIR with an effective and responsive fire protection, fire prevention, and smoke management system.
  - This is the tenth season that the BIA used the Blue Mountain Interagency Dispatch Center as their primary dispatch center for fire activity, which continues to increase the level of coordination between BIA and ODF. ODF has continued to allow BIA to use ODF radio frequencies to dispatch crews, provide fire updates, and order shared resources (retardant aircraft, crews, etc.). A BIA frequency is available as back-up communications for both BIA and ODF fire resources if ODF’s primary frequency were to go down.
  - The BIA, CTUIR, and ODF have mutual aid fire protection agreements that enable ODF’s Pendleton Unit, the BIA Umatilla Agency, and the CTUIR Fire Department to assist each other with available firefighting resources as needed and available. The principal responsibility of the CTUIR Fire Department is structural protection, while BIA and ODF are primarily trained as wildland firefighters. Throughout fire season, there is communication between ODF, CTUIR, and BIA firefighters and fire managers. Close cooperation among the agencies continues to provide an effective fire protection system for all residents of the Umatilla Reservation, including private landowners within the reservation boundary.
  - In June 2018, an agreement was signed by ODF and the BIA for a cooperatively funded firefighter position. The first three years of this cooperatively funded position have been deemed a success by both the BIA and ODF. The cooperatively funded employee continues to gain hands on prescribed fire training and experience while helping the BIA develop prescribed fire plans for multiple burn units involving tribal fee and BIA trust lands within the CTUIR boundary. The co-funded employee played a critical role in the BIA successfully reintroducing fire to the landscape at a scale never seen before on the Umatilla Reservation in 2021.
  - ODF and BIA also hosted joint training during the 2021 season to meet the critical training needs of seasonal firefighters from both programs. This training allowed firefighters from all agencies to build a cohesive relationship which in turn helps both agencies provide the best service possible to all residents of the Umatilla Reservation.

- During the 2021 fire season, four fires occurred on ODF protection within the CTUIR boundary. Three of these fires were human caused and burned a total of 0.3 acres with a total estimated cost of $4,169.64. Only one lightning caused statistical fire occurred.
within the CTUIR boundary in 2021 burning 1.3 acres and costing an estimated $2,021.60 to suppress. ODF provided mutual aid to the BIA on two additional fires burning on trust lands within the CTUIR boundary in 2021. The Jennings Creek fire burned 0.1 acres and the Kanine fire burned 10.6 acres.

ODF’s Pendleton Unit received mutual aid from the BIA on one additional fire. On July 11th, the Government Mountain fire burned 5.6 acres northeast of Weston, Oregon. ODF in turn provided BIA fire resources training opportunities on this incident to help build fire qualifications within their program.

• ODF administers Oregon’s Forest Practices Act on private lands within the reservation boundary of the CTUIR. Under the FPA, notifications of operations and permits to operate power-driven machinery are required on all private forest land operations. There are also separate tribal requirements around conducting forest activities.
  - Stewardship foresters coordinated with CTUIR forestry staff and private landowners regarding permit requirements for forest activities and assisted two private landowners with completing the required documents to obtain permits for forest activities.
  - ODF sent out 14 letters that dealt with potential Cultural Resources that referenced the Tribal Historic Preservation Officer.

• Both the CTUIR and ODF are active members of the Umatilla National Forest Collaborative Group and attend monthly meetings and participate with the local NRCS working group on topics such as opportunities to collaborate on large-scale forest restoration and fuels treatment projects within Umatilla County.

Burns Paiute Tribe

• The Rangeland Protection Association program is committed to provide basic fire training to the tribe.

Confederated Tribes of Grand Ronde

• A series of Native American Heritage Month social media posts that were created in partnership with members of the Confederated Tribes of Grand Ronde and Confederated Tribes of Siletz Indians in 2019 were resurrected and posted to the Tillamook Forest Center’s Facebook page in November 2020. This effort focused on a way to use ODF’s platform to share information about cultural relationships to Oregon’s forests in a modern context while elevating tribal voices and serving as advocates.
  - Some were also shared on ODF’s main Facebook page, which has more than 50,000 followers.

• Two TFC interpretation and education staff members attended the Confederated Tribes of the Grand Ronde Education Summit as a continued effort toward strengthening tribal partnerships and incorporation of the tribal Essential Understandings of Oregon Native Americans, which highlights nine points of essential understanding that were created to serve as an introduction into the vast diversity of the Oregon Native American experience.

• Typically, the Tillamook Forest Center’s interpretation and education team and the Chachalu Museum’s Cultural Resources Department partner to provide professional
development training opportunities. Due to the pandemic closures, TFC staff had to cancel a certified interpretive host training for the tribal community.

- In 2021, planning efforts resumed and the TFC will be leading this training course in December 2021, in partnership with the Oregon State Library.
- ODF’s Forest Grove District worked with Michael Karnosh and the Grand Ronde Tribe on the Salmonberry Trail Canyon/River Segment Planning. Mr. Karnosh was part of the Review Committee, which provided knowledge and assistance to the planning process.
  - Jennifer Purcell of Regional Solutions and Mike Cafferata of ODF, representing the Salmonberry Trail Intergovernmental Agency (STIA), co-convened the River and Canyon Segments Plan Review Committee, which operated from 2020 to 2021.
- The West Oregon District has a fee-based fire protection agreement with the tribe. The tribe is a member of the West Oregon Forest Protective Association and tribal staff attend the meetings. The tribes and department often work together on firefighting.

Confederated Tribes of Siletz

- A series of Native American Heritage Month social media posts that were created in partnership with members of the Confederated Tribes of Grand Ronde and Confederated Tribes of Siletz Indians in 2019 were resurrected and posted to the Tillamook Forest Center’s Facebook page in November 2020. This effort focused on a way to use ODF’s platform to share information about cultural relationships to Oregon’s forests in a modern context while elevating tribal voices and serving as advocates.
  - Some were also shared on ODF’s main Facebook page, which has more than 50,000 followers.
- ODF’s West Oregon District has a fee-based fire protection agreement with the tribe. The tribe is a member of the West Oregon Forest Protective Association and tribal staff attend the meetings. The tribes and department often work together on firefighting.
- The West Oregon District extended an invitation to a forester from the Confederated Tribes of the Siletz Indians to attend the district’s annual operations plan meeting, and the tribe has offered to help the district with locating and surveying for cultural resources.
- The West Oregon District has been working with the tribe on reciprocal permanent easements to help both parties manage their forests.

Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians

- Western Lane District staff attended the Xintmiis txain’ (sharing our path) program. This was designed to educate organizations on tribal history, culture, and government.
- ODF staff met with members of the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians, including the chief, tribal council members, and natural resources staff to share information about the draft Habitat Conservation Plan for state forestlands.

Confederated Tribes of Warm Springs and Central Oregon District

- The tribe, Central Oregon District staff, Central Oregon Fire Chiefs Association, and the Central Oregon Fire Operations Group participated in monthly fire meetings.
• District staff and tribal members participated in fire training together.
• The tribe and ODF’s Central Oregon District (COD) worked together on the S-503 fire.
  (See Section D → “Fire” for more information.)

Coquille Indian Tribe and Coos Forest Protective Association
• The Coos Forest Protective Association, through agreements with the Bureau of Indian Affairs and a local operating agreement, maintains a positive and productive relationship with the Coquille Indian Tribe.
• The association provides fire protection on tribal trust lands. The tribe is an active association member.

Cow Creek Band of Umpqua Tribe of Indians and Douglas Forest Protective Association
• DFPA continues to have a very close and positive working relationship with the Cow Creek Band of Umpqua Tribe of Indians. DFPA, through agreements with the Bureau of Indian Affairs, provides fire protection on approximately 32,053 acres of tribal lands that are located throughout Douglas County, this includes 21,794 acres that are held in trust and 10,258 acres of fee lands, which are owned and managed by the tribe.
• As a member of DFPA, the tribe attends the Annual Membership Meeting and engages with DFPA staff on a regular basis. The tribe chose to become an association member in 2016. Tim Vredenburg was appointed and serves on the DFPA board of directors.
• DFPA and the tribe met on several occasions throughout the year to review and update the local operating plan, discuss fire management throughout the landscape, and to update cooperative working agreements. These meetings were very productive and provided managers from DFPA and the tribe the opportunity to share the critical information that is necessary for efficient and effective fire suppression operations. DFPA and the tribe maintained frequent contact throughout the year with all forms of communication. DFPA and the tribe have planned to continue these meetings into the future.
• DFPA continues to work with the tribe on forest health and fuels management projects that are on or adjacent to tribal lands, including both trust and fee lands. DFPA and the tribe will continue to coordinate on smoke management issues. Opportunities for an active forest management plan including slash and pasture burning program continue to grow.
• The tribe and DFPA are engaged in an agreement to provide workers to the Tribe as needed for various off season co-op projects. Over the past several years the projects have included trailing slash units, slash and agricultural burning, road brushing, water impoundment maintenance, and tree planting inspecting.
• This year the tribe also assisted DFPA during the Skyline Ridge and Devil’s Knob Complex fires with landowner knowledge, equipment, and personnel. This engagement was instrumental in protecting not only tribal land, but also adjacent private and federal lands.
• The tribe provided critical assistance during the pandemic by providing a site for vaccinations and rapid testing for personnel, allowing firefighters to return to duty much sooner than with other forms of testing available at the time.
Klamath Tribes and Klamath-Lake District

- The Sun Creek Project is an ongoing partnership. It expands bull trout distribution downstream from Crater Lake National Park into a section of Sun Creek in the Sun Pass State Forest. The project supports the U.S. Fish and Wildlife’s Draft Recovery Plan for this species. State and federal fishery agencies say this is one of the most important recovery actions for bull trout in the Klamath Basin.
  - On-site monitoring from the Klamath Tribes has occurred throughout the project. Trout Unlimited has led this work with the tribes.
  - The Sun Creek channel has been restored and connected to the Wood River. Monitoring of fish expansion and channel use continues.
- The department participates in the Klamath-Lake Forest Health Partnership, which includes the U.S. Forest Service and tribes.
- The department participates in pre-fire season check-ins with tribal leadership.

Nez Perce Tribe (federally recognized in Idaho) and Northeast Oregon District

- ODF’s Wallowa Unit and the Nez Perce Tribe continue working together on forestry issues.
- The Oregon Forest Practices Act is administered by ODF on the Nez Perce tribal lands in Wallowa County. Given the limited access, steep terrain, and the primary management purpose of promoting wildlife habitat, forest management activity is generally anticipated to be low, with no notifications of operations filed in 2021.
- ODF’s Wallowa Unit Forester is a member of the steering committee that provides input to tribal staff to aid management plan implementation for tribal lands in Wallowa County.
  - The current draft of the Precious Lands Wildlife Management Area Plan was completed in 2005 with review provided by ODF. The land was purchased with Bonneville Power Administration wildlife mitigation funds, with the primary objective for these lands being to preserve and enhance wildlife habitat.
- ODF and the tribe are participants in the Wallowa County Natural Resources Advisory Council and Technical Committee. Of interest to the tribe were the continuing collaborative discussions on the Wallowa-Whitman National Forest’s Lower Joseph Creek Restoration Project (aka “Lower Jo”), noxious weeds, and associated fisheries concerns.
- ODF’s Wallowa Unit has a Cooperative Fire Protection Agreement with the tribe, which has been in place since 1999. Under this agreement, ODF provides fire protection on approximately 14,984 acres of tribal land within the district’s protection boundary (Precious Lands Wildlife Management Area).
  - The tribe also provides a representative (resource advisor) to work with fire managers in instances where heavy equipment or retardant will be used on the property, due to the potential presence of cultural and fishery resources.
  - ODF coordinates with the local resource manager to ensure that any access changes, gate combinations, etc., are effectively communicated.
There was one significant fire on the Precious Lands Wildlife Management Area during the 2021 fire season. The Joseph Canyon fire was started by lightning on June 4, 2021 and burned a total of 7,610 acres. Burned acreage on tribal lands was estimated at 1,120 acres. The Wallowa Unit worked closely with Nez Perce resource advisors on the suppression repair work, which was completed in September.

**E. Training opportunities and other educational events**

The department has participated in various training and educational events and plans to do so in the future. Due to COVID-19, many 2021 trainings and events were canceled, so there are no items to report.

**F. Employee notification on the provisions of ORS 182.162 to 182.168 and the department policy on tribal government relations**

The department has a government-to-government workgroup, comprised of field and headquarters staff. The role of the workgroup is to create an environment for continued learning, communicating, and implementing the government-to-government policies and procedures to enhance the department’s relationship with the tribes.

This workgroup serves as an advisory group to the department’s executive team on the department’s policy and procedures documents on tribal government relations.
SUMMARY
The purpose of this agenda item is to obtain Board approval to proceed with bringing specific areas of Deschutes and Jefferson counties, into the Oregon Protection System.

CONTEXT
Rangeland fire protection associations are non-profit, locally governed groups of landowners that have been organized to provide fire protection to rangeland in portions of eastern Oregon. These organizations are formed under the authority of the Board and with assistance from the Department.

Currently, there are 24 Rangeland Protection Associations (RPA) that have previously been approved by the Board of Forestry. These RPAs protect 4,855,598 acres of private land and approximately 639,982 acres of state-owned lands. These lands, including federally owned land, combine to encompass over 16 million acres.

Several representatives of rangeland owners in southern Jefferson and northern Deschutes Counties have requested the Board hold a public hearing about providing protection from fire for rangelands in the vicinity of Terrebonne, Cloverdale, Crooked River, Sisters, and Camp Sherman. The Board, on March 9, 2022, authorized a public hearing on the formation request, pursuant to ORS 477.320. A hearing was held at Sisters Fire Station, in Oregon, on March 28, 2022.

At the hearing, strong support for the formation of an association was evident in the immediate area. Testimony presented during the hearing indicated a need for organized fire protection, and the local landowners want to assist local wildland agencies with initial attacks to prevent more large fires in the area.

These landowners want a way to protect their private property and actively take part in the protection of their lands. The increased level of protection for this area can be achieved by bringing it into the Oregon protection system and forming a rangeland protection association.
RECOMMENDATION
The Department recommends the Board take the following action when it meets on April 27, 2022:

Approve the inclusion of rangeland in portions of southern Jefferson and northern Deschutes counties into a rangeland protection association and direct the Department to assist with the formation of the Lower Bridge Rangeland Protection Association, pursuant to ORS 477.320.

NEXT STEPS
The Department will work with local landowners in the area to form the Lower Bridge Rangeland Protection Association. This will include developing mutual aid agreements, providing training as requested, offering FEPP equipment as available, and any other assistance as requested and feasible.

ATTACHMENTS
(1) Lower Bridge Rangeland Association boundary map
(2) Lower Bridge Rangeland Association Formation Public Hearing sign-in sheet
(3) Lower Bridge Rangeland Association Formation Public Hearing Report
(4) Jefferson and Deschutes County Commissioners written testimony
## PUBLIC HEARING PARTICIPATION RECORD

REQUEST TO Form Lower Bridge AREA INTO THE OREGON PROTECTION SYSTEM UNDER ORS 477.320

**Location:** Sisters F.D  
**Date:** 03/28/22  
**Time:** 19:00

**PLEASE PRINT**

<table>
<thead>
<tr>
<th>NAME &amp; ORGANIZATION</th>
<th>MAILING ADDRESS</th>
<th>WRITTEN</th>
<th>ORAL</th>
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</thead>
<tbody>
<tr>
<td>Robin Galloway</td>
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<td>Ted W Netter</td>
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<tr>
<td>Jim Ferrarin</td>
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<td>Andrew Myhre</td>
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<td>Maggie Sashen</td>
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<td>Rebecca Green</td>
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<td>John Shepherd</td>
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<td>Mariah Patel</td>
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<td>Marc Thalacker</td>
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**Revised 20100301**
PUBLICATION HEARING PARTICIPATION RECORD
REQUEST TO Form Lower Bridge AREA INTO THE OREGON PROTECTION SYSTEM UNDER ORS 477.320

Location: __________________________ Date: __________ Time: __________

PLEASE PRINT

<table>
<thead>
<tr>
<th>NAME &amp; ORGANIZATION</th>
<th>MAILING ADDRESS</th>
<th>TESTIMONY SUBMITTED</th>
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</thead>
<tbody>
<tr>
<td>Ariel Cowan</td>
<td>3800 Airport Way, Redmond 97756</td>
<td>X</td>
</tr>
<tr>
<td>OSU Extension</td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Osborne</td>
<td>P.O. BOX 249</td>
<td>X</td>
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<tr>
<td>USFS-Central OR-Fire Mgmt. Service</td>
<td>Sisters, OR 97759</td>
<td></td>
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<tr>
<td>RD KE 1970</td>
<td>1300 NW Wall St</td>
<td>X</td>
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<tr>
<td>Deschutes County</td>
<td>Bend, OR 97703</td>
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<tr>
<td>Andrew Myhra</td>
<td>US 20 + Pine St</td>
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<tr>
<td>USFS - COFMS</td>
<td>Sisters, OR 97759</td>
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<tr>
<td>Peyton Thalacker</td>
<td>70940 NW Lower Bridge Way</td>
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<td></td>
<td>Torniborne</td>
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<tr>
<td>Heather Miller - OSFM</td>
<td>3545 Trusted AVE SE</td>
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<tr>
<td></td>
<td>Salem, OR 97317</td>
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<tr>
<td>Jon Sattler</td>
<td>70355 McKenzie Canyon Rd</td>
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<tr>
<td>Già Matzinger</td>
<td>70355 McKenzie Canyon Rd</td>
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<tr>
<td>Sarah Lawrence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ashanti Samuels</td>
<td>71290 Holmes Rd Sisters, OR 97759</td>
<td></td>
</tr>
</tbody>
</table>
Date: March 29, 2022
To: Oregon Board of Forestry
From: Marvin J. Vetter, Rangeland Fire Protection Coordinator
Subject: Hearing Officer’s Report on Lower Bridge Landowner Hearing ORS 477.320(1)

Hearing Information

Proposed Area: Deschutes & Jefferson Counties
Hearing Date & Time: March 28th 7:00 PM
Hearing Location: Sisters Fire Station, Sisters, Oregon
Written Comments Due: April 1, 2022
Hearing Authorized: Board of Forestry meeting, March 9, 2022
Hearing Officer: Marvin J. Vetter, Rangeland Fire Protection Coordinator

The Public Hearing on the proposal to bring the Lower Bridge area into the Oregon Protection System was formally convened at 7:32 p.m. in the Sisters Fire Station after a discussion regarding the proposal. Registration forms were available for people who wished to provide oral comments on the proposed formation. The hearing was closed at 7:42 p.m.

There were 21 people in attendance and 16 of them were local landowners, 7 landowners signed up to provide oral comments on the participation record. There were 5 people from the surrounding fire agencies and 1 person from the USDA Forest Service, 1 person from Deschutes County, and 1 person from OSU Extension office provided oral testimony in support of bringing the area into the Oregon Protection System.

Summary of Oral Comments

Community interest in the formation of the proposed Lower Bridge Rangeland Protection Association is high and is strongly supported by landowners and the Counties. There is also support from the local wildland fire agencies (Local, State, and Federal). A Board of Directors has been established. Additionally, a set of by-laws has been established, corporate legal status has been applied for and received, a bank account has been established, funds have been raised, and commitments of time and equipment have been received for them to be ready by the 2022 fire season.

Landowners and residents of the area are increasingly worried about the incidence of rangeland fire. This is due, in part, to the number of large fires in their area, more specifically the Grandview fire of 2021. These landowners want a way to protect their private property and actively take part in the protection of their lands. The Lower Bridge RFPA has set a date of April 19th and 20th to receive basic firefighting training in preparation of the 2022 fire season. The increased level of protection for this area can be achieved by bringing it into the Oregon Protection System and forming a Rangeland Protection Association.

No local residents opposed the proposed RPA formation. Oral testimony was in full support of bringing these lands into the Rangeland Protection System and forming a Rangeland Protection Association.

Summary of Written Comments

The Deschutes and Jefferson County Commissioners were in full support of the RFPA forming within their counties.

/s/ Marvin J. Vetter
Marvin J. Vetter
Rangeland Fire Protection Coordinator
Eastern Oregon Area
March 9, 2022

Oregon Department of Forestry
2600 State Street
Salem, OR 97310

RE: Lower Bridge Rangeland Fire Protection Association

Dear State Board of Forestry,

The Deschutes County Board of Commissioners supports the formation of the Lower Bridge Rangeland Fire Protection Association pursuant to ORS 477.315(2)(b). The Board finds that the organization of the Lower Bridge RFPA would be a cost-neutral part of our emergency management program and the area proposed to be included in the Association is not currently protected by a rangeland protection association. Please contact the Board Chair or the Deschutes County Emergency Services Coordinator, Sergeant Nathan Garibay, with any questions.

Sincerely,

DESCHUTES COUNTY BOARD OF COMMISSIONERS

Patti Adair, Chair
Anthony DeBone, Vice Chair
Phil Chang, Commissioner
March 2, 2022

Oregon Department of Forestry
2600 State Street
Salem, OR 97310

Re: Lower Bridge Rangeland Fire Protection Association.

Dear State Board of Forestry,

The Jefferson County Board of Commissioners supports the formation of the Lower Bridge Rangeland Fire Protection Association pursuant to ORS 477.315(2)(b). The Board finds that the organization of the Lower Bridge RFPA would be a cost-neutral part of our emergency management program and the area proposed to be included in the Association is not currently protected by a rangeland protection association. Please contact the Board Chair or the Jefferson County Emergency Management Coordinator, Sergeant David Pond, with any questions.

Sincerely,

Wayne Fording, Chairman

Kelly Simmelink, Commissioner

Mae Huston, Commissioner
SUMMARY

The purpose of this agenda item is to seek approval from the Board to hold a public hearing regarding a proposed change in the Central Oregon Forest Protection District Boundary and to revise the administrative rule which describes the boundary.

CONTEXT

The 1997 Legislature amended ORS 477.225 to require that boundaries of forest protection districts be described in administrative rule. In July 1998, the Board promulgated administrative rules which provided the framework into which individual district boundary descriptions were to be inserted. Since then, all forest protection district boundary descriptions have been inserted. To change a forest protection district boundary, the Board must amend the pertinent Oregon Administrative Rule through the rulemaking process.

BACKGROUND AND ANALYSIS

Proposed changes to the Central Oregon Forest Protection District Boundary occur within the Prineville Unit, specifically in Deschutes County. See draft OAR language in Attachment 2.

2021 Central Oregon District review of the protection boundary description listed under OAR 629-041-0515 identified errors in the existing rule. The intent of the proposed rule change is to correct these administrative errors within the boundary description so that rule language aligns with the boundary on the landscape. Current language within OAR 629-041-0515(2) includes two errors in the legal description which creates overlap and gaps within the boundary and results in an unmappable boundary.

The proposed corrections to the boundary follow what is currently used in spatial data for the department. This boundary is used on current Central Oregon District Protection Maps, wildfire dispatch maps, and interactive maps used in various projects/processes. There are no privately owned forestlands impacted by this proposed rule change. The boundary corrections are both located on federal jurisdiction in southern Deschutes County. There will be no change to existing forestland classification or forest patrol assessments.
The Central Oregon District proposes to change the language in OAR 629-041-0515(2) using public land survey descriptions to identify the District Protection Boundary to clarify responsibility for wildfire response for ODF and cooperative firefighting agencies. The proposed rule change does not result in creating unprotected lands.

Attachment 1 is the existing language for 629-041-0515(2), with the portions needing to be corrected are highlighted. See attachment 2 for proposed rule language changes and attachments 3 and 4 for maps identifying the locations of the proposed changes.

RECOMMENDATION

The Department recommends that the Board direct the State Forester to begin the rulemaking process to amend OAR 629-041-0515, the boundary description of the Central Oregon Forest Protection District Boundary.

NEXT STEPS

The Department will hold a public hearing on the proposed boundary description. The Department will then return to the Board for final approval to amend the administrative rule which describes the boundary of the Central Oregon Forest Protection District.

ATTACHMENTS

1. Current Rule Language- OAR 629-041-0515(2)-(Highlighted)
2. Proposed Rule Language- OAR 629-041-0515(2) (Highlighted)
3. (Map) Current and Proposed Central Oregon District Boundary-Township 20 South, Range 14 East
4. (Map) Current and Proposed Central Oregon District Boundary-Township 21 South, Range 16 East
Central Oregon Forest Protection District Boundary

The area within the Central Oregon Forest Protection District is contained within the boundaries of five units described in subsections (1), (2), (3), (4) and (5) of this rule.

(2) The boundary of the Deschutes Unit of the Central Oregon Forest Protection District is as follows: Beginning at the point where the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, intersect with the southern boundary of the Warm Springs Indian Reservation, in or near section 5, township 11 south, range 8 east, Jefferson County; thence southerly and easterly on the southern boundary of the Warm Springs Indian Reservation to center of the main channel of Jefferson Creek, in or near section 4, township 11 south, range 8 east, Jefferson County; thence easterly and southerly on the center of the main channel of Jefferson Creek to the center line of the Metolius River, in or near section 35, township 11 south, range 9 east, Jefferson County; thence northerly, southerly and easterly on the center of the main channel of the Metolius River to the line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook in or near section 18, township 11 south, range 11 east, Jefferson County; thence easterly on the southern line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook to the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River arm of Lake Billy Chinook in section 27, township 11 south, range 12 east, Jefferson County; thence southerly on the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River Arm of Lake Billy Chinook to the center of the main channel of the Deschutes River in or near section 29, township 12 south, range 12 east, Jefferson County; thence southerly on the center of the main channel of Deschutes River to the center of the main channel of Whychus Creek in or near section 7, township 13 south, range 12 east, Jefferson County; thence southerly on the center of the main channel of Whychus Creek to the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, in or near section 34, township 13 south, range 11 east, Jefferson county; thence easterly on the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, to the centerline of United States Forest Service road 6360 in or near section 2, township 14 south, range 11 east, Deschutes County; thence southerly on the centerline of United States Forest Service road 6360 to the centerline of Holmes Road in or near section 11, township 14 south range 11 east, Deschutes County; thence southwesterly on the centerline of Holmes Road to the centerline of Edmundson Road in or near section 32, township 14 south, range 11 east, Deschutes County; thence west on the centerline of Edmundson Road to the centerline of Goodrich Road in or near section 31, township 14 south, range 11 east, Deschutes County; thence south on the centerline of Goodrich Road to the centerline of Oregon Highway 126 in or near section 6, township 15 south, range 11 east, Deschutes County; thence westerly on the centerline of Oregon highway 126 to the centerline of Cloverdale Road in or near section 12, township 15 south, range 10 east, Deschutes County; thence southerly on the centerline of Cloverdale Road to the centerline of Oregon Highway 20 in or near section 25 township 15 south, range 10 east, Deschutes County; thence southeasterly on the centerline of highway 20 to the centerline of Gist Road in or near section 25, township 15 south, range 10 east, Deschutes county; thence southerly on the centerline of Gist Road to the centerline of Plainview Road in or near section 36, township 15 south, range 10 east, Deschutes County; thence easterly on the centerline of Plainview Road to the centerline of Sisemore Road in or near section 31, township 15 south, range 11 east, Deschutes County; thence southeasterly on the centerline of Sisemore Road to the centerline of Couch Market Road in or near section 29, township 16
south, range 11 east, Deschutes County; thence easterly on the centerline of Couch Market Road to the centerline of Collins Road in or near section 28, township 16 south, range 11 east, Deschutes County; thence southerly on the centerline of Collins Road to the centerline of Tumalo Reservoir Road in or near section 33, township 16 south, range 11 east, Deschutes County; thence easterly on the centerline of Tumalo Reservoir Road to the centerline line of Tyler Road in or near section 2 township 17 south, range 11 east, Deschutes County; thence southerly and easterly on the centerline of Tyler Road to the centerline Johnson Road in or near section 11, township 17 south, range 11 east, Deschutes County; thence easterly and northeasterly on the centerline of Johnson Road to the northeast corner of section 12, township 17 south, range 11 east, Deschutes County; thence South to the centerline of NW Skyline Ranch Road in or near section 13, township 17 south, range 11 east, Deschutes County; thence southerly on the centerline of NW Skyline Ranch Road to the centerline of Orange Highway 372 in or near Section 12, township 18 south, range 11 east, Deschutes County; thence southwesterly on the centerline of Orange Highway 372 to the common line between section 13 and section 14, township 18 south, range 11 east, Deschutes County; thence to the centerline of China Hat Road in or near the northwest corner of section 20, township 18 south, range 12 east, Deschutes County; thence southerly on the centerline of China Hat Road to the centerline of Knott Road in or near section 20, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Knott Road to the centerline of Rickard Road in or near section 14, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Arnold Market Road in or near section 23, township 18 south, range 12 east, Deschutes County; thence to the centerline of Arnold Market Road to the centerline of Gosney Road in or near section 29, township 18 south, range 13 east, Deschutes County; thence to the northeast corner of section 29, township 18 south, range 13 east, Deschutes County; thence to the northeast corner of section 9, township 19 south, range 13 east, Deschutes County; thence to the northeast corner of the northwest quarter of section 10, township 19 south, range 13 east, Deschutes County; thence to the northeast corner of the southwest quarter of section 10, township 19 south, range 13 east, Deschutes County; thence to the northeast corner of the southwest quarter of section 15, township 19 south, range 13 east, Deschutes County; thence to the northeast corner of the southwest quarter of section 23, township 19 south, range 13 east, Deschutes County; thence to the northeast corner of the northwest quarter of section 23, township 19 south, range 13 east, Deschutes County; thence to the northeast corner of the southwest quarter of section 24, township 19 south, range 13 east, Deschutes County; thence to the northeast corner of the southwest quarter of section 25, township 19 south, range 13 east,
Deschutes County; thence east to the northeast corner of the southwest quarter of section 30, township 19 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 6, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of section 6, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 7, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 17, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 14, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 21, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 27, township 20 south, range 14 east, Deschutes County; thence east to the northwest corner of section 30, township 20 south, range 15 east, Deschutes County; thence north to the northwest corner of section 19, township 20 south, range 15 east, Deschutes County; thence east to the northeast corner of section 24, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the northeast quarter of section 25, township 20 south, range 15 east, Deschutes County; thence west to the southeast corner of the northwest quarter of section 26, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the southwest quarter of section 26, township 20 south, range 15 east, Deschutes County; thence west to the southeast corner of section 27, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the southwest quarter of the northwest quarter of section 27, township 20 south, range 14 east, Deschutes County; thence east to the northwest corner of section 30, township 20 south, range 15 east, Deschutes County; thence west to the northeast corner of section 16, township 21 south, range 15 east, Deschutes County; thence west to the southeast corner of section 4, township 21 south, range 15 east, Deschutes County; thence south to the northeast corner of section 16, township 21 south, range 15 east, Deschutes County; thence east to the northwest corner of section 13, township 21 south, range 15 east, Deschutes County; thence south to the northeast corner of section 24, township 21 south, range 15 east, Deschutes County; thence east to the northeast corner of section 20, township 21 south, range 16 east, Deschutes County; thence north to the northwest corner of the southwest quarter of section 26, township 21 south, range 16 east, Deschutes County; thence west to the northeast corner of the southwest quarter of section 17, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 16, township 21 south, range 16 east, Deschutes County; thence north to the northeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence west to the southeast corner of the southwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence west to the northeast corner of the northwest quarter of the southwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the northeast quarter of the southwest quarter of section 28, township 21 south, range 16 east, Deschutes County; thence west to the southeast corner of the northeast quarter of the southwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the southwest quarter of the northwest quarter of section 28, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 33, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 34, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the south quarter of section 3, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of the northeast quarter of section 3, township 22 south, range 16 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence west to the southeast corner of the northeast quarter of the southwest quarter of section 10, township 22 south, range 16 east, Deschutes County; thence west to the southeast corner of the northeast quarter of section 9, township 22 south, range 16 east, Deschutes County;
thence south to the northeast corner of the southeast quarter of section 21, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 22, township 22 south, range 16 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 27, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of section 26, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the northeast quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northwest quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence south to the southeast corner of the southwest quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northeast quarter of section 10, township 24 south, range 16 east, Lake County; thence west to the southeast corner of the southwest quarter of the northeast quarter of section 28, township 23 south, range 15 east, Lake County; thence south to the southeast corner of the northeast quarter of the northeast quarter of section 33, township 23 south, range 15 east, Lake County; thence west to the southeast corner of the northeast quarter of section 10, township 24 south, range 14 east, Lake County; thence west to the northeast corner of section 3, township 24 south, range 14 east, Lake County; thence south to the southeast corner of the southwest quarter of the northeast quarter of section 3, township 24 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 4, township 24 south, range 14 east, Lake County; thence south to the southeast corner of the southwest quarter of section 17, township 24 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 17, township 24 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 22, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 24, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 25, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of the northeast quarter of section 25, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 26, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of the northeast quarter of section 35, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the northeast quarter of the southwest quarter of section 35, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 34, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 34, township 24 south, range 13 east, Lake County; thence west to the southeast corner of section 33, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 4, township 25 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of section 4, township 25 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 9,
township 25 south, range 13 east, Lake County; thence west to the southwest corner of section 12, township 25 south, range 12 east, Lake County; thence north to the southwest corner of section 36, township 24 south, range 12 east, Lake County; thence west to the southwest corner of section 31, township 24 south, range 12 east, Lake County; thence northerly on the common boundary of Klamath County and Lake County, as set forth in ORS 201.180 and 201.190, to the boundary of Deschutes County, as set forth in ORS 201.090, in or near section 6, township 23 south, range 12 east, Lake County; thence westerly on the common boundary of Deschutes County and Klamath County, as set forth in ORS 201.090 and 201.180, to the boundary of Lane County, as set forth in ORS 201.200, in or near section 34, township 22 south, range 6 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Lane County, as set forth in ORS 201.090 and 201.200, to the boundary of Linn County, as set forth in ORS 201.220, near McKenzie Pass, township 15 south, range 8 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Linn County, as set forth in ORS 201.090 and 201.220, to the boundary of Jefferson County, as set forth in ORS 201.160, in or near section 1, township 14 south, range 7 east, Deschutes County; thence northerly on the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, to the point of beginning.
The area within the Central Oregon Forest Protection District is contained within the boundaries of five units described in subsections (1), (2), (3), (4) and (5) of this rule.

(2) The boundary of the Deschutes Unit of the Central Oregon Forest Protection District is as follows:
Beginning at the point where the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, intersect with the southern boundary of the Warm Springs Indian Reservation, in or near section 5, township 11 south, range 8 east, Jefferson County; thence southerly and easterly on the southern boundary of the Warm Springs Indian Reservation to center of the main channel of Jefferson Creek, in or near section 4, township 11 south, range 8 east, Jefferson County; thence easterly and southerly on the center of the main channel of Jefferson Creek to the center line of the Metolius River, in or near section 35, township 11 south, range 9 east, Jefferson County; thence northerly, southerly and easterly on the center of the main channel of the Metolius River to the line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook in or near section 18, township 11 south, range 11 east, Jefferson County; thence easterly on the southern line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook to the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River arm of Lake Billy Chinook in section 27, township 11 south, range 12 east, Jefferson County; thence southerly on the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River Arm of Lake Billy Chinook to the center of the main channel of the Deschutes River in or near section 29, township 12 south, range 12 east, Jefferson County; thence southerly on the center of the main channel of Deschutes River to the center of the main channel of Whychus Creek in or near section 7, township 13 south, range 12 east, Jefferson County; thence southwesterly on the center of the main channel of Whychus Creek to the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, in or near section 34, township 13 south, range 11 east, Jefferson County; thence easterly on the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, to the centerline of United States Forest Service road 6360 in or near section 2, township 14 south, range 11 east, Deschutes County; thence southerly on the centerline of United States Forest Service road 6360 to the centerline of Holmes Road in or near section 11, township 14 south range 11 east, Deschutes County; thence southwesterly on the centerline of Holmes Road to the centerline of Edmundson Road in or near section 32, township 14 south, range 11 east, Deschutes County; thence west on the centerline of Edmundson Road to the centerline of Goodrich Road in or near section 31, township 14 south, range 11 east, Deschutes County; thence south on the centerline of Goodrich Road to the centerline of Oregon Highway 126 in or near section 6, township 15 south, range 11 east, Deschutes County; thence westerly on the centerline of Oregon highway 126 to the centerline of Cloverdale Road in or near section 12, township 15 south, range 10 east, Deschutes County; thence southerly on the centerline of Cloverdale Road to the centerline of Oregon Highway 20 in or near section 25 township 15 south, range 10 east, Deschutes County; thence southeasterly on the centerline of highway 20 to the centerline of Gist Road in or near section 25, township 15 south, range 10 east, Deschutes County; thence southerly on the
centerline of Gist Road to the centerline of Plainview Road in or near section 36, township 15 south, range 10 east, Deschutes County; thence easterly on the centerline of Plainview Road to the centerline of Sisemore Road in or near section 31, township 15 south, range 11 east, Deschutes County; thence southeasterly on the centerline of Sisemore Road to the centerline of Couch Market Road in or near section 29, township 16 south, range 11 east, Deschutes County; thence easterly on the centerline of Couch Market Road to the centerline of Collins Road in or near section 28, township 16 south, range 11 east, Deschutes County; thence southerly on the centerline of Collins Road to the centerline of Tumalo Reservoir Road in or near section 33, township 16 south, range 11 east, Deschutes County; thence easterly on the centerline of Tumalo Reservoir Road to the centerline line of Tyler Road in or near section 2 township 17 south, range 11 east, Deschutes County; thence southerly and easterly on the centerline of Tyler Road to the centerline Johnson Road in or near section 11, township 17 south, range 11 east, Deschutes County; thence easterly and northeasterly on the centerline of Johnson Road to the northeast corner of section 12, township 17 south, range 11 east, Deschutes County; thence south to the centerline of NW Skyline Ranch Road in or near section 13, township 17 south, range 11 east, Deschutes County; thence South to the centerline of NW Skyline Ranch Road in or near section 13, township 17 south, range 11 east, Deschutes County; thence southerly on the centerline of NW Skyline Ranch Road to the centerline of NW Shevlin Park Road in or near section 25, township 17 south, range 11 east, Deschutes County; thence Northwesterly on the centerline of NW Shevlin Park Road to the centerline of NW Skyline Ranch Road in or near section 25, township 17 south, range 11 east, Deschutes County; thence southerly on the centerline of NW Skyline Ranch Road to the point it becomes SW Skyline Ranch Road in or near section 12, township 18 south, range 11 east, Deschutes County; thence southerly on the centerline of SW Skyline Ranch Road to the centerline of Oregon Highway 372 in or near Section 12, township 18 south, range 11 east, Deschutes County; thence southerly on the centerline of Oregon highway 372 to the common line between section 25 and section 26, township 17 south, range 11 east, Deschutes County; thence south to the centerline of Skyliner Road in or near section 35, township 17 south, range 11 east, Deschutes County; thence southerly on the centerline of NW Skyline Ranch Road to the centerline of China Hat Road in or near the northwest corner of section 20, township 18 south, range 12 east, Deschutes County; thence southeasterly on the centerline of China Hat Road to the centerline of Knott Road in or near section 20, township 18 south, range 12 east, Deschutes County; thence southeasterly on the centerline of Knott Road to the centerline of Rickard Road in or near section 14, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Rickard Road to the centerline of Arnold Market Road in or near section 23, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Arnold Market Road to the centerline Gosney Road in or near section 29, township 18 south, range 13 east, Deschutes County; thence easterly to the northeast corner of section 29, township 18 south, range 13 east, Deschutes County; thence south to the northeast corner of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northwest corner of the northeast quarter of section 4, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the northwest quarter of the northeast corner of section 4, township 19 south, range 13 east, Deschutes County; thence south to the southeast corner of the northeast quarter of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the northwest corner of the northwest quarter of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northwest corner of the northeast quarter of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of section 9, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 10, township 19 south, range 13 east, Deschutes County; thence
east to the northeast corner of the southeast quarter of section 10, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southeast quarter of section 15, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 14, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 23, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of section 23, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southeast corner of section 23, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 24, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 25, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 25, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 26, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of section 26, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 22, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 27, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of section 27, township 20 south, range 14 east, Deschutes County; thence north to the northwest corner of section 19, township 20 south, range 15 east, Deschutes County; thence east to the northeast corner of section 24, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the northeast quarter of section 28, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of section 28, township 21 south, range 16 east, Deschutes County; thence north to the northeast corner of the southwest quarter of section 26, township 21 south, range 16 east, Deschutes County; thence south to the southwest corner of the northwest quarter of section 26, township 21 south, range 16 east, Deschutes County; thence west to the southwest corner of the northeast quarter of section 28, township 21 south, range 16 east, Deschutes County; thence west to the northeast corner of the southwest quarter of section 25, township 21 south, range 15 east, Deschutes County; thence south to the southwest corner of the northw
corner of the southeast quarter of the southwest quarter of section 28, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of the northwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence south to the southeast corner of the northwest quarter of the southwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence west to the southeast corner of the northwest quarter of the southwest quarter of section 28, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the northwest quarter of the southwest quarter of section 34, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 34, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence south to the northeast corner of the southeast quarter of section 3, township 22 south, range 16 east, Deschutes County; thence west to the southeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the northeast quarter of section 2, township 22 south, range 16 east, Lake County; thence west to the southeast corner of the northeast quarter of section 2, township 22 south, range 16 east, Lake County; thence south to the southeast corner of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southwest corner of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence south to the northeast corner of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northeast quarter of the southeast quarter of section 28, township 23 south, range 15 east, Lake County; thence south to the northeast corner of the southeast quarter of section 28, township 23 south, range 15 east, Lake County; thence west to the southeast corner of the southwest quarter of section 28, township 23 south, range 14 east, Lake County; thence south to the southeast corner of the southwest quarter of section 28, township 23 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 28, township 23 south, range 14 east, Lake County; thence south to the southeast corner of the southwest quarter of section 28, township 23 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 28, township 23 south, range 14 east, Lake County; thence south to the southwest corner of section 3, township 24 south, range 15 east, Lake County; thence south to the southeast corner of the northeast quarter of section 10, township 24 south, range 14 east,
Lake County; thence west to the southeast corner of the northeast quarter of section 9, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 9, township 24 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 9, township 24 south, range 14 east, Lake County; thence south to the southeast corner of the northwest quarter of section 16, township 24 south, range 16 east, Lake County; thence west to the southeast corner of the northeast quarter of section 17, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 17, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 18, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 19, township 24 south, range 14 east, Lake County; thence west to the southeast corner of section 24, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 25, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of the southeast quarter of section 26, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of the northeast quarter of section 35, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the northwest quarter of section 35, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the northeast quarter of the southwest quarter of section 35, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the northeast quarter of the southeast quarter of section 34, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 34, township 24 south, range 13 east, Lake County; thence west to the southeast corner of section 33, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 4, township 25 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of section 4, township 25 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 9, township 25 south, range 13 east, Lake County; thence west to the southwest corner of section 12, township 25 south, range 12 east, Lake County; thence north to the southwest corner of section 36, township 24 south, range 12 east, Lake County; thence west to the southwest corner of section 31, township 24 south, range 12 east, Lake County; thence northerly on the common boundary of Klamath County and Lake County, as set forth in ORS 201.180 and 201.190, to the boundary of Deschutes County, as set forth in ORS 201.090, in or near section 6, township 23 south, range 12 east, Lake County; thence westerly on the common boundary of Deschutes County and Klamath County, as set forth in ORS 201.090 and 201.180, to the boundary of Lane County, as set forth in ORS 201.200, in or near section 34, township 22 south, range 6 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Lane County, as set forth in ORS 201.090 and 201.200, to the boundary of Linn County, as set forth in ORS 201.220, near McKenzie Pass, township 15 south, range 8 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Linn County, as set forth in ORS 201.090 and 201.220, to the boundary of Jefferson County, as set forth in ORS 201.160, in or near section 1, township 14 south, range 7 east, Deschutes County; thence northerly on the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, to the point of beginning.
Proposed Change to Oregon Administrative Rule: Chapter 629 Division 41 (Central Oregon Forest Protection District Boundary)

Deschutes Unit-629-041-0515(2)

...thence south to the northeast corner of the southwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 16, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 21, township 20 south, range 14 east, Deschutes County; ...
Proposed Change to Oregon Administrative Rule: Chapter 629 Division 41 (Central Oregon Forest Protection District Boundary)

Deschutes Unit-629-041-0515(2)
...thence east to the northeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence south to the southeast corner of the northeast quarter of the northeast quarter of section 28, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of the northwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the northwest quarter of the southeast quarter of section 34, township 21 south, range 16 east, Deschutes County;...
SUMMARY

The purpose of this agenda item is to seek approval from the Board of Forestry (Board) to adopt the proposed administrative rule modifications to provide clarification of the enforcement of ORS 477.515 and ORS 477.625 in Oregon Administrative Rule 629-043-0026.

BACKGROUND AND ANALYSIS

Following the 2013-2015 fire seasons, two parallel review processes were initiated, the Secretary of State (SOS) Audit and the Fire Protection Program Review. Both of these efforts were aligned to help continue a highly functioning wildfire protection system for Oregon into the future. The Department has fully embraced the findings and recommendations from both final reports. The 2017-2018 fire seasons reinforced the need for the agency to continue efforts on these recommendations. Additionally, the Governor issued Executive Order 19-01 creating the Governor’s Council on Wildfire Response.

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

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

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

Senate Bill 762 captured many of the recommendations of the Governor’s Council on Wildfire Response, providing legislative direction to the Board of Forestry regarding the wildland-urban interface; statewide fire risk mapping; prescribed fire; directed the Department to review and clarify the enforcement of rules pertaining to forestland; and baseline standards for unprotected and under-protected lands in Oregon.
CONTEXT
Senate Bill 762, Section 25 directed the Department to adopt rules to clarify that a person may:

1. “Conduct a prescribed fire that burns across land ownership boundaries if the person obtains a permit for the fire as described in ORS 477.515 or 477.625 and complies with the conditions of the permit”; and

2. Obtain a single permit under ORS 477.515 or 477.625 for a prescribed fire that burns across land ownership boundaries if the person demonstrates to the department that the person has obtained consent to conduct the fire from all persons on whose lands the fire is planned to burn.

ANALYSIS
The public comment period for the proposed rule change was open from February 1 through March 2, 2022. Three public hearings were conducted February 22-24. The full transcript of the comments is contained in the Hearing’s Officer report (Attachment 2).

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

NEXT STEPS
- Pending the Board of Forestry’s adoption of this revised rule, the Department will submit the amended rule to the Secretary of State and Legislative Counsel for filing.

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

RULE REVIEW TIMELINE
- January 5, 2022 – Proposed rule presented to the Board of Forestry with a request to conduct public hearings.
- February 22 – 24, 2022 – Conduct public hearings.
- April 27, 2022 – ODF submits final proposed rule with public comments to Board of Forestry for final consideration and decision.
- April 28, 2022 – Submit final rule to Secretary of State and Legislative Counsel for filing. Effective date May 1, 2022.
ATTACHMENTS

1. Department’s recommended rule changes to OAR 629-043-0026
2. Hearing Officer’s Report to the Board of Forestry
(3) When using fire to dispose of slashing at any time of year, the operator must develop a plan for prior approval which sets forth the personnel, equipment and procedures necessary to safely conduct the burning. The plan must be developed in such a manner as to give due consideration to prevention of fire escape and protection of life, forest resources, property and air quality. If a prescribed fire is planned to burn across land ownership boundaries, the operator must:

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

Date: March 21st, 2022
To: Oregon Department of Forestry- Fire Protection Division
From: Levi Hopkins
Subject: Hearing Officer's Report on Cross Boundary Burning

Hearing Dates: 2022 February 22, 23, 24
Hearing Location: Virtual (Zoom)

A public hearing called pursuant to Senate Bill 762, relating to the amendment of OAR 629-043-0026 to allow cross boundary burning if a landowner gets a permit for the burn and follows existing regulations was convened at 9:00 a.m., February 22nd, 2:00 p.m., February 23rd, and 7:00 p.m. February 24th.

Before receiving oral comments, I briefly summarized the purpose for the hearing and described the role and limitations of the Hearing Officer. I indicated that the proceedings of the public hearing were being recorded. I explained that written comments would be accepted by the Department until 5:00 pm March 2nd, 2022. ODF Deputy Protection Chief of Policy provided an overview of the amendment of the rule.

Summary of Oral Comments

February 22nd, 2022, 9:00 a.m.
1 member of the public attended the public hearing and 1 member provided comments. The public hearing was closed at 9:17 a.m.

Jenna Knobloch – Oregon Prescribed Fire Council/Sustainable Northwest
Position: Support

Very supportive of the clarification of the rule.

February 23rd, 2022, 2:00 p.m.
0 members of the public attended the public hearing with 0 people providing comments. The public hearing was closed at 2:15.

February 24th, 2022, 7:00 p.m.
0 members of the public attended the public hearing with 0 people providing comments. The public hearing was closed at 7:15 p.m.

Respectfully submitted,

Levi Hopkins
Hearing Officer
SUMMARY AND CONTEXT

The Department of Forestry (ODF) has been involved with climate change research and policy for over 30 years. Currently, there is a need to standardize the integration of climate data, analyses, and impacts of climate change on forests into ODF management, policy and rule development. With the adoption of the Climate Change and Carbon Plan (CCCP) in November of 2021, the Board of Forestry (Board) and department are motivated to incorporate knowledge of climate change and impacts on forests within regular agency business and policy development. Standardization of these efforts across the department and the Board will better facilitate the evaluation of the carbon and climate impacts of various alternatives in advance of decision-making.

To achieve these goals, the department is looking to develop a decision support tool that will outline the process, the inputs, and the outputs of a standardized methodology for evaluating the efficacy of decision alternatives.

BACKGROUND AND ANALYSIS

Climate change has become a core element in policy development in many sectors. The interest is broad and overarching, stretching from the resource space to manufacturing, and ultimately construction to the built environment. In recent years, Board members have asked about the interaction of policies/actions and climate change. At present, the department has no formal process for analyzing the climate-related impacts of rules, policies, or actions.

The decision support tool would be designed so that any of the programs within ODF responsible for rule or policy development could use it to determine how their decisions will impact the climate in terms of greenhouse gas outputs and subsequent impacts on forests, economy, and the social environment. The tool would create a reliable and consistent assessment for use across the agency, in support of implementing the CCCP. Ultimately, the tool helps empower those most familiar with the context of the proposed rule or policy changes to understand the corresponding climate impacts.
ALTERNATIVES CONSIDERED

The alternative to the development, at this stage, would be to maintain the status quo of not having a standardized methodology across the agency when assessing any climate implication of a rule or policy.

RECOMMENDATION

The department recommends the Board approve the development of a standardized framework for assessing the climate impact of a rule or policy. The development of this tool will include opportunities for public input, board input, and internal assessment of its efficacy as a decision support tool. Department staff anticipates a one-year timeline for completion.

NEXT STEPS

- If the Board approves moving forward, the department will initiate a process to develop the framework, which will include public input.
- The department will provide interim updates to the Board and discuss additional decision points, such as the development of an agency policy to ensure implementation of the framework.
SUMMARY
The purpose of this agenda item is to obtain Board approval to proceed with a public hearing on the subject of providing protection from fire for rangelands in Northern Harney County.

CONTEXT
This is part of the Department’s ongoing effort, pursuant to ORS 477.320, to assist rural communities in eastern Oregon to develop wildland fire protection coverage in areas that are currently unprotected.

Several representatives of rangeland owners in Northern Harney County have provided a letter (Attachment 1) requesting the Board to hold a public hearing on the subject of providing protection from fire for rangelands in the vicinity of Burns and Hines, Oregon. (Attachment 2).

BACKGROUND AND ANALYSIS
Rangelands in eastern Oregon present a concern to Forest Protection Districts because of the lack of fire protection. Fires starting on these lands, left uncontrolled, have frequently threatened, or spread to forestlands protected by the Department. This creates a dilemma for the district and potential use of district resources on unprotected lands that do not financially support the protection district.


The area the private landowners are considering for fire protection is interspersed with other land management agencies.
Although the emphasis is the protection of private lands, opportunities will exist for partnerships and mutual aid agreements with other entities to strengthen wildland fire protection throughout the area.

**RECOMMENDATION**

The Department recommends the Board approve the landowners’ request to hold a public hearing on the subject of providing protection from fire for rangelands in Northern Harney County.

**NEXT STEPS**

The Department will hold a public hearing and determine the support for providing fire protection in Northern Harney County, Oregon. If there is sufficient support, a request will be made from the landowners to the Board to determine whether the rangeland should be included in a protection system.

If the Board determines that the rangeland should be included in a rangeland protection system, the Board, in cooperation with interested persons, will establish the extent and type of protection to be provided. Such protection shall be commensurate with the values and uses of the rangeland to be protected.

**ATTACHMENTS**

1. Letter from rangeland owners in Northern Harney County
2. Map of Proposed North Harney County RFPA
February 24, 2022

Mr. Cal Mukumoto, Secretary
Oregon Board of Forestry
2600 State Street
Salem, Oregon 97310

Subject: Request for Public Hearing

Dear Mr. Mukumoto,

As designated representatives of rangeland and agricultural cropland owners in Harney County, we hereby request that the Oregon Board of Forestry hold a public hearing concerning the subject of providing protection from wildfire for private rangelands and crop lands in the vicinity of Northern Harney County, Oregon pursuant to ORS 477.320.

Sincerely,

X
Greg Allum

X
Larry Imbach

X
Kari Ott

X
Rob Sharp

X
Tom Sharp

X
Casey Shelman
AGENDA ITEM

SUMMARY
The Oregon Legislature (legislature), through Senate Bill 1501, directs the Board of Forestry (Board) to procure the services and award a contract to develop and draft a habitat conservation plan.

CONTEXT
In 2021 representatives from conservation and the timber groups reached an agreement through mediated discussions known as the Private Forests Accord (PFA). The group's report to the legislature included recommended changes to Oregon's forest practice laws and the completion of a Habitat Conservation Plan (HCP). The legislature adopted these recommendations by passing Senate Bill 1501 in the 2022 Legislative Session. Senate Bill 1501 sets an expedited timeline and directs the Board to submit an HCP to the National Marine Fisheries Service (NMFS) and the United States Fish and Wildlife Service (USFWS) by December 31, 2022, and obtain an approved HCP and incidental take permit by December 31, 2027.

BACKGROUND
Senate Bill (SB) 1501, which includes the Private Forest Accord Report by reference, forms the HCP's basis. The HCP content has been set by SB 1501; content includes covered species, covered lands, and conservation actions. Further, SB 1501 suspends normal contracting processes for the Board to award a contract for the HCP work without delay, including selecting a contractor. Due to the short statutorily-mandated deadline associated with submitting a draft HCP, an experienced contractor with sufficient staff must be procured quickly to meet the December 31, 2022 deadline. The bill requires the Oregon Department of Forestry (department) to consult the PFA report authors to ensure the HCP work meets the authors' intent.
ANALYSIS
Department staff met with ICF to discuss the contractor's capacity and ability to complete the HCP work, using a phased approach to obtain an approved HCP and incidental take permit. The department, through the State Forests Division recently hired ICF to develop an HCP for Western Oregon State Forestland. ICF understands the department's needs and business operations. ICF is the most suitable contractor to timely complete the SB 1501 HCP work. The contract's scope of work will include developing a draft HCP with an application for Incidental Take Permit and Draft Environmental Impact Statement and completing the related National Environmental Policy Act (NEPA) process. The Board will submit the draft HCP to the National Marine Fisheries Service and the US Fish and Wildlife Service by December 31, 2022.

Department staff and ICF continue drafting and negotiating the contract details, including deadlines and cost. The PFA authors concur with using ICF.

RECOMMENDATION
The Department recommends the Board procure services of and award the PFA HCP contract to ICF and direct the Department to finalize the contract process.
State Forester, Board Member, and Public Comments
SUMMARY

The Board of Forestry (Board) and department are continuing evaluation (last presented in March 2022) of a revision to the Forestry Program for Oregon (FPFO). The FPFO serves as the strategic plan for the Board of Forestry, articulating long-term vision and providing policy focus and direction to the department, other institutions, Oregon forest partners, and the public. The FPFO was last updated in 2011. The current FPFO predominantly reflects the 2003 version that follows the Montreal Protocol, which has informed the criterion and indicators used to set goals in both versions. Since the 2003 and 2011 FPFO versions were completed, there has been a marked change in the recognition of the significance of climate change both observationally and existentially. Oregonians have been experiencing ramifications in the form of increasing frequency and severity of extreme events (heatwaves, winter storms, etc.) and wildfires on a scope and scale not observed in institutional memory.

In addition to climate and resource change, the forest sector is also experiencing transition and challenges. An increasingly limited infrastructure, changing resource conditions and risk, shifting employment requirements (largely attributable to greater technology efficiency and automation), changes in forest management policies, and an overall lack of labor and workforce availability, are observed economy-wide. Consequently, there are run-on effects that are felt in natural resource-dependent communities that cascade and have a wide variety of societal impacts. Increasing awareness of the historical and continuing impacts of policies on BIPOC communities and those experiencing intergenerational poverty emphasizes the need to build an inclusive forest policy for the state.

With the aforementioned environmental and social impacts in mind, the department drafted, and the Board approved the Climate Change and Carbon Plan in November of 2021. This plan utilizes a model of climate-smart forestry with three prime points of action: Adaptation, Mitigation, and the Social Dimension. At previous meetings, the Board has been supportive of utilizing the department’s definition of climate-smart forestry as a framework moving into the FPFO revision process.
Today, department staff will ask for a decision on moving forward with a revision of the FPFO. Staff will provide alternatives and a department recommendation on the decision item. With the recommended option, the department will provide a general timeline for planning and engagement, with a strategy for building and implementing an inclusive process to revise the FPFO.

CONTEXT

The Forestry Program for Oregon (FPFO) is the guiding element and articulation of strategic planning for the Oregon Board of Forestry. Substantively, the FPFO identifies the vision, mission, values, goals, and objectives of the Board, which guides the Board’s policies and priorities, which in turn directs the department in terms of operational focus, intent, and action. Beyond the department, the FPFO informs other government, forest and resource owners, partners, stakeholders, and public of the Board’s vision and agency focus and establishes the guiding focus for board consideration, dynamic, and action.

Perpetuation of vibrant forests and continued realization of ecological and social benefits is the fundamental priority and guiding concern of the FPFO and strategic planning. Development of a plan that realizes this interest is challenged by holistic physical and social disruption presented through climate change, which has presented threats and uncertainties in terms of future conditions, management assumptions, drought, disease, and fire. Beyond climate, the evolution of the forest sector and technology, along with an increasingly divergent social and economic landscape, has resulted in a change to the forest-centered social compact, challenging agreement over practices, priorities, expectations, and resource valuation. Collectively, these factors have introduced extreme uncertainty into the management and policy arenas. Functionally, governance, guidance, and valuation of Oregon’s forest is a panarchy of intertwined ownerships, organizations, partners, beneficiaries, institutions, and legalities that challenge agreement on key policy and management decisions.

Revision of the FPFO will endeavor to reflect these challenges in a manner that realizes the strategic planning requirements of the board, guides the agency, and informs governance bodies in guiding a holistic vision that reflects the adaptation, mitigation, and social needs of Oregon’s forests. The FPFO should provide the intended governance principles that clarify the strategic interests of the Board and inform its relationship with department leaders tasked with the implementation of the Board vision and policies.

The Oregon Department of Forestry and the Oregon Board of Forestry have accepted a definition of climate-smart forestry that includes three legs: adaptation, mitigation, and the social dimension (including communities and economic aspects). Building the Forestry Program for Oregon around this construct and framework will align the Board and department on resource and climate policy and will support partnership with federal counterparts who also utilize climate-smart agriculture and forestry in their work and processes.
BACKGROUND AND ANALYSIS

Forests and forestry in Oregon have been in a period of transition in recent decades with some aspects being gradual (e.g., adoption of technology and automation) and others more abrupt and catastrophic (large increase in scope and scale of wildfire post-2012). Collectively, these changes are increasingly affecting Oregon forests at both a resource and social level (communities and economies) with climate change impacting all dimensions of the state’s forests and forest sector. The Board has broad authority over the policies relating to non-federal and non-tribal forests. This was clarified through analysis by the Oregon Department of Justice and provided to the Board in November of 2020. While there is great interest in the Board’s abilities to address all aspects of the forest sector and those affected by forest policy in the state, it cannot be done alone. It will take broad partnerships with others in the state. This includes other state agencies, federal agencies, community partners, industry, and advocates among others. Consultation with sovereign tribal nations will also be key to successful and broad policy development.

A plethora of research and reports (UN IPCC, academic, think tanks, paid research, etc.) have been developed pointing to the impact that climate change is and will have on forests and associated environmental and economic concerns. How the state and forest managers plan, coordinate, and act to address this overarching threat could determine the forests’ resilience to climate impacts long term.

The decision today is part of an extended decision and revision process that began with board discussion in October 2021, a presentation in March 2022, and a special information session on April 6, 2022. This information session was developed to be generative and provide an initial forum for the Board, the department, partners, and invited parties to express the broad range of views and concerns across forestry in Oregon including geographic, societal, environmental, and economic aspects. Some of the points raised include economic difficulties in operating in parts of the state, the impact of legacy policies and decisions, the effects of land ownership patterns, and broadly, climate change affecting forests and communities.

For reference, much of the background information and the department’s vision around climate change policy is contained in the Climate Change and Carbon Plan which the Board approved in November 2021. The department proposes that the Forestry Program for Oregon (FPFO) will look to follow climate-smart forestry as the foundational framework for this revision and can be summarized as follows:

The Board has identified sustainable forest management as a key principle in the previous iterations of the FPFO. Climate-smart forestry has been built out of sustainable agriculture and links with previous efforts to build criteria and indicators for sustainable forest management, like the Montreal Protocol. Climate-smart forestry has three parts: Adaptation, Mitigation, and the Social Dimension.
**Adaptation:** The forest environment has passed through tipping points that forests are unlikely to return to. Society sees this through more extreme events, longer and more severe fire seasons, and a megadrought not seen since the dark ages (roughly 1200 years ago). Adaptation policy can help guide the forest sector toward more resilient landscapes that are less prone to the disastrous aspects facing forest managers. Changing the forest structure, different management approaches, landscape treatment, supporting infrastructure, and incentivizing efforts to incorporate climate change into management decisions will be key. Additionally, providing tools that help forest landowners and managers assess their vulnerability to climate change can have broad benefits. Given the impacts of climate change across environmental, social, and economic spheres, there is an opportunity for the Board and department to partner with other agencies, non-governmental organizations, and industry members to address adaptation. For example, the department can lead on larger efforts like the Statewide Climate Adaptation Framework and vulnerability assessment projects being driven by the Department of Land Conservation and Development.

**Mitigation:** To reach internationally accepted targets (global temperature rise less than 1.5°C) to limit catastrophic impacts from climate change, the global population will need to remove carbon dioxide from the atmosphere. Natural climate solutions like forests, agricultural lands, and blue carbon all offer options to increase this mitigation through biologic sequestration. Forests, especially those in western Oregon, are widely regarded as being potential high-capacity ecosystems for this sequestration. Policy approaches and levers that can be utilized include incentivizing practices to increase stored carbon in the forests, coordinated and supported treatment and resilience management actions, reducing emissions from forest activities (e.g., limiting slash burning and increasing alternative slash use), and supporting infrastructure and utilization, among others. The recent Private Forest Accord work will potentially increase carbon sequestration in some riparian areas, though the scope and scale of this is not currently known. Incorporation of carbon finance into the suite of forest product considerations can also increase sequestration. While there are a multitude of options to consider, their impact on the other legs of the stool and the statutory authorities of the Board may provide barriers to widespread policy implementation efforts.

The last leg of the stool, the **social dimension**, is bifurcated. Made up of communities and economies, this social aspect of climate-smart forestry considers the impacts of adaptation and mitigation action on people, personal and community health, and community and rural economies. Utilizing climate-smart forestry to create healthy, resilient forests that also provide ecosystem and economic benefits can help lift disadvantaged, underserved, natural-resource dependent, and those living with intergenerational poverty. Climate-smart forestry principles can be applied to actively manage forests to achieve adaptation and mitigation goals. This adaptive management will require a scene change and there are opportunities for increased partnership with both public and private entities, as well as community-based organizations and the people they serve.
Sitting atop the three-legged stool are the statutes, rules, and authorities the Board has for setting the forest policy of the state. Analysis of these statutes by the Oregon Department of Justice indicates the Board has broad policy-making discretion related to forest policies. It is incumbent on the department to implement the policies set out by the Board and the incorporation of metrics in the FPFO will help to track the progress in meeting the Board’s goals and objectives.

Successful, adaptive policy guidance can be ensured by cooperation between the Board and the department through the development of biennial work plans, budgets, policy option packages, and legislative concepts to provide the appropriate resources and statutory authorities to support a broad and ambitious vision for Oregon forests.

ALTERNATIVES CONSIDERED

- Retain the 2011 FPFO with mild updating and editing.
- Revise the FPFO but maintain the existing structure and Montreal Protocol.
- Abandon the FPFO and consider a new mechanism for establishing the vision and policy objectives of the Board.

RECOMMENDATION

Department staff recommend the Board pursue a full revision of the Forestry Program for Oregon, observing the following set of principles and processes:

- Principles:
  - The Board of Forestry will revise/develop a strong vision for forestry in Oregon that is consistent with its statutory authorities and highlights areas the Board and the department should coordinate with other policy making and operational entities.
  - Climate-smart forestry will be the guiding lens and the FPFO will contain elements that address climate adaptation, mitigation, and social-climate interactions.
  - The process will be open and transparent, including voices that have not previously been included in the process and utilize tools available to be more inclusive (e.g., Climate Equity Blueprint).
  - Goals and objectives will be accomplishable within a desired and stated timeline; however, criterion and indicators for those will be developed immediately following finalization of the FPFO.

- Process (to begin May 2022): With a decision to proceed, staff will establish the remaining process elements, to be divided into four phases – information gathering, conversation, document development, and measurements/assessments.

- Phase 1: Information Gathering – Summer/Fall 2022
  - The department will work with the Board to establish and utilize focused conversations around climate-smart forestry themes (governance, adaptation,
mitigation, social with subtopics as well). These will provide the Board with a breadth of input and perspectives to look to as it revisits the values, vision, mission, purpose, and objectives of the FPFO. Targeted groups to include are:

- Sovereign Tribes
- Environmental Justice representatives
- Landowners, large and small
- Forest harvest and reforestation operators
- State Forests and public forest managers
- Forest advocacy organizations
  - Forest Industry
  - Conservation
  - Social
  - Climate change
- Youth representatives
- Others to be identified
- Input assessment will utilize third-party assistance for facilitation and potentially reporting development.

Additional information sessions will be planned for in-depth consideration and discussion, such as science and workforce/labor issues.

- **Phase 2: Discussion and Deliberation – Fall 2022 / Winter 2023**
  - The department will work with Board members to define and outline initial elements.
    - Mission, Vision, Values, Purpose, and Objectives
    - Development of draft metric categories (initial steps in Goal development)
  - October Retreat 2022: Mission, Vision, Values, Purpose, and Objectives development

- **Phase 3: Document Development – 2023**
  - Winter 2023: Finalization of draft Governance, Adaptation, Mitigation, Social sections
  - Spring 2023: Public review of draft portions of the FPFO
  - Summer 2023: Revision based on public input and comments
  - Fall 2023: Acceptance of final draft and direction moving forward

- **Phase 4: Measurement and Assessment Determination – Summer 2023**
  - Final development of indicators and department implementation process for tracking.

**NEXT STEPS**

- If the Board approves the recommendation, staff will begin to work on Phase 1 (information gathering) of the project, while laying the groundwork for Phase 2.
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<th>Agenda Item No.:</th>
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<tbody>
<tr>
<td>Topic:</td>
<td>Forest Trust Land Advisory Committee</td>
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<tr>
<td>Presentation Title:</td>
<td>FTLAC Testimony to the Board of Forestry</td>
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<tr>
<td>Date of Presentation:</td>
<td>April 27, 2022</td>
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<tr>
<td>Contact Information:</td>
<td>David Yamamoto, FTLAC Chair and Tillamook County Commissioner</td>
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<td>John Sweet, FTLAC Vice-Chair and Coos County Commissioner</td>
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On behalf of the Forest Trust Land Advisory Committee (FTLAC), comments and additional information may be provided on State Forest Lands business.
SUMMARY AND CONTEXT

The Legislature made significant investments in the department in both the 2021 and 2022 Legislative Sessions. Given the dynamic state of those recent investments, there are some challenges in predicting future resource needs, but there also remain clear areas for additional investment. Agency leadership has developed a set of policy option packages (POP’s) based on an assessment of current and future needs, informed by input from the Board and stakeholders. These POP’s can be organized around three different categories:

1. Program Development: POP’s that add additional positions and resources to develop new program areas or augment existing efforts.
2. Continuing Business: POP’s necessary to ensure the continuation of existing lines of business or to execute technical fixes to ensure uninterrupted services.
3. Capital Investments: POP’s requesting resources for investments in infrastructure upgrades, maintenance, etc.

This topic provides an overview of draft POP’s proposed by the department. The Board will provide its final input and approval of the department’s POPs at the June 8, 2022, Board meeting, followed by its final approval of the department’s 2023-25 Agency Request Budget at the July 20, 2022, meeting.

BACKGROUND AND ANALYSIS

As discussed at the January 5, 2022, Board meeting, the initial step in the development of the biennial budget is to assess current and future issues and needs and begin to strategically narrow the investment focus. Strategic investment areas are expressed as policy option packages.

The following table summarizes draft POP’s, which have been developed following discussion by the agency Executive Team. These concepts are in development and will require further refinement based upon Board input and stakeholder review and input.
Program Development

Community Engagement & Climate Change (estimated $10M / biennium)

The Community Engagement & Climate Change POP includes added capacity and investments across four programs to enable more deliberate engagement with diverse communities statewide and to increase the department’s capability for planning and implementation around climate change and community resilience.

- **Implementing Climate-Smart Forestry**: Additional resources enabling the department to focus on climate-smart goals of the Climate Change and Carbon Plan (CCCP) including urban and community forestry, research and monitoring, reforestation and afforestation, climate-smart forestry in silviculture, forestland climate resilience and ecological function restoration, and investments in workforce development throughout the sector.

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<th>Additional Funds</th>
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<td>Urban Forestry Grant Program</td>
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<td>Contracted Urban Forestry Inventory</td>
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<td>Revolving Seedling Fund</td>
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- **Planning and Responding to Changing Climate and Forests**: The agency has insufficient capacity and expertise to monitor, evaluate and inform response to climate change; Builds this capacity within the Planning Branch, which serves the agency’s operating programs, enabling the department to better meet its mission and mandates, as well as address policy intentions of the Board of Forestry; Investment in staff capacity as well as additional data collection and monitoring.

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<td>NRS4</td>
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- **Interpretive Education**: Additional capacity to expand State Forests interpretive programs beyond the Tillamook Forest Center; Includes a mobile interpretive education (IE) unit and supporting staff that will enable interpretive education specialists to travel to other state forests, and to bring important I&E programs into underserved areas throughout the state, underscoring the agency’s commitment to furthering DEI initiatives.

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<th>NRS4</th>
<th>Forest Social Scientist</th>
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<td>NRS3</td>
<td>GIS Data Specialist</td>
<td>LD→Perm</td>
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<td>NRS4</td>
<td>Biomass &amp; Utilization Specialist</td>
<td>Re-class/Fund Shift</td>
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<td>PEME</td>
<td>Staff Supervision and Support</td>
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<td>OPA3</td>
<td>Board Support and Facilitator</td>
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**Additional Funds**

| FIA Plot Network | $2,000,000 – per biennium | New Funding  |
| Linking Remote Sensing and Ground Based Measurements | $250,000 – per biennium | New Funding |

- **Electric Vehicle Infrastructure**: Funding for the installation of one dual-port, 40 amp minimum, level-2 charging station at each of our offices statewide. The total estimated cost for installation at district and unit offices is $620,000. Providing EV infrastructure throughout the agency not only expands charging capabilities in both metro and more rural locations, but also gives agency staff the ability to travel between offices in EVs and have a means to charge them while conducting business. This will allow ODF greater flexibilities when exploring EV procurements in the future.

**Emergency Response & Life Safety (est. one-time biennial cost $5M; $800K revolving)**

The Emergency and Life Safety POP includes added capacity and investments in the department’s smoke detection camera systems, radio communications repeater network, and addition of a Continuity of Operations Coordinator position to ensure compliance with statewide enterprise policy requirements. These investments will continue the ongoing
investments in support of SB762 as well a continuation of the department’s progress of implementing its Automated Vehicle Location initiated during the 2021-23 biennium.

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### Additional Funds

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<tr>
<th>Detection Camera Build-out (15 new)</th>
<th>$2,600,000 – one-time</th>
<th>New Funding</th>
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<tr>
<td>Radio Repeater Backbone Replacement</td>
<td>$1,600,000 – one time</td>
<td>New Funding</td>
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**Document Management System Preparation (est. cost $500k)**

Provide for appropriate staff support for a future agency-wide implementation of a public records management system, as recommended by the 2021 MGO report. Currently the department’s information technology maturity model does not lend itself to the wholesale implementation of a document and records management technology solution, however, it can benefit from increasing its awareness and proposed strategy in addressing the challenges as outlined by the MGO recommendation. This proposal seeks to add permanent position to get a broad understanding of the primary bodies of records in the department’s custody, the retention periods for those records, and any potential storage or access challenges associated with those records. This pre-work would be necessary to build an effective procedure for the department that would promote consistent retention, archiving, and destruction of records across the department, ultimately allowing for the implementation of a holistic record management system.

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**Continuing Business**

**Private Forest Accord Program Development (estimated $17.3M / biennium)**

After a series of mediated meetings over an 18-month period, representatives from the timber industry and conservation organizations reached an agreement to modify Oregon’s forest practice laws and regulations to draft a Habitat Conservation Plan. Collectively, these agreements are known as the Private Forest Accord (PFA). Since these agreements, SB1501 was introduced and amended in the 2022 Legislative Session. SB1501 directs ODF to adopt by rule a Small Forestland Owner Investment in Stream Habitat Program (SFISH) and an Adaptive Management Program.

The Adaptive Management Program will rely on an Adaptive Management Program Committee (AMPC) and Independent Research and Science Team (IRST). The AMPC will consist of 10 voting members from clearly defined stakeholder groups, serve as an advisory committee to the Board of Forestry, and will set priorities for IRST. The IRST will serve as
an advisory committee to the Board of Forestry and lead research projects that are prioritized by the AMPC.

This POP provides the necessary funding to support these program elements, as well as additional investment in Services and Supplies (S&S) for positions associated with SB 1501.

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<td>SFISH Grant Program</td>
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<td>$10,000,000 – per biennium</td>
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<td>AMPC and IRST</td>
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<td>$6,000,000 – per biennium</td>
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<td>Additional S&amp;S</td>
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<td>$1,314,273 – per biennium</td>
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**SB 762 – Continuing Investments (est. one-time biennial cost $6.4M; $5.7M revolving)**

The department has been directed by SB 762 to implement a treatment program to reduce wildfire risk on public and private forestlands and rangelands. The legislation provided to ODF limited duration positions to support this work, even though the program is permanently funded. To maintain continuity for implementation, the department seeks to permanently fund some of these positions. The legislation also directs the department to issue notice to property owners in high and extreme wildfire risk areas. The department seeks one time funding to support this work. Finally, the legislation created a small forestland grant program, which was funded at $5M for one biennium. The department seeks to make this program permanent.

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<td>Landscape Resiliency Program Support</td>
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<td>Small Forestland Grant Program</td>
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<td>Wildfire Risk Notification</td>
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**Federal Forest Restoration (FFR) Program Infrastructure Investment (no net GF)**

The FFR Program conducted a capacity needs assessment to determine what was necessary to scale up its restoration work. This capacity needs assessment is the basis of this package, which is designed to build off the existing FFR Program structure.

The proposal results in a net decrease in the FFR General Fund (GF) appropriation by $34,738 for the 2023-25 biennium, even though it adds 17 FTE to the FFR Program. This is achieved through existing position fund distribution shifts and is made possible by Federal Funds (IIJA, other congressional appropriations, federal trust funds) and available Other Funds (GNA timber sale revenue).
Facility Management Staff (est. biennial cost $426k)

Last biennium, the department’s Facility Capital Management Program was given two Limited Duration positions to help facilitate various capital construction/improvement and deferred maintenance projects throughout the organization. This capacity has proven critical in furthering the department’s efforts on addressing holistic infrastructure improvements across all districts as well as addressing the expected and unexpected capital construction projects. This proposal seeks to shift those existing limited duration positions to permanent.

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ODF Severity Program (est. one-time cost $14M)

As in previous biennia, establishes a Special Purpose Appropriation in the Emergency Board Fund to pay the state’s share of fire insurance premium costs, and to provide critical, mobile severity resources—primarily contract air tankers and helicopters—positioned where and when fire danger is the highest.

Landowner Rate Offset Continuation (est. one-time cost $14M)

This request is for general fund for the purpose of offsetting potential increases in landowner forest patrol assessments under ORS 477.270 due to the implementation of the provisions of section 30a of SB 762 and 2021-2023 LAB POP 101 positions. This is a one-time ask to allow for continued stakeholder and legislative conversation on the full extent of the financial impacts of the SB762 investments.

Capital Investments

SB 1067 Deferred Maintenance Investments (est. one-time cost $5.7M)

To ensure the Governors’ Budget complies with the requirements of Senate Bill 1067 (2017), agencies that own state buildings and infrastructure must request policy packages, to bring their budget to a level of deferred maintenance and capital improvements on existing state-owned buildings and infrastructure that is equivalent to at least two percent of the current replacement value of the agency’s state-owned buildings and infrastructure.

Facility Replacement (est. one-time biennial cost TBD)

The department is currently engaged in three capital construction projects. These policy option packages look to support the needed investments to further the project goals. In the case of the Toledo facility, a relocation project, the release of additional bonding is required. For the Klamath and Santiam facilities, both lost to fire, Other Fund limitation may be required to enable the utilization of insurance proceeds and other revenue sources.
State Foresters Office Renovation (est. one-time biennial cost $15-20M)

Designed by U.S. Forest Service architect Linn A. Forrest, the State Forester’s Office Building (SFOB) was constructed in 1935 under the auspices of the Works Progress Administration (WPA) to house the Department following the Capitol Building fire and was listed on the National Register of Historic Places in 1982. Since that time, the SFOB has housed department staff in various capacities and in the nearly 90 years of use has acquired a backlog of both deferred maintenance and other infrastructure improvements (including earthquake and flood mitigation) that aim to renew both the building and its systems. This POP would have the following key goals:

• To provide a healthier and safer environment for the building’s occupants and users;
• To renew outdated building infrastructure and systems;
• To meet the modern business needs of the department;
• To improve the energy efficiency of the building; and
• To preserve a cultural and architectural landmark for generations to come.

RECOMMENDATION
This agenda item is informational only.

NEXT STEPS
The refined biennial budget investment concepts and process updates will be presented to the Board of Forestry at the June 8, 2022 meeting.

ATTACHMENTS
None
SUMMARY
The department will provide a joint update with Macias, Gini, and O’Connell (MGO) reviewing the department’s progress on implementation of MGO recommendations.

CONTEXT
Previously, the department presented results of an independent external review of the agency’s financial management structure and processes related to wildfire costs as conducted by MGO and an accompanying Implementation Management Plan from the department developed to address the recommendations. Subsequent presentations have included updated versions of the plan and results of the 2021-23 Legislatively Adopted Budget where additional capacity and funding was provided to aid in implementing the recommendations and further engage MGO in direct technical assistance and reporting. MGO updates are a key topic in the Board’s 2022-2024 Administrative Work Plan with continued refinement of the Implementation Management Plan and regular reporting intervals planned throughout the biennium to keep the Board apprised of progress on milestone deliverables and full implementation of the recommendations.

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

Macias, Gini, & O’Connell LLP (MGO), a CPA and advisory firm, was hired by the Department of Administrative Services to perform a review and assessment of the Department of Forestry’s (ODF) fire finance operations, including accounts receivable, accounts payable, and district fire budgeting. Once this work was completed, MGO presented a final report to the Joint Committee on Ways & Means, Subcommittee on Natural Resources, on May 5, 2021. MGO’s report highlighted 28 observations and recommendations in the five original areas of concern: budgeting, financial resources, information technology, oversight, and policies and procedures. Within this report were management responses from ODF executive leadership, developed through collaboration with leadership throughout the organization. These responses proposed plans of action to mitigate the risks identified by MGO and initiated efforts to define sequenced implementation to operationalize the recommendations.

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

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

**Organizational Response to Investments and Status**

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

Recruitment processes have progressed since we last reported in January, with the last two limited duration positions from Policy Option Package 801 filled and the new MGO project team members working through their onboarding processes last month. Recruitments are also actively underway for lead positions in the Admin Modernization Program (Policy Option Package 173) with subsequent team member positions working through recruitment in the coming months.

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

The department finalized the work order contract with Macias, Gini, and O’Connell (MGO) as referenced in Policy Option Package 801 last fall and MGO joined the department in formal presentations to the Board of Forestry and the Oregon Legislature, Joint Committee on Ways & Means in January. Further services to be provided under the contract will include an assessment of ODF’s implementation efforts, identification of improvements or gaps in desired outcomes of the MGO report and the implementation management plan, recommendations to adjust deliverables or timelines of the project in alignment with priorities identified by MGO, progress monitoring and reporting both internally and externally, collaborative consultation on the context of MGO recommendations, direct technical assistance on implementation deliverables as requested by ODF, and formal presentations at regular intervals throughout the biennium. MGO will join the department in April to present an update on this agenda item.
RECOMMENDATION

This is an informational item.

NEXT STEPS

Department staff will continue to refine the Implementation Management Plan, reporting on milestone deliverables and progress to fully implement MGO’s recommendations while incorporating the technical assistance of MGO to assure the agency is addressing any gaps in desired outcomes.

ATTACHMENT

1) Department of Forestry MGO Implementation Management Plan, Version 4
   (available before the meeting)
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Background

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

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

![Large Fire Cost Comparison - Pre- vs Post-2013](image)

Given that these large fire seasons have been occurring back-to-back, the department has sustained continued shortfalls in its cash account to cover these costs. Typically, these shortfalls
have been addressed (approximately $60 million annually) by using a line of credit from the Oregon State Treasury to provide the cash needed to maintain day-to-day operations throughout the agency.

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

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

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

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

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

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

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

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

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

In addition to outlining the effort needed to resolve the observations made through MGO’s assessment, the IMP takes a broader view of the risks and impacts the recommendations are
trying to address to factor in further reaching process improvement efforts. By increasing the breadth and depth of some of the recommend solutions, the department can benefit from increased efficiencies, tangential improvements and more agency-centric (as opposed to strictly fire finance related) improvements to operational and administrative capacity. This often manifests in short-term solutions to address the immediate needs while laying the foundation for longer-term holistic approaches. These more evolved endeavors will still be tracked and managed through the IMP, while clearly documenting the fulfillment of the originally observed risk.

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

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

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

**Further Context for Version 2 of the Implementation Management Plan**

As the 2021 Legislative Session closed in late June, the Department received additional funding through its 2021-23 Legislatively Adopted Budget to help implement the recommendations. These investments are detailed in the 2021 Senate Bill 5518 to include new permanent positions in finance and administrative modernization, key organizational structure changes identified in MGO’s assessment, limited duration positions to support implementation of the recommendations, and a technical budget note to continue the contractual relationship with MGO to provide direct implementation, technical assistance, oversight, and reporting.
Version 3 of the Implementation Management Plan

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

Version 4 of the Implementation Management Plan

The department is actively making progress across many of the recommendations. Sixteen of the twenty-eight recommendations have work actively being completed on the deliverables with three of those in the recently initiated stage. Four recommendations have work completed but are currently pending or on hold for capacity to support I.T. deliverables. Recruitments are actively underway for this technical expertise. Three recommendations are not ready to be started. And five of the twenty-eight recommendations are now complete, having moved to an enhanced status for further modernization or maintenance efforts.
### MGO Implementation Management Plan Version 4, Status and Change Log

#### Sorted by ID#, by Risk

<table>
<thead>
<tr>
<th>#</th>
<th>Recommendation (Type)</th>
<th>Risk Rating</th>
<th>Target Completion Date</th>
<th>Last Status Version 3</th>
<th>Current Status Version 4</th>
<th>Changes and Progress</th>
<th>Status Notes and Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Cost Share Collections (Policies &amp; Procedures)</td>
<td>High</td>
<td>06/30/2021</td>
<td>Complete and Enhanced</td>
<td>Complete and Enhanced</td>
<td>No change. Completed in prior version.</td>
<td>Complete. Enhanced status for further system implementation and maintenance.</td>
</tr>
<tr>
<td>4</td>
<td>Cash Flow Projections (Policies &amp; Procedures)</td>
<td>High</td>
<td>06/30/2022</td>
<td>Active</td>
<td>Active</td>
<td>Continued use of Outstanding, Assets &amp; Liabilities Tracker, refinement of cash runway tool, removed deliverable for Coop Tracker procedure (integrated).</td>
<td>Active. Transitioning finance duties to focus on policy development, actively recruiting for the Admin Modernization Program capacity.</td>
</tr>
<tr>
<td>5</td>
<td>Accounts Receivable Collections (Policies &amp; Procedures)</td>
<td>High</td>
<td>12/31/2021</td>
<td>Active</td>
<td>Active</td>
<td>No change. Progress on financial program recruitment and transitioning finance duties within the program.</td>
<td>Active. Transitioning finance duties to focus on policy development.</td>
</tr>
<tr>
<td>6</td>
<td>Policy &amp; Procedure Storage (Information Technology)</td>
<td>High</td>
<td>06/30/2022</td>
<td>Pending</td>
<td>Pending</td>
<td>No change.</td>
<td>Pending. Actively recruiting for Admin Modernization Program capacity, and developing a 23-25 budgetary policy option package.</td>
</tr>
<tr>
<td>7</td>
<td>Cost Estimates (Information Technology)</td>
<td>High</td>
<td>06/30/2020</td>
<td>On Hold</td>
<td>On Hold</td>
<td>No change to IT aspect; however progress made on cost estimate procedures and training.</td>
<td>On hold for capacity to support IT deliverables. Actively recruiting for Admin Modernization Program capacity.</td>
</tr>
<tr>
<td>8</td>
<td>BBO Real-Time (Information Technology)</td>
<td>High</td>
<td>06/30/2020</td>
<td>On Hold</td>
<td>On Hold</td>
<td>No change.</td>
<td>On hold for capacity to support IT deliverables with OFRS. BBO licensing ends 06/30/22, replacement system ORIEE not ideal for non-technical use.</td>
</tr>
<tr>
<td>9</td>
<td>Accounts Payable (Policies &amp; Procedures)</td>
<td>High</td>
<td>06/30/2022</td>
<td>Active</td>
<td>Active</td>
<td>Progressing on implementation and training on OregonBuys Phase II for eProcurement.</td>
<td>Active. Transitioning finance duties to focus on policy development.</td>
</tr>
<tr>
<td>10</td>
<td>Electronic Records (Information Technology)</td>
<td>High</td>
<td>06/30/2022</td>
<td>Active</td>
<td>Active</td>
<td>Continuing development of 2023-25 Agency Request Budget and policy option packages.</td>
<td>Active. Strategic initiative working through Board for 2023-25 Agency Request Budget.</td>
</tr>
<tr>
<td>12</td>
<td>ACC Rate Assessments (Budgeting)</td>
<td>High</td>
<td>06/30/2022</td>
<td>Active</td>
<td>Active</td>
<td>Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.</td>
<td>Active. Integrating business process changes and revised templates for next fiscal.</td>
</tr>
<tr>
<td>13</td>
<td>Oversight Reports (AF and AR systems) (Oversight)</td>
<td>Medium</td>
<td>06/30/2022</td>
<td>Initiated</td>
<td>Initiated</td>
<td>Minor modification to connect new Board oversight policy and monthly financial condition reports.</td>
<td>Initiated. Initial reports refined require documentation, automation, and MGO comparisons.</td>
</tr>
<tr>
<td>14</td>
<td>Training for finance personnel (Salem and Field) (Oversight)</td>
<td>Medium</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Initiated</td>
<td>Work initiated. Developing framework/guidance for trainings on policy and procedures.</td>
<td>Initiated. Defining items for onboarding checklist and developing key policy and financial trainings.</td>
</tr>
<tr>
<td>15</td>
<td>Field Protection Districts Oversight (Oversight)</td>
<td>Medium</td>
<td>06/30/2020</td>
<td>Active</td>
<td>Active</td>
<td>Progressing on procedure and training development.</td>
<td>Active. Transitioning finance duties to focus on policy development.</td>
</tr>
<tr>
<td>16</td>
<td>Board of Forestry Oversight (Oversight)</td>
<td>Medium</td>
<td>10/31/2021</td>
<td>Active</td>
<td>Complete</td>
<td>Completed policy development and approved policy.</td>
<td>Complete. Communications and coordination procedures for monthly financial report.</td>
</tr>
<tr>
<td>17</td>
<td>Distinct Finance / Accounting Oversight (Oversight)</td>
<td>Medium</td>
<td>12/31/2021</td>
<td>Active</td>
<td>Active</td>
<td>No change.</td>
<td>Active. Transitioning finance duties to focus on policy development and financial metrics.</td>
</tr>
<tr>
<td>18</td>
<td>Change Management (Incident Finance Audits) (Oversight)</td>
<td>Medium</td>
<td>06/30/2022</td>
<td>On Hold</td>
<td>Active</td>
<td>Engaging 2021 large fire audit with joint financial review procedures.</td>
<td>Active. Complete 2021 audits, define AAR and change management processes for lessons learned.</td>
</tr>
<tr>
<td>19</td>
<td>Invoicing (Policies &amp; Procedures)</td>
<td>Medium</td>
<td>12/31/2021</td>
<td>Active</td>
<td>Active</td>
<td>Progressing on implementation of system while observing changes in processes.</td>
<td>Active. Further system implementation and procedural updates to reflect changed processes.</td>
</tr>
<tr>
<td>20</td>
<td>Finance / Accounting (Org. Structure) (Finance/Accounting Resources)</td>
<td>Medium</td>
<td>06/30/2023</td>
<td>Active</td>
<td>Active</td>
<td>Adapting and aligning business processes, communications, and expectations, integrating changes in organizational structure.</td>
<td>Active. Continued assessment of operations and adaptation of personnel duties and business processes throughout the biennium.</td>
</tr>
<tr>
<td>21</td>
<td>Finance Skills (Finance/Accounting Resources)</td>
<td>Medium</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Not Started</td>
<td>No change.</td>
<td>Not Started.</td>
</tr>
<tr>
<td>22</td>
<td>OFRS (Information Technology)</td>
<td>Medium</td>
<td>06/30/2022</td>
<td>On Hold</td>
<td>On Hold</td>
<td>No change.</td>
<td>On hold. Actively recruiting for Admin Modernization Program capacity.</td>
</tr>
<tr>
<td>23</td>
<td>Budgeting Requirements (Budgeting)</td>
<td>Medium</td>
<td>06/30/2022</td>
<td>Active</td>
<td>Active</td>
<td>Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.</td>
<td>Active. Integrating business process changes and revised templates for next fiscal.</td>
</tr>
<tr>
<td>24</td>
<td>Budgeting Requirements (Budgeting)</td>
<td>Medium</td>
<td>06/30/2022</td>
<td>Active</td>
<td>Active</td>
<td>Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.</td>
<td>Active. Integrating business process changes and revised templates for next fiscal.</td>
</tr>
<tr>
<td>25</td>
<td>Operating Association Advances (Policies &amp; Procedures)</td>
<td>Low</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Not Started</td>
<td>No change.</td>
<td>Not Started. Modified estimated date by one year due to capacity and timing needs prior to spring.</td>
</tr>
<tr>
<td>26</td>
<td>FEMA Claim Status (Policies &amp; Procedures)</td>
<td>Low</td>
<td>12/31/2021</td>
<td>Active</td>
<td>Active</td>
<td>Progressing on active FEMA claims.</td>
<td>Active. Procedures in development and actively recruiting for Admin Modernization Program capacity.</td>
</tr>
<tr>
<td>27</td>
<td>OregonBuys (Information Technology)</td>
<td>Low</td>
<td>06/30/2021</td>
<td>Complete and Enhanced</td>
<td>Complete and Enhanced</td>
<td>Completed in prior version.</td>
<td>Complete. Enhanced status for related policies and maintenance.</td>
</tr>
<tr>
<td>28</td>
<td>Encumbrances (Budgeting)</td>
<td>Low</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Not Started</td>
<td>No change. Proceed exists to capture encumbrances outside of OregonBuys.</td>
<td>Not Started. Once OregonBuys Phase II is implemented, feature use of encumbrances.</td>
</tr>
</tbody>
</table>

**Active** Work is actively being completed against the recommendation.  
**Complete** Recommendations have been implemented and observed risk mitigated.  
**Enhanced** Work has moved beyond the initial scope of the recommendation to further business value.  
**Initiated** Work is in a preliminary phase, typically inventorying and/or documenting current products/processes.  
**Not Started** Work for this recommendation has not started.  
**On Hold** Some work has been completed, but progress has been temporarily halted due to resource constraints or work phasing.  
**Pending** Work is beginning to be queued up and/or resources assembled.
Oregon Department of Forestry, MGO Implementation Management Plan Version 4, Status and Change Log

Sorted by Completion Date, by Risk

<table>
<thead>
<tr>
<th>#</th>
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<th>Status Notes and Next Steps</th>
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</thead>
<tbody>
<tr>
<td>3</td>
<td>Cost Share Collections (Policies &amp; Procedures)</td>
<td>High</td>
<td>06/30/2021</td>
<td>Complete and Enhanced</td>
<td>Complete and Enhanced</td>
<td>No change. Completed in prior version. Complete. Enhanced status for further system implementation and maintenance.</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Oregon Buys (Information Technology)</td>
<td>Low</td>
<td>06/30/2021</td>
<td>Complete and Enhanced</td>
<td>Complete and Enhanced</td>
<td>Completed in prior version. Complete. Enhanced status for related policies and procedures.</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Board of Forestry Oversight (Oversight)</td>
<td>Medium</td>
<td>10/31/2021</td>
<td>Active</td>
<td>Complete</td>
<td>Completed policy development and approved policy. Complete. Communications and coordination procedures for monthly financial report.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Accounts Receivable Collections (Policies &amp; Procedures)</td>
<td>High</td>
<td>12/31/2021</td>
<td>Active</td>
<td>Active</td>
<td>No change. Progress on financial program recruiting and transitioning finance duties within the program. Active. Transitioning finance duties to focus on policy development.</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>District Finance / Accounting Oversight (Oversight)</td>
<td>Medium</td>
<td>12/31/2021</td>
<td>Active</td>
<td>Active</td>
<td>Progressing on implementation of system while observing changes in processes. Active. Further system implementation and procedural updates to reflect changed processes.</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Invoicing (Policies &amp; Procedures)</td>
<td>Medium</td>
<td>12/31/2021</td>
<td>Active</td>
<td>Active</td>
<td>Progressing on active FEMA claims. Active. Procedures in development and actively recruiting for Admin Modernization Program capacity.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Cash Flow Projections (Policies &amp; Procedures)</td>
<td>High</td>
<td>06/30/2022</td>
<td>Active</td>
<td>Active</td>
<td>No change to IT aspect; however progress made on cash estimate procedures and training. On hold for capacity to support IT deliverables. Active. Transitioning finance duties to focus on policy development.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Cost Estimates (Information Technology)</td>
<td>High</td>
<td>06/30/2022</td>
<td>On Hold</td>
<td>On Hold</td>
<td>No change to IT aspect; however progress made on cost estimate procedures and training. On hold for capacity to support IT deliverables. Active. Transitioning finance duties to focus on policy development.</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Encumbrances (Budgeting)</td>
<td>Low</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Not Started</td>
<td>No change. Processes exist to capture encumbrances outside of OregonBuys. Not Started. Oregon Buys Phase II is implemented. Active. Use of encumbrances.</td>
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<tr>
<td>21</td>
<td>Finance Skillsets (Finance/Accounting Resources)</td>
<td>Medium</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Not Started</td>
<td>No change. Processes exist to capture encumbrances outside of OregonBuys. Not Started. Oregon Buys Phase II is implemented. Active. Use of encumbrances.</td>
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<td>20</td>
<td>Finance / Accounting Org Structure (Finance/Accounting Resources)</td>
<td>Medium</td>
<td>06/30/2023</td>
<td>Active</td>
<td>Active</td>
<td>Adapting and aligning business processes, communications, and expectations, integrating changes in organizational structure. Active. Continued assessment of operations and adaptation of personnel duties and business processes throughout the organization.</td>
<td></td>
</tr>
</tbody>
</table>

Active: Work is actively being completed against the recommendation

Complete: Recommendations have been implemented and observed risk mitigated

Enhanced: Work has moved beyond the initial scope of the recommendation to further business value

Initiated: Work is in a preliminary phase, typically informing and/or documenting current processes

Not Started: Work for the recommendation has not started

On Hold: Some work has been completed, but progress has been temporarily halted due to resource constraints or work phasing

Pending: Work is beginning to be queued up and/or resources assembled
## Deliverable Identification

### Deliverable Name
- Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020)
- Oregon Statewide 2020 Operating Plan (01/01/2020)
- Cost Share Tracker developed (MGO)
- Cost Share Tracker joint review w/ODF Operations and Administrative Branch

### Owner
- Fire Protection Deputy Chief
- Fire Protection Deputy Chief
- Protection Finance Manager
- Protection Finance Manager

### Estimated Completion Date
- Done
- Done
- 05/24/2021

### Deliverable Status
- Complete
- Complete
- Complete

### Approver(s)
- State Forester
- State Forester
- Deputy Director for Administration

### Deliverable Review
- LT ET BOF
- n/a n/a n/a
- n/a n/a n/a
- n/a n/a n/a

### Supporting Documentation
- Master Cooperative Agreement 2020, 2021-2023
- Cost Share Tracker 05.17.21, 02.28.22

## Policy and Procedures

### ODF Policy (list topics and define milestones)
- n/a

### ODF Procedures (list topics, define each)
- Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)
  - Protection Finance Manager
  - 06/30/2021
  - Complete
  - Fire Protection Deputy Chief

### ODF Greenbook (sections, define action needed)
- Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)
  - Protection Finance Manager
  - 06/30/2021
  - Complete
  - Fire Protection Deputy Chief

### ODF Guidance or Memorandum (list sections)
- n/a

## IT System Considerations

### Technical requirements for cost share tracker application defined, if desired
- Protection Finance Manager
- Admin Modernization Program

### Project formulated for prioritizing within internal application development capacity
- Admin Modernization Program

### Application development and testing for cost share tracker
- Admin Modernization Program

### Cost Share Tracker application deployment
- Admin Modernization Program

### Procedures for updating Cost Share Tracker revised to incorporate new application
- Protection Finance Manager

## MGO Observation

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

## MGO Potential Impact / Risk

Lack of oversight by the ODF Operations and Administrative Branch could result in inefficiencies due to complex cost share terms leading to errors in accounts receivable or payable estimates and/or miscommunication related to the agreed upon incident terms or status of the cost share incidents.
## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #1 - Cost Share Agreements (Consistency)

**Due Date:** 06/30/2021

**ET Sponsor:** Fire Protection Chief

**Last Update:** 04/19/2022

### ODF Management Response:

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

### Deliverable Identification

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>District Business Managers</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tr>
<td><strong>COMMUNICATION PLANNING</strong></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Announcement of 2021 Agency Administrator Training (Email)</td>
<td>Protection Training Coordinator</td>
<td></td>
<td>Complete</td>
<td>Fire Protection Chief</td>
<td>May-21</td>
<td>May-21</td>
<td>May-21</td>
</tr>
<tr>
<td>Announcement of 2021 Incident Finance Trainings (Email)</td>
<td>Incident Finance / FEMA Unit Manager</td>
<td>05/12/2021</td>
<td>Complete</td>
<td>Fire Protection Chief</td>
<td>May-21</td>
<td>May-21</td>
<td>May-21</td>
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<tr>
<td>Communicate procedural changes to impacted personnel and supervisors</td>
<td>Incident Finance / FEMA Unit Manager</td>
<td>06/30/2021</td>
<td>Complete</td>
<td>Public Affairs Manager</td>
<td>Jun-21</td>
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<td>Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed</td>
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<td>05/12/2021</td>
<td>Complete</td>
<td>Fire Protection Chief</td>
<td>May-21</td>
<td>May-21</td>
<td>n/a</td>
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<tr>
<td>Interagency Cost Share Training hosted by Regional 6 Forest Service</td>
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<td>05/12/2021</td>
<td>Complete</td>
<td>Fire Protection Chief</td>
<td>May-21</td>
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<td><strong>MAINTENANCE NEEDS POST-IMPLEMENTATION</strong></td>
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<tr>
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<tr>
<td>Protection Fiscal Year Operating Plan core duties updated</td>
<td>Fire Protection Deputy Chief</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Chief</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<td>Position Descriptions updated w/duties</td>
<td>Fire Protection Deputy Chief</td>
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<td>Not Started</td>
<td>Human Resources Analyst</td>
<td>n/a</td>
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<td>Master Agreement and Statewide Operating Plan updated (as needed)</td>
<td>Fire Prevention and Policy Manager</td>
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<td>Fire Protection Deputy Chief</td>
<td>TBD</td>
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</tbody>
</table>

### MGO Observation:

Each Fire Protection District Forester is responsible for drafting, negotiating and authorizing cost share agreements for incidents that occur within their district. Additionally, the current cost share agreement policies and procedures do not include procedures related to ongoing monitoring or interdepartmental communication of executed cost share agreements.

### MGO Potential Impact / Risk:

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

### Status Legend:

- **Not Started**
- **Being Initiated**
- **In Review / Underway**
- **Approved / Completed**
MGO Recommendation # and Title: #2 - Cost Share Settlements (Signature Authority)

ET Sponsor: Protection Division Chief

Due Date: 06/30/2021

Last Update: 04/19/2022

Rating: MGO Recommendation:

High

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

ODF Management Response:

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

MILESTONES

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<tr>
<th>Deliverable Identification</th>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>District Business Managers</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>v</td>
<td>Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/02/2020) between ODF, operating associations, and federal agencies includes cost share agreement template and instructions</td>
<td>Fire Protection Deputy Chief</td>
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<td>Master Cooperative Agreement 2020-2021-2023</td>
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<td>v</td>
<td>Oregon Statewide 2020 Operating Plan (01/02/2020) between ODF, operating associations, and federal agencies defines delegated authority, cost share methodologies, and preliminary review of cost share by ODF Incident Business Lead</td>
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<td>Settlement Process Review by Operations and Administrative Branch (MGO)</td>
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<td>Signature Authority thresholds defined for cost share settlements (MGO)</td>
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POLICY AND PROCEDURES

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ODF Procedures (list topic(s), define each)

| n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

ODF Greenbook (list sections, define action needed)

| v                         | Chapter 80 - Cost Share Field Procedures and Appendices - updated w/ authorities, expectations for interdepartmental communications, timing, roles (MGO) | Protection Finance Manager | 06/30/2021 Complete | Fire Protection Deputy Chief | Jun-21 | Jun-21 | Jun-21 | ODF Green Book |

ODF Guidance or Memorandum (list sections)


IT SYSTEM CONSIDERATIONS

| n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

COMMUNICATION PLANNING

| v                         | Announcement of 2021 Agency Administrator Training (Email) | Protection Training Coordinator | Done Complete | Fire Protection Deputy Chief | May-21 | May-21 | May-21 | Agency Administrator Seminar (calendar) |

AGENDA ITEM 5

Attachment 1
MGO Recommendation # and Title: #2 - Cost Share Settlements (Signature Authority)

ET Sponsor: Protection Division Chief

Due Date: 06/30/2021

Last Update: 04/19/2022

Rating: MGO Recommendation:

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

ODF Management Response:

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

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<td>Complete</td>
<td>Fire Protection Deputy Chief</td>
<td>Jun-21 Jun-21 n/a</td>
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<td>Agency Administrator Seminar conducted June 14, 2021</td>
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<td>2021 Incident Finance Training</td>
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<td>Fire Protection Deputy Chief</td>
<td>May-21 May-21 n/a</td>
<td>ODFnet</td>
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<tr>
<td>v</td>
<td>Interagency Cost Share Training hosted by Regional 6 Forest Service</td>
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<td>May-21 May-21 n/a</td>
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<td>06/30/2022</td>
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<td>Position Descriptions updated w/duties</td>
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<td>Human Resources Analyst</td>
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<td>Master Agreement and Statewide Operating Plan updated (as needed)</td>
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Status Legend:

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed

MGO Implementation Management Plan Version 4
AGENDA ITEM 5

Attachment 1

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MGO Implementation Management Plan

Version 4

Attachment 1

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MGO Recommendation # and Title: #3 - Cost Share Collections

ET Sponsor: Fire Protection Division Chief

Due Date: 06/30/2021

Last Update: 04/19/2022

Rating: High

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

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

ODF Management Response:

ODF agrees with this recommendation. Routine meetings established in recent years with our interagency fire partners and their full commitment to close outstanding invoices has allowed ODF to catch up on past fire collections, leaving less than $9 million in outstanding recoveries from other fire agencies. Codifying this meeting framework in our cost collection procedures would provide consistency in ongoing collection efforts, clearly defined roles across the Operations and Administrative Branches, and standards for discussing variances, reasons for unapproved invoices or errors identified, barriers to collection, and estimated timeframes for collection of outstanding balances.

Policy and Procedures

ODF Policy (list topics and define milestones)

n/a

n/a

n/a

n/a

n/a

n/a

n/a

n/a

n/a

n/a

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MGO Recommendation # and Title: #3 - Cost Share Collections

ET Sponsor: Fire Protection Division Chief

Due Date: 06/30/2021
Last Update: 04/19/2022

Rating: MGO Recommendation: High

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

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

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

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

ODF Management Response:

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

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

MGO Implementation Management Plan - Deliverable Status Log

<table>
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<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Delinierable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tbody>
<tr>
<td>Administration Fiscal Year Operating Plan core duties updated</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<tr>
<td>Protection Fiscal Year Operating Plan core duties updated</td>
<td>Fire Protection Deputy Chief</td>
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<td>Accounts Receivable Collection Procedures for Federal Cost Shares annual review</td>
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<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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Status Legend:
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
## MGO Implementation Management Plan Template - Deliverable Status Log

### Title: ODF - Cash Flow Projections

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**ODF Policy (list topics and define milestones)**

1. ODF Policy - Disbursements and Expenditures (new) (MGO)
   - Owner: Financial Services Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: In Review / Underway
   - Approver(s): Deputy Director for Administration
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Financial Outlook Runway New Biennium

2. ODF Policy - Accounts Receivable (AR) (MGO)
   - Owner: Financial Services Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: In Review / Underway
   - Approver(s): Assistant Deputy Director for Administration
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Financial Outlook Runway New Biennium

3. ODF Policy - Procurement (new) (MGO)
   - Owner: Contract Services Program Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: In Review / Underway
   - Approver(s): Deputy Director for Administration
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Financial Outlook Runway New Biennium

4. ODF Policy - Internal Controls (new) (MGO)
   - Owner: Assistant Deputy Director for Admin
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Not Started
   - Approver(s): Deputy Director for Administration
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Financial Outlook Runway New Biennium

5. ODF Policy Cost Estimate Generation (new) (MGO)
   - Owner: Protection Finance Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Not Started
   - Approver(s): Deputy Director for Administration
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Financial Outlook Runway New Biennium

6. ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forest Protection Fund
   - Owner: Oregon Forestland Protection Fund Administrator
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Not Started
   - Approver(s): Deputy Director for Administration
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Financial Outlook Runway New Biennium

**ODF Procedures (list topics, define each)**

1. Invoicing and Recording Accounts Receivable (MGO)
   - Owner: Financial Services Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Being Initiated
   - Approver(s): Assistant Deputy Director for Admin
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Procedure - Cost Share Tracker

2. Reconciliation Procedures for open market purchase orders and invoices (MGO)
   - Owner: Disbursements Manager
   - Estimated Completion Date: TBD
   - Deliverable Status: TBD
   - Approver(s): Financial Services Manager
   - Deliverable Review: n/a
   - Supporting Documentation: ODF Policies - Accounts Receivable (AR), Disbursements and Expenditures (new) (MGO)

3. Disbursements and Expenditure Procedures updated for OregonBuys (MGO)
   - Owner: Disbursements Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Being Initiated
   - Approver(s): Financial Services Manager
   - Deliverable Review: TBD
   - Supporting Documentation: ODF Policies - Accounts Receivable (AR), Disbursements and Expenditures (new) (MGO)

4. Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)
   - Owner: Protection Finance Manager
   - Estimated Completion Date: 06/30/2021
   - Deliverable Status: Complete
   - Approver(s): Fire Protection Deputy Chief
   - Deliverable Review: n/a
   - Supporting Documentation: ODF Procedure - Cost Share Tracker

5. Co-op Tracker Updating Procedure (MGO)
   - Owner: n/a
   - Estimated Completion Date: TBD
   - Deliverable Status: TBD
   - Approver(s): n/a
   - Deliverable Review: n/a
   - Supporting Documentation: Procedure/instructions for updating is n/a - combined with Outstanding Assets & Liabilities Tracker

6. Outstanding Assets & Liabilities Tracker Updating Procedure (MGO)
   - Owner: Protection Finance Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Complete
   - Approver(s): Fire Protection Deputy Chief
   - Deliverable Review: n/a
   - Supporting Documentation: Procedure/instructions for updating is n/a - combined with Outstanding Assets & Liabilities Tracker

7. Active Incident Tracker Updating Procedure (MGO)
   - Owner: Protection Finance Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Not Started
   - Approver(s): Oregon Forestland Protection Fund Administrator
   - Deliverable Review: TBD
   - Supporting Documentation: Procedure/instructions for updating is n/a - combined with Outstanding Assets & Liabilities Tracker

8. Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator (MGO)
   - Owner: Protection Finance Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Not Started
   - Approver(s): Oregon Forestland Protection Fund Administrator
   - Deliverable Review: TBD
   - Supporting Documentation: Procedure/instructions for updating is n/a - combined with Outstanding Assets & Liabilities Tracker

9. OFRS Reporting Tool Use Procedures (MGO)
   - Owner: Financial Services Manager
   - Estimated Completion Date: 06/30/2022
   - Deliverable Status: Not Started
   - Approver(s): Assistant Deputy Director for Administration
   - Deliverable Review: TBD
   - Supporting Documentation: Procedure/instructions for updating is n/a - combined with Outstanding Assets & Liabilities Tracker

10. Cash Flow Procedures (MGO)
    - Owner: Financial Services Manager
    - Estimated Completion Date: 06/30/2022
    - Deliverable Status: Not Started
    - Approver(s): Assistant Deputy Director for Administration
    - Deliverable Review: TBD
    - Supporting Documentation: Procedure/instructions for updating is n/a - combined with Outstanding Assets & Liabilities Tracker

### MGO Implementation Management Plan

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

**MGO Recommendation # and Title:** No. 4 - Cash Flow Projections

**ET Sponsor:** Deputy Director for Administration

**Due Date:** 06/30/2022

**Last Update:** 04/19/2022
## Deliverable Identification

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<th>Supporting Documentation</th>
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<tr>
<td>✔ Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)</td>
<td>Protection Finance Manager</td>
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<td>Fire Protection Deputy Chief</td>
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<td>✔ Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)</td>
<td>Incidence Finance / FEMA Manager</td>
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### ODF Greenbook (list sections, define action needed)

- Chapter 80 - Cost Share Field Procedures
- Chapter 70 - Claims and Incident Cost Recovery Collection

### IT SYSTEM CONSIDERATIONS

- Deployment of new OFRS Reporting Tool
- Communication Planning
- Training Needs

### COMMUNICATION PLANNING

- Instructions for Outstanding Assets & Liabilities Tracker (SOALT)
- Communicate procedural changes to impacted personnel and supervisors
- Training module on the use of the OFRS Reporting Tool
- OFRS Reporting Tool Training (annual) - Cost Estimates module

### TRAINING NEEDS

- Training module on the use of the OFRS Reporting Tool
- Fire Finance Training (annual) - Cost Estimates module

### MAINTENANCE NEEDS POST-IMPLEMENTATION

- OFRS Reporting Tool updates, upgrades, and maintenance
- Review and update policy/procedures to meet changing needs
- Administrative Branch Fiscal Year Operating Plan core duties updated
- Position Descriptions updated w/duties

### BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

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<td>✔ OFRS Reporting Tool updates, upgrades, and maintenance</td>
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<td>06/30/2022</td>
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<td>Deputy Director for Administration</td>
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<td>✔ Administrative Branch Fiscal Year Operating Plan core duties updated</td>
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<td>Deputy Director for Administration</td>
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<td>✔ Position Descriptions updated w/duties</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Deputy Director for Administration</td>
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### Status Legend:

- Not Started
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**AGENDA ITEM 5**

Attachment 1

Page 17 of 66
**ODF Management Response:**

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

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<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
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<td>ODF Policy (list topics and define milestones)</td>
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<td>ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded</td>
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<td>ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded</td>
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<td>Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)</td>
<td>Financial Services, Operating Programs</td>
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<td>Updated policy includes defined responsibilities for ODF Admin and Operations for collection of invoices, past due, exempt and non-exempt invoices (MGO)</td>
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<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
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<td>v AR Collections on Federal Cost Shares (USFS, BLM, BIA, etc.) Procedures (MGO)</td>
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<td>v AR/AP aging meeting (reconciliation processes, agenda topics) Procedures (MGO)</td>
<td>Protection Finance Manager</td>
<td>12/30/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Administration</td>
<td>n/a</td>
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</tr>
<tr>
<td>Invoicing and Recording Accounts Receivable (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Assistant Deputy Director for Admin</td>
<td>Oct-21</td>
<td>Dec-21</td>
</tr>
<tr>
<td>AR Collections with other fire partners (WA, CA, state agency, etc.) Procedures (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Assistant Deputy Director for Admin</td>
<td>Oct-21</td>
<td>Dec-21</td>
</tr>
<tr>
<td>AR Collections with all other entities Procedures (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Assistant Deputy Director for Admin</td>
<td>Oct-21</td>
<td>Dec-21</td>
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<tr>
<td><strong>ODF Greenbook (list sections, define action needed)</strong></td>
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<td><strong>ODF Guidance or Memorandum (list sections)</strong></td>
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<td><strong>IT SYSTEM CONSIDERATIONS</strong></td>
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<tr>
<td>Sage AR Accounts Receivable integrated into collection procedures once deployed</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<tr>
<td>ORFS interface updated for new application</td>
<td>Admin Modernization Program</td>
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<td>Deputy Director for Administration</td>
<td>TBD</td>
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</table>
**MGO Recommendation # and Title:** #5 - Accounts Receivable Collections

**ET Sponsor:** Deputy Director for Administration

**Due Date:** 12/31/2021

**Last Update:** 04/19/2022

**Rating:** High

**MGO Recommendation:**
The ODF Administrative Branch should establish formalized policies and procedures related to collections of accounts receivables including a clear definition of the roles and responsibilities.

**[MGO] Action Plan:**
Implement formal policies and procedures related to collections activities, including a definition of the roles and responsibilities and oversight by the ODF Administrative Branch.

**MGO Observation:**
The ODF Administrative Branch does not have clearly defined roles or responsibilities related to oversight of collection efforts, as the ODF Operations Branch and Field Protection Districts are responsible for collections. Furthermore, we noted that formally documented policies and procedures related to accounts receivable do not exist.

**MGO Potential Impact / Risk:**
Lack of centralized collection efforts could lead to inefficiencies and duplicative collection inquiries. Additionally, lack of formalized collection policies and procedures, including defining responsibility for overall accounts receivable balances, could result in an increase in the aging of past due balances.

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

### Deliverable Status Log

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Status Indicator</th>
<th>Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<td>Communications with those currently involved with collections. Initially, for information gathering and later for communicating changes to policies and procedures.</td>
<td>Deputy Director for Administration</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Public Affairs Manager</td>
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<td><strong>TRAINING NEEDS</strong></td>
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<tr>
<td>Policy and procedures as part of Sage training and updates</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Assistant Deputy Director for Admin</td>
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<td>TBD</td>
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<td>Human Resources Analyst</td>
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<td>Accounts Receivable and Collection Procedures reviewed (annually)</td>
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## MGO Implementation Management Plan Template - Deliverable Status Log

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

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

### Deliverables Identification

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>District Business Managers</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<td>Deliverable Name</td>
<td>Owner</td>
<td>Estimated Completion Date</td>
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<td>ODF Policy (list topics and define milestones)</td>
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<tr>
<td>ODF Policy Management Policy updated to incorporate partial recommendation</td>
<td>Records Manager / Sr. Strategy Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>State Forester</td>
<td>TBD</td>
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<tr>
<td>ODF Policy Management Policy updated to incorporate pending I.T. solution</td>
<td>Records Manager / Sr. Strategy Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>State Forester</td>
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<td>Public Records Maintenance Procedures (new - link to current policy, archive guidelines)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>Model File Naming Convention defined (TBD - asset classification, retention, title, tag)</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<tr>
<td>Policy Numbering Convention defined (TBD - program, subject, procedure, guidance)</td>
<td>Records Manager / Sr. Strategy Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<td>ODF Guidance or Memorandum (list sections)</td>
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<td>IT SYSTEM CONSIDERATIONS</td>
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<tr>
<td>Content inventory / verification on existing ODFnet policy website (MGO)</td>
<td>Records Manager / Sr. Strategy Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Link ODFnet policy website to additional policy / procedure locations (MGO)</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Technical requirements for policy storage / management solution defined (MGO)</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Technical requirements for document management system defined</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Cost analysis for internal / external application development needs</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Projects(s) formulated for prioritizing within internal application development capacity or for upcoming budgetary request (MGO)</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Review potential application(s) for ODF-compatibility and standards, including storage, security, licensing, and ability to expand scope to other agency business lines. (MGO)</td>
<td>Chief Information Officer</td>
<td>TBD</td>
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<td>Deputy Director for Administration</td>
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<tr>
<td>Application development and testing for policy storage / management solution (MGO)</td>
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<td>Deputy Director for Administration</td>
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<td>Application development and testing for document management system</td>
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<td>Content transferred to replacement policy storage / management system (MGO)</td>
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<td>Deputy Director for Administration</td>
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<td>Application deployment(s) (MGO)</td>
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<td>Deputy Director for Administration</td>
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<tr>
<td>Removal of any alternate / adhoc processes or systems being utilized (MGO)</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
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MGO Recommendation #: #6 - Policy & Procedure Storage
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/19/2022

Rating:
High

MGO 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.

MGO Action Plan:
1. All policies, procedures, desktop manuals and flowcharts should be stored in a centralized location accessible by all personnel, including the ability to download the documents for offline access.
2. The centralized location should be maintained by the ODF Administrative Branch.

MGO Observation:
Finance/accounting policies, procedures, desktop manuals and flowcharts are not stored within a centralized location and/or are not easily located. Additionally, we noted that various versions of policies, procedures, desktop manuals and flowcharts were outdated, duplicative of existing documents, or had unrestricted editing access.

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

COMMUNICATION PLANNING
Communicate procedural changes to impacted personnel and supervisors
Owner: Deputy Director for Administration
Estimated Completion Date: 06/30/2022
Status Indicator: Not Started
Approver(s): Public Affairs Manager
Supporting Documentation: TBD

Coordinate agency input and review into technology solution development
Owner: Deputy Director for Administration
Estimated Completion Date: 06/30/2022
Status Indicator: Not Started
Approver(s): Public Affairs Manager
Supporting Documentation: TBD

TRAINING NEEDS
To be determined as deliverables progress to consider enhanced implementation through the 25-27 budget development cycle.
Supporting Documentation: TBD

MAINTENANCE NEEDS POST-IMPLEMENTATION
License renewal and software application updates
Owner: Chief Information Officer
Estimated Completion Date: TBD
Status Indicator: Not Started
Approver(s): Deputy Director for Administration
Supporting Documentation: TBD

Policy and procedures reviewed and updated
Owner: Records Manager / Sr. Strategy Manager
Estimated Completion Date: TBD
Status Indicator: Not Started
Approver(s): State Forester
Supporting Documentation: TBD

BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS
To be determined as deliverables progress to consider enhanced implementation through the 25-27 budget development cycle.
Supporting Documentation: TBD

Status Legend:
- Not Started
- In Review / Underway
- Approved / Completed

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

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

## Deliverable Identification

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<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
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<td>ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forestland Protection Fund 07/01/2020 (revise from directive to policy)</td>
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<td>06/30/2022</td>
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<td>Jul-22</td>
<td>Jul-22</td>
<td>Jun-22</td>
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<td>Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator w/ focus on systems used (MGO)</td>
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<td>Chapter 80 - Review Estimate Reporting Methods to define criteria for systems used on incident, expectations for interdepartmental communications, timing (MGO)</td>
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<td>Fire Protection Deputy Chief</td>
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<td>V Tracking Fire Season Emergency Cost Estimates - Change in Roles and Responsibilities</td>
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<td>04/08/2021</td>
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<td>Evaluation of Field and Salem system use, limitations/capabilities, improvements</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical requirements for cost estimate consolidation defined</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<td></td>
</tr>
<tr>
<td>Evaluation of process changes if any cost estimate tool removed (MGO)</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Oregon Forestland Protection Fund Administrator</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project formulated for prioritizing within internal application development capacity</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application development and testing for cost estimate consolidation, if feasible (MGO)</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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</tr>
<tr>
<td>Cost estimate consolidation application deployment, if feasible (MGO)</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Removal / consolidation of cost estimating tools, if feasible (MGO)</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procedures for cost estimates revised to incorporate new application</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>COMMUNICATION PLANNING</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Announcement of annual Incident Finance Training for 2021</td>
<td>Incident Finance / FEMA Manager</td>
<td>04/26/2021</td>
<td>Complete</td>
<td>Protection Finance Manager</td>
<td>n/a</td>
<td>May-21</td>
<td>n/a</td>
<td>Email</td>
<td></td>
</tr>
<tr>
<td>Communicate procedural changes to impacted personnel and supervisors</td>
<td>Fire Protection Chief</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Public Affairs Manager</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed. | Fire Protection Chief | 06/30/2021 | Complete | Public Affairs Manager | TBD | TBD | TBD | Email -...
MGO Recommendation # and Title: #7 - Cost Estimates  
ET Sponsor: Fire Protection Chief  
Due Date: 06/30/2022  
Last Update: 04/20/2022  
Rating: MGO Recommendation: High  
(MGO) Action Plan:  
1. Clearly define policies and procedures around the systems used to track and report cost share estimates.  
2. Consolidate systems when possible to avoid duplicate information being entered and residing in multiple places.  
3. Provide training to the Field Protection District personnel.  
(MGO) Observation:  
(MOGO) Potential Impact / Risk:  
The use of multiple systems for cost estimates could result in duplication of efforts, inconsistencies, or inaccurate/ incomplete data.  

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

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>V Fire Finance Training (annual) - Cost Estimates module (MGO)</td>
<td>Incident Finance / FEMA Manager</td>
<td>05/17/2021</td>
<td>Complete</td>
<td>Protection Finance Manager</td>
<td>May-21</td>
<td>May-21</td>
</tr>
<tr>
<td>ODF Incident Finance Cost Estimates module revised to integrate new procedures</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>ODF Daily Cost Summary Training</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>ODF FIRES for Cost Estimate Training</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>E-Isuite Cost Training - USFS or ODF</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**MAINTENANCE NEEDS POST-IMPLEMENTATION**

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
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<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost share templates, procedures, and training updated (annually)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Deputy Chief</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Protection Fiscal Year Operating Plan core duties updated</td>
<td>Fire Protection Deputy Chief</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Deputy Chief</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Position Descriptions updated w/duties</td>
<td>Fire Protection Deputy Chief</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Human Resources Analyst</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Annual license renewal and maintenance for IT application, if applicable</td>
<td>IT Operations</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Chief Information Officer</td>
<td>n/a</td>
<td>n/a</td>
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</table>

**BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS**

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
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<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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</thead>
<tbody>
<tr>
<td>Cost analysis for investment in internal / external application development needs</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>
### MGO Implementation Plan Template - Deliverable Status Log

**AGENDA ITEM 5**

**Attachment 1**

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<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
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<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MILESTONES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Inventory of existing standard and non-standard reports sent to the field (MGO)</td>
<td>Financial Services Manager</td>
<td>08/31/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Administration</td>
<td>n/a</td>
</tr>
<tr>
<td>2</td>
<td>Standardize reports as defined in MGO Recommendation #13 (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Administration</td>
<td>TBD</td>
</tr>
<tr>
<td>3</td>
<td>Identify any outstanding information needs not met in standardized reports (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Administration</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**POLICY AND PROCEDURES**

- **ODF Policy (list topics and define milestones)**
  - ODF Policy - Financial Reporting and Oversight: Financial Services Manager | 06/30/2022 | Not Started | Assistant Deputy Director for Administration | TBD | TBD | TBD |
- **ODF Procedures (list topic(s), define each)**
  - Financial Reporting procedures for preparation of each standardized report (TBD): Financial Services Manager | 06/30/2022 | Not Started | Assistant Deputy Director for Administration | TBD | n/a | n/a |
  - Financial Oversight procedures for review of each standardized report (TBD): Financial Services Manager | 06/30/2022 | Not Started | Assistant Deputy Director for Administration | TBD | n/a | n/a |
  - OFRS Reporting Tool Use Procedures (MGO): Financial Services Manager | TBD | Not Started | Assistant Deputy Director for Administration | TBD | n/a | n/a |

**ODF Greenbook (list sections, define action needed)**

| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |

**ODF Guidance or Memorandum (list sections)**

| TBD |
| TBD |
| TBD |
| TBD |
| TBD |
| TBD |

**IT SYSTEM CONSIDERATIONS**

- Report designs integrated into OFRS application (MGO): Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |

**COMMUNICATION PLANNING**

- Deployment of new OFRS Reporting Tool with training opportunities (MGO): Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Feedback mechanism for adaptive response in procedural use or training (MGO): Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Coordinate agency input and review into technology solution development: Deputy Director for Administration | TBD | Not Started | Public Affairs Manager | TBD | TBD | TBD |

**TRAINING NEEDS**

- Training plan for use of the OFRS Reporting Tool (MGO): Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Training module on the use of the OFRS Reporting Tool (MGO): Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
MGO Recommendation # and Title: #8 - BRIO Real-time
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/20/2022
Rating: High

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

(MGO) Action Plan:
The ODF Administrative Branch should:
1. Provide the Field Protection Districts with read-only and limited access to BRIO 2. Develop an initial and on-going training related to BRIO to the Field Protection Districts including how to run the reports needed, which reports should be utilized for what purposes, and identification of any needs not currently met by the BRIO reports.

NOTE: If a new system is developed for real-time financial data/metrics, BRIO access may not need to be provided to the Field Protection Districts.

MGO Observation: Field Protection Districts manually manipulate the standardized reports received, for various finance and accounting-related purposes as needed. For additional reports requested by the Field Protection Districts outside of the standardized set of reports provided, the ODF Administrative Branch are producing on an ad-hoc basis. Additionally, Field Protection Districts do not have access to timely financial data or real-time access to BRIO.

MGO Potential Impact / Risk: Lack of real-time access to BRIO reports by the Field Protection Districts impacts their ability to make timely discovery and correction of errors and timely and appropriate financial decisions, which could result in mismanagement of funds.

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

Deliverable Identification | Owner | Estimated Completion Date | Deliverable Status | Approver(s) | Deliverable Review | Supporting Documentation
--- | --- | --- | --- | --- | --- | ---
| OFRS Reporting Tool updates, upgrades, and maintenance | Admin Modernization Program | 06/30/2023 | Not Started | Deputy Director for Administration | TBD | TBD | TBD
| Review and update policy/procedures to meet changing needs (annually) | Assistant Deputy Director for Admin | 06/30/2022 | Not Started | Deputy Director for Administration | n/a | n/a | n/a
| Administrative Branch Fiscal Year Operating Plan core duties updated | Assistant Deputy Director for Admin | 06/30/2022 | Not Started | Deputy Director for Administration | n/a | n/a | n/a
| Position Descriptions updated w/duties | Assistant Deputy Director for Admin | 06/30/2022 | Not Started | Deputy Director for Administration | n/a | n/a | n/a

BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

| n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

Status Legend:

- **Not Started**
- **Being Initiated**
- **In Review / Underway**
- **Approved / Completed**
## MGO Implementation Management Plan Template - Deliverable Status Log

### MILESTONES

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<tr>
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<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>V</strong></td>
<td>Transition Plan for ORPIN Users to OregonBuys</td>
<td>Contract Services Program Manager</td>
<td>06/01/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>Apr-21 Apr-21</td>
<td>n/a</td>
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<tr>
<td><strong>V</strong></td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>07/01/2021</td>
<td>Complete</td>
<td>DAS</td>
<td>Jul-21 Jul-21</td>
<td>n/a</td>
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<tr>
<td><strong>V</strong></td>
<td>OregonBuys Phase II for eProcurement launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/01/2022</td>
<td>In Review / Underway</td>
<td>DAS</td>
<td>Jul-21 Jul-21</td>
<td>n/a</td>
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<tr>
<td><strong>V</strong></td>
<td>Preseason Agreements for fire vendors imputed into OregonBuys as master blanket purchase orders to support ability to accrue expenses</td>
<td>Contract Services Program Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD TBD TBD</td>
<td>n/a</td>
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<tr>
<td><strong>V</strong></td>
<td>Analysis of feasibility / need to establish accruals for each fire within OregonBuys</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD TBD TBD</td>
<td>n/a</td>
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<tr>
<td><strong>V</strong></td>
<td>Analysis of OregonBuys capabilities for reporting and tracking expenditures</td>
<td>Financial Services Manager</td>
<td>08/01/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>n/a n/a n/a</td>
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<tr>
<td><strong>V</strong></td>
<td>Analysis of OregonBuys encumbrances vs. SFMA encumbrances</td>
<td>Financial Services Manager</td>
<td>06/01/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>n/a n/a n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>V</strong></td>
<td>Analysis of budget allocations to encumbrances, unknown liabilities</td>
<td>Financial Services Manager</td>
<td>06/01/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>n/a n/a n/a</td>
<td>n/a</td>
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<tr>
<td><strong>V</strong></td>
<td>Reference Outstanding Assets &amp; Liabilities Tracker to capture all unknown liabilities</td>
<td>Financial Services Manager</td>
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<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
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### POLICY AND PROCEDURES

<table>
<thead>
<tr>
<th>ODF Policy (list topics and define milestones)</th>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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</thead>
<tbody>
<tr>
<td>ODF Directive 0-2-5-100 Purchasing Controls Rescinded</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD TBD TBD</td>
<td>ODF Directive 0-2-5-100 Purchasing Controls Rescinded</td>
</tr>
<tr>
<td>ODF Directive 0-4-0-100 Procurement, Agreements, Contracts, and Leases Rescinded</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD TBD TBD</td>
<td>ODF Directive 0-4-0-100 Procurement, Agreements, Contracts, and Leases Rescinded</td>
</tr>
<tr>
<td>ODF Directive 0-2-3-250 Accounting for Disbursement Transactions Rescinded</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD TBD TBD</td>
<td>ODF Directive 0-2-3-250 Accounting for Disbursement Transactions Rescinded</td>
</tr>
<tr>
<td>ODF Directive 0-2-3-205 Internal Controls Over Expenditures Rescinded</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD TBD TBD</td>
<td>ODF Directive 0-2-3-205 Internal Controls Over Expenditures Rescinded</td>
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<tr>
<td>ODF Policy - Disbursements and Expenditures (new) (MGO)</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD TBD TBD</td>
<td>ODF Policy - Disbursements and Expenditures (new) (MGO)</td>
</tr>
<tr>
<td>ODF Policy - Procurement (new) (MGO)</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD TBD TBD</td>
<td>ODF Policy - Procurement (new) (MGO)</td>
</tr>
<tr>
<td>ODF Policy - SPOTS Purchase Cards (revise) (MGO)</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Disbursements Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Financial Services Manager</td>
<td>TBD TBD TBD</td>
<td>ODF Policy - SPOTS Purchase Cards (revise) (MGO)</td>
</tr>
<tr>
<td>ODF Policy - Signature Authority updated for inclusion of OregonBuys</td>
<td>OregonBuys Phase I for Payments launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>12/30/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
<td>Oct-21 Dec-21 Sep-21</td>
<td>ODF Policy - Signature Authority updated for inclusion of OregonBuys</td>
</tr>
</tbody>
</table>

### ODF Procedures (list topics, define each)

- Disbursements and Expenditure Procedures updated for OregonBuys (MGO)
- Reconciliation Procedures for open market purchase orders and invoices (MGO)
- ODF Procedures (list topics and define each)
- Reconciliation Procedures for open market purchase orders and invoices (MGO)
- ODF Greenbook (list sections, define action needed)
- Chapter 20 - Procurement revised to integrate new OregonBuys procedures (MGO)
- Chapter 90 - Incident Payments revised to integrate new payment procedures (MGO)

### ODF Guidance or Memorandum (list sections)

- OregonBuys Payment Guidance revised to include new procedures
# MGO Implementation Management Plan Template - Deliverable Status Log

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

## ODF Management Response:
ODF agrees with this recommendation. ODF will analyze the current tools we have available to determine the possibility of using OregonBuys as a procurement system in addition to a payment system. If a different system and or process must be utilized for recording and tracking of purchase orders, this should be clearly communicated and outlined within the purchasing/disbursement policies and procedures.

## Deliverable Identification

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Owner</th>
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<th>Approver(s)</th>
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<tr>
<td><strong>IT SYSTEM CONSIDERATIONS</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Sage AP module, scope of work, budget and timeline</td>
<td>Financial Services Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Sage AP module updated to integrate with business practices</td>
<td>Financial Services Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
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<td><strong>COMMUNICATION PLANNING</strong></td>
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<tr>
<td>Continued communications on the launch of OregonBuys procurement functionality</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Agency-wide emails that specifically address accounts payable documentation and processing expectations. Resend as necessary to reaffirm expectations.</td>
<td>Deputy Director for Administration</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Public Affairs Manager</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td><strong>TRAINING NEEDS</strong></td>
<td></td>
<td></td>
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<tr>
<td>OregonBuys Department Access User Overview Training announced (4 modules) (MGO)</td>
<td>Department of Administrative Services</td>
<td>05/26/2021</td>
<td>Complete</td>
<td>n/a</td>
<td>May-21</td>
<td>May-21</td>
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<tr>
<td>OregonBuys Basic Procurement User Training (7 modules) (MGO)</td>
<td>Department of Administrative Services</td>
<td>05/26/2021</td>
<td>Complete</td>
<td>n/a</td>
<td>May-21</td>
<td>May-21</td>
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<tr>
<td>OregonBuys Phase II Training</td>
<td>Department of Administrative Services</td>
<td>05/11/2022</td>
<td>In Review / Underway</td>
<td>n/a</td>
<td>May-22</td>
<td>May-22</td>
</tr>
<tr>
<td>Fire Finance Training (annual) - Procurement and Incident Payment modules</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Protection Finance Manager</td>
<td>Jul-22</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>MAINTENANCE NEEDS POST-IMPLEMENTATION</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>AP Payment Guidance/Procedures reviewed (annually)</td>
<td>Disbursements Manager</td>
<td>10/01/2022</td>
<td>Not Started</td>
<td>Financial Services Manager</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Disbursements, Expenditures, Procurement, Signature Authority policies reviewed</td>
<td>Assistant Deputy Director for Admin</td>
<td>10/01/2023</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Administrative Branch Fiscal Year Operating Plan core duties updated</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Position Descriptions updated w/duties</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td><strong>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Consider Temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development as deliverables progress</td>
<td>Contract Services Program Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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## Status Legend:
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
### Deliverable Status Log

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<th>Deliverable Identification</th>
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<tr>
<td><strong>MILESTONES</strong></td>
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</tr>
<tr>
<td>This recommendation’s implementation plan is considerable of the Legislative Assembly’s development of a 2023-25 Legislative Adopted Budget by 07/30/2023, that is inclusive of ODF Policy Option Packages developed through the 23-25 biennial budget development cycle. ODF’s timeline to develop these packages with the Board of Forestry aligns with the recommendation due date of 06/30/2022. (MGO)</td>
<td>State Forester</td>
<td>07/30/2023</td>
<td>Being Initiated</td>
<td>Oregon Legislative Assembly</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Project management outline assessing resource needs for Fire Finance Document Management (spooner, owner, project manager, business analyst, business case, with project, staffing, communication, implementation and production plans, etc.) (MGO)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>11/16/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Fire Finance Document Management permanent resource needs (owner, position, organizational structure) (MGO)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>11/16/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Short-term working group established to convert historical hard copy/manual financial data (e.g. fire boxes) to electronic files, catalogued for storage on the future document management software. (MGO)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Fire Protection Chief</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Document classification methodology including grouping and security considerations. (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Deputy Fire Protection Chief</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Procure professional document management application - see budgetary (MGO)</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Fire Protection Chief</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Inventory of all paper fire finance documents created on incident, including owner, criteria for documentation and, identifying opportunities for electronic alternatives. (MGO)</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Fire Protection Chief</td>
<td>TBD</td>
<td>TBD</td>
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</tbody>
</table>

### POLICY AND PROCEDURES

- **ODF Policy - Fire Finance Document Management (w/Implementation of system) (MGO)**
- **Procedures (list topics, define each)**
  - Procedures for electronic management of each document type - what, when and how to capture, create, save and share documents (w/implementation of system) (MGO)
  - Protect Finance Manager | TBD | Not Started | Deputy Fire Protection Chief | TBD | TBD | TBD |
- **ODF Greenbook (list sections, define action needed)**
  - **V** Introduction - Incident Finance Electronic Process Documents (MGO)
    - Protection Finance Manager | 06/29/2021 | Complete | Fire Protection Chief | Jul-22 | n/a | n/a |
  - **Chapter 40 - Revise Incident Business Management Coordination to define procedures for electronic management of fire finance records (MGO)**
    - Protection Finance Manager | 06/30/2022 | Being Initiated | Fire Protection Chief | Jul-22 | n/a | n/a |
- **ODF Guidance or Memorandum (list sections)**
  - TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD |

### IT SYSTEM CONSIDERATIONS

- Technical requirements for electronic fire records solution defined
  - Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Technical requirements for document management system defined (MGO)
  - Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Cost analysis for internal / external application development needs (MGO)
  - Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Projects formulated for prioritizing within internal application development capacity or for upcoming budgetary request (MGO)
  - Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Review potential application(s) for ODF compatibility and standards, including storage, security, licensing, and ability to expand scope to other agency business lines. (MGO)
  - Chief Information Officer | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Application development and testing for electronic fire records solution
  - Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Application development and testing for document management (MGO)
  - Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
- Application deployment(s) (MGO)
  - Admin Modernization Program | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |
### MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #10 - Electronic Records

**ET Sponsor:** Deputy Director for Administration

**Due Date:** 06/30/2022

**Last Update:** 04/20/2022

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

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

#### ODF Management Response:
- ODF agrees with this recommendation; however, additional investment of funds are needed to implement the information technology solution. Ranging from approximately $400,000/year for just the Salem Operations Fire Business Unit to $100,000/year for the statewide price agreement solution that would cover all employees. Document management software solutions vary greatly in costs depending upon quantity of licensed users and sophistication of technology. Additional information technology solutions have also been evaluated for agency use that would more holistically mitigate the risk and these require even greater investment. To be most efficient in implementation for current agency business needs, the agency should utilize a combination of services that include document management software for long-term use, cloud technology storage for temporary use, a project manager and business analyst to assist with new implementation of systems, a dedicated resource to support ongoing document management, and additional temporary clerical capacity to convert historical documents to newly implemented systems.

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<table>
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<tr>
<th>Deliverable Identification</th>
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<th>Approver(s)</th>
<th>Deliverable Review</th>
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<tbody>
<tr>
<td>Removal of any alternate / adhoc processes or systems being utilized (MGO)</td>
<td>Chief Information Officer</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Procedures for fire record keeping revised to incorporate new application</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Communication Plan identifying stakeholders, RACI metrics, and change management</td>
<td>Project Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**COMMUNICATION PLANNING**

| V District Electronic Fire Folders - Incident Finance Training module | Protection Finance Manager | 05/12/2021 | Complete | Deputy Fire Protection Chief | TBD | TBD | TBD |
| V IMT Electronic Process - Incident Finance Training module | Protection Finance Manager | 05/12/2021 | Complete | Deputy Fire Protection Chief | TBD | TBD | TBD |
| Fire Finance Training (annual) | Incident Finance / FEMA Document Management System (MGO) | TBD | Protection Finance Manager | Deputy Fire Protection Chief | TBD | TBD | TBD |

**TRAINING NEEDS**

| V District Electronic Fire Folders - Incident Finance Training module | Protection Finance Manager | 05/12/2021 | Complete | Deputy Fire Protection Chief | TBD | TBD | TBD |
| V IMT Electronic Process - Incident Finance Training module | Protection Finance Manager | 05/12/2021 | Complete | Deputy Fire Protection Chief | TBD | TBD | TBD |

**MAINTENANCE NEEDS POST-IMPLEMENTATION**

| Metrics on adoption and compliance gathered and monitored | Protection Finance Manager | TBD | Not Started | Deputy Fire Protection Chief | TBD | TBD | TBD |
| Metrics on storage usage gathered and monitored | Protection Finance Manager | TBD | Not Started | Deputy Fire Protection Chief | TBD | TBD | TBD |
| License renewal and software application updates | Protection Finance Manager | TBD | Not Started | Deputy Fire Protection Chief | TBD | TBD | TBD |
| Policy and procedures reviewed and updated (annually) | Chief Information Officer | TBD | Not Started | Deputy Director for Administration | TBD | TBD | TBD |

**BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS**

| LD/Temp Document Technician(s) positions defined for short-term workgroup (MGO) | Protection Finance Manager | 06/30/2022 | In Review / Underway | Assistant Deputy Director for Admin | TBD | TBD | TBD |
| LD Project Manager position drafted for 2023-25 budget development (MGO) | Assistant Deputy Director for Admin | 05/01/2022 | In Review / Underway | Deputy Director for Administration | TBD | TBD | TBD |
| Perm Document Manager position drafted for 2023-25 budget development (MGO) | Assistant Deputy Director for Admin | 05/01/2022 | In Review / Underway | Deputy Director for Administration | TBD | TBD | TBD |
| Document Management System(s) drafted for 2023-25 budget development (MGO) | Assistant Deputy Director for Admin | 05/01/2022 | In Review / Underway | Deputy Director for Administration | TBD | TBD | TBD |
| Strategic Initiatives for 2023-25 budget development | State Forester | 10/30/2021 | Complete | Board of Forestry | TBD | TBD | TBD |
| Guiding Principles and Direction for 2023-25 budget development (MGO) | State Forester | 01/02/2022 | Complete | Board of Forestry | TBD | TBD | TBD |
| Input on Budget Concepts for 2023-25 budget development (MGO) | State Forester | 04/20/2022 | In Review / Underway | Board of Forestry | TBD | TBD | TBD |
| Policy Option Packages for 2023-25 budget development (MGO) | State Forester | 06/30/2022 | Being Initiated | Board of Forestry | TBD | TBD | TBD |
| 2023-25 Governor's Recommended Budget | Governor | 02/28/2023 | Not Started | Legislative Assembly | TBD | TBD | TBD |
| 2023-25 Legislative Adopted Budget | Legislative Assembly | 07/30/2023 | Not Started | Legislative Assembly | TBD | TBD | TBD |
| Document Management System Acquisition (MGO) | Protection Finance Manager | TBD | Not Started | Assistant Deputy Director for Admin | TBD | TBD | TBD |

**Supporting Documentation**


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

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**ODF Management Response:**
ODF agrees with this recommendation; however, additional investment of funds are needed to implement the information technology solution, ranging from approximately $400,000/year for just the Salem Operations Fire Business Unit to $100,000/year for the statewide price agreement solution that would cover all employees. Document management software solutions vary greatly in costs depending upon quantity of licensed users and sophistication of technology. Additional information technology solutions have also been evaluated for agency use that would more holistically mitigate the risk and these require even greater investment. To be most efficient in implementation for current agency business needs, the agency should utilize a combination of services that include document management software for long-term use, cloud technology storage for temporary use, a project manager and business analyst to assist with new implementation of systems, a dedicated resource to support ongoing document management, and additional temporary clerical capacity to convert historical documents to newly implemented systems.

**MGO Observation:**
- Significant amount of information required for the FFCC audit and FEMA claims are available solely in hard copy format. Additionally, fire boxes are retained in hard copy format and in a centralized location (Field Protection Districts) for storage.

**MGO Potential Impact / Risk:**
- Maintaining documentation in hard copy form, in centralized locations, could result in a loss of data in the event of a natural disaster. Additionally, the use of hard copy documents results in inefficiencies due to the physical movement of documents and the inability to search through documents electronically.
### MGO Recommendation # and Title: #11 - IT Systems

**MGO Implementation Management Plan**

**Version 4**

**ET Sponsor:** Deputy Director for Administration  
**Due Date:** 06/30/2022  
**Last Update:** 04/20/2022

**Rating:** High

**MGO 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.

**MGO Action Plan:**

1. Clearly define the purpose and use of each IT system, including the types of financial information recorded and tracked within each system (e.g. EFCC/FEMA/cost share information, large fire and small fire information).
2. Consolidate any systems that contain duplicate information.
3. The ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new information technology systems.

**MGO Observation:**

IT systems used by ODF Operations Branch, Administrative Branch, and the Field Protection Districts are inconsistent. Certain systems utilized are dated and manual processes are utilized to transfer data between systems due to lack of system integration.

**MGO Potential Impact / Risk:**

Financial information may be inaccurate and/or incomplete due to information residing in multiple IT systems and the use of manual data transfer. Additionally, the use of dated or duplicative IT systems could result in inefficiencies or inaccurate/incomplete data.

**ODF Management Response:**

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

### Deliverable Status Log

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

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</tbody>
</table>

#### MILESTONES

- **Inventory of software and services (identify owners and stewards) (MGO)**  
  - Chief Information Officer  
  - 06/30/2022  
  - In Review / Underway  
  - Assistant Deputy Director for Admin  
  - TBD  
  - TBD  
  - TBD  
  - Agency Data Inventory 20220228

- **Data inventory of software and services (purpose and use of each system) (MGO)**  
  - Chief Information Officer  
  - 06/30/2023  
  - In Review / Underway  
  - Assistant Deputy Director for Admin  
  - TBD  
  - TBD  
  - TBD  
  - Agency Data Inventory 20220228

- **Software/service roadmap including identification of potential consolidation (MGO)**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Assistant Deputy Director for Admin  
  - TBD  
  - TBD  
  - TBD  

- **Strategic IT roadmap for fire finance IT systems and support**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Assistant Deputy Director for Admin  
  - TBD  
  - TBD  
  - TBD  

- **Software coverage listing (high level data usage)**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Assistant Deputy Director for Admin  
  - TBD  
  - TBD  
  - TBD  

- **Defined software and service “Allow” and “Not-Allow” lists**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Deputy Director for Administration  
  - TBD  
  - TBD  
  - TBD

#### POLICY AND PROCEDURES

- **ODF Policy - I.T. Software and Service Governance (MGO)**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Deputy Director for Administration  
  - TBD  
  - TBD  
  - TBD

- **ODF Policy - Data Governance**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Deputy Director for Administration  
  - TBD  
  - TBD  
  - TBD

- **ODF Policy - I.T. Acceptable Use updated**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Deputy Director for Administration  
  - TBD  
  - TBD  
  - TBD

- **ODF Policy - Mobile Device Acceptable Use updated**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Deputy Director for Administration  
  - TBD  
  - TBD  
  - TBD

- **ODF Procedures (list topics), define each**  
  - Procedure to request new or updated applications or services (MGO)  
    - Chief Information Officer  
    - 06/30/2023  
    - Not Started  
    - Deputy Director for Administration  
    - TBD  
    - TBD  
    - TBD

- **ODF Greenbook (list sections, define action needed)**  
  - n/a  
  - n/a  
  - n/a  
  - n/a  
  - n/a  
  - n/a  
  - n/a  
  - n/a  
  - n/a

- **ODF Guidance or Memorandum (list sections)**  
  - TBD  
  - TBD  
  - TBD  
  - TBD  
  - TBD  
  - TBD

#### IT SYSTEM CONSIDERATIONS

- **Explore the option of self-service application installs and updates**  
  - Chief Information Officer  
  - 06/30/2023  
  - Not Started  
  - Deputy Director for Administration  
  - TBD  
  - TBD  
  - TBD

- **COMMUNICATION PLANNING**

- **TRAINING NEEDS**

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**MGO Implementation Management Plan**

**Version 4**
MGO Recommendation #: #11 - IT Systems
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2023
Last Update: 04/20/2022

Rating: High

MGO 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.

(MGO) Action Plan:
1. Clearly define the purpose and use of each IT system, including the types of financial information recorded and tracked within each system (e.g., EFCC/FEMA/cost share information, large fire and small fire information).
2. Consolidate any systems that contain duplicate information.
3. The ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new information technology systems.

MGO Observation: IT systems used by ODF Operations Branch, Administrative Branch, and the Field Protection Districts are inconsistent. Certain systems utilized are dated and manual processes are utilized to transfer data between systems due to lack of system integration.

MGO Potential Impact / Risk: Financial information may be inaccurate and/or incomplete due to information residing in multiple IT systems and the use of manual data transfer. Additionally, the use of dated or duplicative IT systems could result in inefficiencies or inaccurate/incomplete data.

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

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<th>Deliverable Identification</th>
<th>Owner</th>
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<th>District Business Managers</th>
<th>LT</th>
<th>ET</th>
<th>BOF</th>
<th>Supporting Documentation</th>
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<tr>
<td>MAINTENANCE NEEDS POST-IMPLEMENTATION</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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</tr>
</tbody>
</table>

Status Legend:
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
### MGO Implementation Management Plan - Deliverable Status Log

**MGO Recommendation # and Title:** #12 - ACC Rate Assessments  
**ET Sponsor:** Deputy Director for Administration  
**Due Date:** 06/30/2022  
**Last Update:** 04/21/2022

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

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

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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</thead>
<tbody>
<tr>
<td><strong>MILESTONES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Establish ODF Budget Divergence Project w/ cross-agency representation</td>
<td>Fire Protection Chief</td>
<td>01/25/2021 ✓ Complete</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
<td>2021 Protection GF Divergence Project Charter ver3 (draft)</td>
</tr>
<tr>
<td>✓ Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)</td>
<td>Fire Protection Chief</td>
<td>04/30/2021 ✓ Complete</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
<td>Divergence Phase 1 Summary (draft)</td>
</tr>
<tr>
<td>✓ Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)</td>
<td>Fire Protection Chief</td>
<td>04/30/2021 ✓ Complete</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
<td>Divergence Phase 1 Summary (draft)</td>
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<tr>
<td>✓ Underlying Statutory Policy Review (MGO) (new)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>11/12/2021 ✓ Complete</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
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<td>FA3 MGO Recommendation Work (Multiple documents)</td>
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<tr>
<td>✓ Assessment of Current ACC Rate Calculations</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>11/08/2021 ✓ Complete</td>
<td>Assistant Deputy Director for Admin</td>
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<td>FA3 MGO Recommendation Work (Multiple documents)</td>
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<tr>
<td>✓ ACC &amp; Budget Historical Analysis</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
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<td>TBD</td>
<td>FA3 MGO Recommendation Work (Multiple documents)</td>
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<tr>
<td>✓ ACC Template &amp; Fiscal Budget Template for FY23 - Protected Excel Workbooks (MGO)</td>
<td>Protection Fiscal Analyst 2</td>
<td>01/25/2022 ✓ Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>FY23 Integrated Fiscal Budget Instructions &amp; Templates</td>
</tr>
<tr>
<td>✓ ACC Template &amp; Fiscal Budget Template for FY24 - further integrate recommended improvements from Divergence Project</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>02/03/2023 ✓ Being Initiated</td>
<td>Protection Finance Manager</td>
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<td>Proposal ODF Protection Budgeting and Tracking System</td>
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<tr>
<td>✓ ACC IT System Project Defined - Need, Solution, Budget, and Steps (MGO) (new)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>11/10/2021 ✓ Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<td>FY23 Integrated Fiscal Budget Instructions Final 01.25.22</td>
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</tbody>
</table>

### POLICY AND PROCEDURES

**ODF Policy - list topics and define milestones**  
**ODF Policy - Budgetary Development, Tracking, and Reconciliation**  
**Owner:** Assistant Deputy Director for Admin  
**Estimated Completion Date:** 06/30/2022 ✓ Not Started  
**Approver(s):** Deputy Director for Administration  
<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>Jul-22</td>
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<td>Jul-22</td>
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<tr>
<td>May-22</td>
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<td>Deputy Director for Administration</td>
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**ODF Procedures (list topic(s), define each)**  
**Actual Cost Computation (ACC) Rate Procedures (MGO)**  
**Owner:** Fire Business Coordinator  
**Estimated Completion Date:** 02/03/2023 ✓ Being Initiated  
**Approver(s):** Protection Finance Manager  
<table>
<thead>
<tr>
<th>Date</th>
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<tr>
<td>Jul-22</td>
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<td>Protection Finance Manager</td>
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<td>Jun-22</td>
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<td>Jun-22</td>
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<td>Protection Finance Manager</td>
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**Budget Development Procedures (Biennial/Fiscal)**  
**Owner:** Assistant Deputy Director for Admin  
**Estimated Completion Date:** 06/30/2022 ✓ Being Initiated  
**Approver(s):** Deputy Director for Administration  
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<th>Date</th>
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<td>Jun-22</td>
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<td>Jun-22</td>
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<td>Deputy Director for Administration</td>
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**Integrated Fiscal Budget Instructions**  
**Owner:** Protection Fiscal Analyst 2  
**Estimated Completion Date:** 01/25/2022 ✓ Complete  
**Approver(s):** TBD | TBD | n/a | FY23 Integrated Fiscal Budget Instructions Final 01.25.22 |

**Budget Tracking Procedures**  
**Owner:** Assistant Deputy Director for Admin  
**Estimated Completion Date:** 06/30/2023 ✓ Being Initiated  
**Approver(s):** TBD | TBD | n/a | FY23 Integrated Fiscal Budget Instructions Final 01.25.22 |

**Budget Reconciliation Procedures**  
**Owner:** Assistant Deputy Director for Admin  
**Estimated Completion Date:** 06/30/2023 ✓ Being Initiated  
**Approver(s):** TBD | TBD | n/a | FY23 Integrated Fiscal Budget Instructions Final 01.25.22 |

**E-Board Coordination Procedures**  
**Owner:** Assistant Deputy Director for Admin  
**Estimated Completion Date:** 06/30/2022 ✓ Not Started  
**Approver(s):** TBD | TBD | n/a | FY23 Integrated Fiscal Budget Instructions Final 01.25.22 |

### ODF Greenbook (list sections, define action needed)

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### ODF Guidance or Memorandum (list sections)

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### MGO Implementation Management Plan Template - Deliverable Status Log

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

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

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<th>Deliverable Name</th>
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<th>ET</th>
<th>BOF</th>
<th>Supporting Documentation</th>
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<tr>
<td>#1 - IT System Considerations</td>
<td>Online ACC Rate Calculator</td>
<td>Admin Modernization Program</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<tr>
<td></td>
<td>Technical requirements for Budget Tracker defined</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
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<td></td>
<td>Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>Project formulated for prioritizing within internal application development capacity</td>
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<td></td>
<td>Application development and testing for Budget Tracker, if feasible (MGO)</td>
<td>Admin Modernization Program</td>
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<td>Deputy Director for Administration</td>
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<tr>
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<td>Budget Tracker application deployment, if feasible</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<td>Procedures for ACC and Budgeting revised to incorporate new application(s)</td>
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<td>#2 - Communication Planning</td>
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<td>Email: Training Session - Impact of Landowner Rates SB762</td>
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<td>#3 - Training Needs</td>
<td>Impact of Landowner Rates of SB762 Positions and Funding</td>
<td>Protection Fiscal Analyst Program</td>
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<td>ACC Rate Calculations - a review of current ACC rate assessment</td>
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<td>Jun-22</td>
<td>Jun-22</td>
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<td>Budget Development, Tracking, and Reconciliation Training</td>
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<td>06/30/2023</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>Jul-22</td>
<td>Jun-22</td>
<td>Jun-22</td>
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<tr>
<td>#4 - Maintenance Needs Post-Implementation</td>
<td>Review and update policy/procedures to meet changing needs (annually)</td>
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<td></td>
<td>Administrative Branch Fiscal Year Operating Plan core duties updated</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2023</td>
<td>Not Started</td>
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<tr>
<td></td>
<td>Position Descriptions updated w/duties</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>n/a</td>
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<tr>
<td></td>
<td>Established feedback process for use of new budgeting tools to allow for real-time changes or additional training</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>#5 - Budgetary, Legislative, or Administrative Considerations</td>
<td>Assessment of staffing/technology to determine if additional investment is warranted</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2023</td>
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<td>Deputy Director for Administration</td>
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**MGO Recommendation # and Title:** #12 - ACC Rate Assessments

**ET Sponsor:** Deputy Director for Administration

**Due Date:** 06/30/2022

**Last Update:** 04/21/2022
**MGO Implementation Management Plan Template - Deliverable Status Log**

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

**ODF Implementation Management Plan:**
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.

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

### Deliverable Identification

<table>
<thead>
<tr>
<th>Delivereable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tbody>
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<td>Financial Services Manager</td>
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<td>Financial Services</td>
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<td>Payroll Coding/Exceptions Report - reviewed and standards defined (MGO)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<td>Co-op Fund Classification Report - reviewed and standards defined (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Spend Against Budget Limitation Report - reviewed and standards defined (MGO)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Emergency Cost Estimate Reports - reviewed and standards defined (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Deputy Chief</td>
<td>TBD</td>
<td>n/a n/a</td>
</tr>
<tr>
<td>Severity Summary and Dashboard - new report developed and standards defined (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Deputy Chief</td>
<td>TBD</td>
<td>n/a n/a</td>
</tr>
<tr>
<td>Accounts Receivable Aging Report - reviewed and standards defined (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>In Review/Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<tr>
<td>Accounts Payable Report - reviewed and standards defined (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>In Review/Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<tr>
<td>Cash Flows - new report and standards defined (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>In Review/Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<tr>
<td>Fires to Be Invoiced Report - new report and standards defined (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
<td>In Review/Underway</td>
<td>Fire Protection Deputy Chief</td>
<td>TBD</td>
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<td>Exception Report Summaries - new report and standards defined (MGO)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<td>District Fiscal Budgets to Actual Report - reviewed and standards defined (MGO)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<tr>
<td>Biennial Budget to Actual Expenditures Report - reviewed and standards defined (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<tr>
<td>Additional standardized reports not defined in MGO report (TBD)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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</table>

### POLICY AND PROCEDURES

**ODF Policy (list topics and define milestones):**

| DOD Policy - Financial Oversight of the Board of Forestry (MGO) | Deputy Director for Administration | 04/12/2022 | Complete | State Forester | Apr-22 Apr-22 Apr-22 Mar-22 | ODF Policy - Financial Oversight of the Board of Forestry |

**ODF Procedures (list topic(s), define each):**

- Financial Reporting procedures for preparation of each standardized report (TBD) (MGO)
  - Financial Services Manager | 06/30/2022 | Not Started | Assistant Deputy Director for Admin | TBD | n/a n/a | n/a |
- Financial Oversight procedures for review of each standardized report (TBD) (MGO)
  - Financial Services Manager | 06/30/2022 | Not Started | Assistant Deputy Director for Admin | TBD | n/a n/a | n/a |
- Cash Flow Projection Procedures (MGO)
  - Financial Services Manager | 06/30/2022 | Being Initiated | Assistant Deputy Director for Admin | TBD | n/a n/a | n/a |
- OFRS Reporting Tool Use Procedures (MGO)
  - Financial Services Manager | 06/30/2022 | Not Started | Assistant Deputy Director for Admin | TBD | n/a n/a | n/a |
- Procedures for Correcting Payroll
  - Financial Services Manager | 06/30/2022 | Not Started | Assistant Deputy Director for Admin | TBD | n/a n/a | n/a |
## Deliverable Identification

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<tr>
<td>Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator w/focus on reports used (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
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### ODF Greenbook (list sections, define action needed)

- Chapter 80 - Update standards in Emergency Cost Estimate reporting and review (MGO): Incidence Business / FEMA Manager 06/30/2022 Not Started Protection Finance Manager Jul-22 n/a n/a

### ODF Guidance or Memorandum (list sections)

- n/a

### IT SYSTEM CONSIDERATIONS

- Report designs integrated into OFRS application: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

### COMMUNICATION PLANNING

- Deployment of new OFRS Reporting Tool: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

### TRAINING NEEDS

- Training plan for use of the OFRS Reporting Tool: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

- Training module on the use of the OFRS Reporting Tool: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

- Correcting Payroll training module: Financial Services Manager 06/30/2022 Not Started Assistant Deputy Director for Admin n/a n/a n/a

### MAINTENANCE NEEDS POST-IMPLEMENTATION

- OFRS Reporting Tool updates, upgrades, and maintenance: Admin Modernization Program 06/30/2023 Not Started Deputy Director for Administration TBD TBD TBD

- Review and update policy/procedures to meet changing needs (annually): Assistant Deputy Director for Admin 06/30/2022 Not Started Deputy Director for Administration n/a n/a n/a

- Administrative Branch Fiscal Year Operating Plan core duties updated: Assistant Deputy Director for Admin 06/30/2022 Not Started Deputy Director for Administration n/a n/a n/a

- Position Descriptions updated w/duties: Assistant Deputy Director for Admin 06/30/2022 Not Started Deputy Director for Administration n/a n/a n/a

### BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

- n/a

### Status Legend:

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed

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**Notes:**

- MGO Recommendation # and Title: #13 - Oversight Reports - AP and AR systems
- ET Sponsor: Deputy Director for Administration
- Due Date: 06/30/2022
- Last Update: 04/21/2022
- Rating: Medium
- ODF 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.

**ODF Greenbook**

- n/a

**ODF Guidance or Memorandum**

- n/a

**IT SYSTEM CONSIDERATIONS**

- Report designs integrated into OFRS application: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

**COMMUNICATION PLANNING**

- Deployment of new OFRS Reporting Tool: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

**TRAINING NEEDS**

- Training plan for use of the OFRS Reporting Tool: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

- Training module on the use of the OFRS Reporting Tool: Admin Modernization Program 06/30/2022 Not Started Deputy Director for Administration TBD TBD TBD

- Correcting Payroll training module: Financial Services Manager 06/30/2022 Not Started Assistant Deputy Director for Admin n/a n/a n/a

**MAINTENANCE NEEDS POST-IMPLEMENTATION**

- OFRS Reporting Tool updates, upgrades, and maintenance: Admin Modernization Program 06/30/2023 Not Started Deputy Director for Administration TBD TBD TBD

- Review and update policy/procedures to meet changing needs (annually): Assistant Deputy Director for Admin 06/30/2022 Not Started Deputy Director for Administration n/a n/a n/a

- Administrative Branch Fiscal Year Operating Plan core duties updated: Assistant Deputy Director for Admin 06/30/2022 Not Started Deputy Director for Administration n/a n/a n/a

- Position Descriptions updated w/duties: Assistant Deputy Director for Admin 06/30/2022 Not Started Deputy Director for Administration n/a n/a n/a

**BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS**

- n/a

**Status Legend:**

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
ODF Management Response:

ODF agrees with this recommendation and recognizes the need for standardized onboarding and training. Finance staff are actively revising guidance, procedures, and learning modules to aid in training employees on our new and existing financial systems and processes and Protection Finance staff have put together a robust fire finance training and annual refresher training. To help facilitate employee onboarding and build accountability for completion of training, the State of Oregon enterprise is currently implementing a new state-wide Learning Management System that will replace the existing out-sourced system and be fully integrated with the state’s Workday human resource management system. A financial curriculum that includes components listed in this sub-recommendation can be developed and assigned to employees with finance / accounting related responsibilities.

#14 - Training (Training/Onboarding for accounting personnel in Salem and Field)

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

**MGO Recommendation:**
The ODF Administrative Branch should develop a robust onboarding and training program for all finance and accounting personnel or those with finance and accounting related responsibilities.

**MGO Action Plan:**
1. Create a set of onboarding and ongoing training documents for all individuals with financial accounting related responsibilities. The onboarding training should include:
   - Use of financial systems;
   - Financial policies, procedures and processes;
   - Monthly, quarterly, and annual reporting requirements; and
   - ODFnet and other available information and training resources.
2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable financial systems, desktop procedures, and ongoing reporting requirements.

**MGO Observation:**
Based on our inquiry with ODF Administrative Branch personnel, there are no standard processes or procedures for the onboarding of finance or accounting personnel as related to financial systems and processes.

**MGO Potential Impact / Risk:**
Lack of sufficient training could lead to the use of inefficient or incorrect processes by finance and accounting personnel, which could result in errors in financial reporting and inefficiencies.

### Deliverable Status Log

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<td>Update onboarding checklist for finance positions with key policies and training (MGO)</td>
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<td>Onboarding outline identifying position and system needs for each classification</td>
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### POLICY AND PROCEDURES

**ODF Policy (list topics and define milestones)**

**ODF Procedures (list topic(s), define each)**

**ODF Greenbook (list sections, define action needed)**

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<td>Protection Finance Manager</td>
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### IT SYSTEM CONSIDERATIONS

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<td>Communications on policy/procedural changes to affected personnel and supervisors</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Being Initiated</td>
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<td>Coordination on field and association review and feedback on curriculum</td>
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<td>Communications on new or revised financial training opportunities</td>
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### TRAINING NEEDS

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<td>Framework/guidance for developing trainings on policy &amp; procedure</td>
<td>Operations &amp; Policy Analyst LD</td>
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<td>Training for hiring managers for requirements in the onboarding of financial positions</td>
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<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Identify gaps in person vs. position, conduct needs assessment and provide training to bridge gaps</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Use of Learning Management System to assign required trainings at onboarding and annually (MGO)</td>
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<td>Use of Financial Systems - Admin Training module (MGO)</td>
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<td>Financial Policies, Procedures, and Processes - Admin Training module (MGO)</td>
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<td>Financial References, Tools, and Resources - Admin Training module (MGO)</td>
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# MGO Recommendation # and Title: #14 - Training (Training/Onboarding for accounting personnel in Salem and Field)

**ET Sponsor:** Human Resources Manager  
**Due Date:** 06/30/2022  
**Last Update:** 04/21/2022  
**Rating:** Medium

**MGO Recommendation:**

The ODF Administrative Branch should develop a robust onboarding and training program for all finance and accounting personnel or those with finance and accounting related responsibilities.

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

### Deliverable Identification

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<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>May-22 / May-22</td>
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<td>Dispatch and IMT trainings - update on new processes (annually)</td>
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<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>May-22 / May-22</td>
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<td>Training modules modified to reflect any new or changed processes/procedures</td>
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<td>Position Descriptions updated w/duties</td>
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<td>Human Resources Analyst</td>
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### MAINTENANCE NEEDS POST-IMPLEMENTATION

- Training module development capacity to be determined as deliverables progress to consider enhanced implementation through upcoming budget development cycles.

### BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

- Training module development capacity to be determined as deliverables progress to consider enhanced implementation through upcoming budget development cycles.

**Status Legend:**

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed

### ODF Management Response:

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

### MGO Action Plan:

1. Create a set of onboarding and ongoing training documents for all individuals with financial accounting related responsibilities. The onboarding training should include: (1) use of financial systems; (2) financial policies, procedures and processes; (3) monthly, quarterly, and annual reporting requirements; and (4) ODFnet and other available information and training resources.

2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable financial systems, desktop procedures, and ongoing reporting requirements.

### MGO Observation:

Based on our inquiry with ODF Administrative Branch personnel, there are no standard processes or procedures for the onboarding of finance or accounting personnel as related to financial systems and processes.

### MGO Potential Impact / Risk:

Lack of sufficient training could lead to the use of inefficient or incorrect processes by finance and accounting personnel, which could result in errors in financial reporting and inefficiencies.
ODF Management Response:

ODF agrees with this recommendation. Policies, procedures and process documentation is a key tenet of establishing authority, responsibility and accountability among agency staff and managers. The Green Book is designed to be a field guide of fire incident business processes and procedures that are carried on and out incident and through the field districts.

This guide will continue to be developed and regularly revised to clearly define these incident business processes. Other fire business is centralized to ODF headquarters and coordination work across the Operations and Administrative Branches. These processes should be captured in agency policy and procedure, or individual employee desk manuals, instead of the Green Book. ODF will continue to review and develop this necessary documentation of business practices. Further, providing the appropriate level of training prior to season, and ongoing communication throughout fire season, across field and division leadership and staff, regarding these business processes, will ensure consistency in accountability for efficiency in performance up through the chain of command.

**Deliverable Identification**

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<td>Inventory of employee desk manual contents within key finance positions (MGO)</td>
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<td>Assistant Deputy Director for Administration</td>
<td>Jul-22</td>
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<td>Evaluation of desk manual contents to consider establishing formal procedures (MGO)</td>
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<td>06/30/2022</td>
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<td>Assistant Deputy Director for Administration</td>
<td>Jul-22</td>
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<td>Defined, modernized, desk manual template for use in agency (MGO)</td>
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<td>Timeline and expectation delivered for codifying employee desk manuals (MGO)</td>
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<td>Assistant Deputy Director for Administration</td>
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**POLICY AND PROCEDURES**

**ODF Policy (list topics and define milestones)**

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<td>ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forest Land Protection Fund 07/01/2020 (revise from directive to policy) (MGO)</td>
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<td>ODF Policy - Internal Controls (updated/new) (MGO)</td>
<td>Internal Auditor</td>
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<td>ODF Policy - Disbursements and Expenditures (updated/new) (MGO)</td>
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<td>In Review / Underway</td>
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<td>ODF Policy - Signature Authority (updated) (MGO)</td>
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<td>ODF Policy - Revenues and Receivables (updated/new) (MGO)</td>
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**ODF Procedures (list topics, define each)**

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**ODF Greenbook (list sections, define action needed)**

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<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>Jul-22</td>
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</table>

**Attachment 1**

[ODF Greenbook](#)
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<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Review Planning</th>
<th>Supporting Documentation</th>
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<tbody>
<tr>
<td>Chapter 60 - Accident Investigation and Reporting (new) (MGO)</td>
<td>Incident Finance / FEMA Manager</td>
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<tr>
<td>Chapter 70 - Claims and Incident Cost Recovery Collection (review/update) (MGO)</td>
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</tr>
<tr>
<td>Chapter 80 - Cost Accounting and Reporting and Cost Shares (review/update) (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/15/2021</td>
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<td>Fire Protection Deputy Chief</td>
<td>Jul-21</td>
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<tr>
<td>Chapter 90 - Incident Payments and Coding (review/update) (MGO)</td>
<td>Incident Finance / FEMA Manager</td>
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<td>Not Started</td>
<td>Protection Finance Manager</td>
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<tr>
<td>Chapter 100 - All-Hazards Incident Business Management (new) (MGO)</td>
<td>Incident Finance / FEMA Manager</td>
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<td>Jul-22</td>
<td>Jul-22</td>
</tr>
<tr>
<td>Supplemental Appendices for each Chapter (review/update) (MGO)</td>
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<td>Updating Plan for Greenbook (review/update) (MGO)</td>
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<td>Complete</td>
<td>Protection Finance Manager</td>
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<tr>
<td>Chapters 30, 50, 60, 70, 80 reviewed again prior to Fire Season 2022 (MGO)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
<td>Protection Finance Manager</td>
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**ODF Guidance or Memorandum (list sections)**

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<td>√ Chapter 90 - Incident Payments and Coding (review/update) (MGO)</td>
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<td>√ Supplemental Appendices for each Chapter (review/update) (MGO)</td>
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<td>Protection Finance Manager</td>
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<tr>
<td>√ Chapters 30, 50, 60, 70, 80 reviewed again prior to Fire Season 2022 (MGO)</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Protection Finance Manager</td>
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<td>Jul-22</td>
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</table>

**ODF Management Response:**

ODF agrees with this recommendation. Policies, procedures and process documentation is a key tenet of establishing authority, responsibility and accountability among agency staff and managers. The Green Book is designed to be a field guide of fire incident business process and procedures that are carried out on incident and through the field district offices. This guide will continue to be developed and regularly revised to clearly define these incident business processes. Other fire business is centralized to ODF Headquarters and coordination work across the Operations and Administrative Branches. Those processes should be captured in agency policy and procedure, or individual employee desk manuals, instead of the Green Book. ODF will continue to revise and develop this necessary documentation of business practices. Furthermore, providing the appropriate level of training prior to season, and on-going communication throughout fire season, across field and division leadership and staff, regarding these business processes, will ensure consistency in accountability for efficiency in performance up through the chain of command.

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

**MGO Recommendation # and Title:** #15 - Field Protection Districts Oversight

**ET Sponsor:** Deputy Director for Operations

**Due Date:** 06/30/2022

**Last Update:** 04/21/2022

**Rating:**

- Medium
  - ODF Operations and Administrative Branches should develop and implement standardized processes and procedures for the Field Protection Districts, and assist in the implementation and continued oversight of the processes and procedures to ensure consistency in application.

**MGO Action Plan:**

1. Update Green Book to clearly define all fire incident business processes.
2. Prepare standardized policies, procedures, flow charts, and/or desk manuals related to finance and accounting, including implementation and oversight processes and responsible parties.

**MGO Observation:**

During our site visits to the Field Protection Districts and ODF Operations (headquarters), we noted that the Field Protection Districts appear to operate independently and lack standardized processes and procedures.

**MGO Potential Impact / Risk:**

Lack of standardized processes and procedures across the Field Protection Districts could lead to inconsistencies in finance and accounting related transactions resulting in inaccurate and/or incomplete financial information.

**ODF Green Book**

- Recommendation: Revising the ODF Green Book to clearly define all fire incident business processes.
- Recommendation: Developing standardized policies, procedures, flow charts, and/or desk manuals related to finance and accounting, including implementation and oversight processes and responsible parties.
- Recommendation: Providing appropriate level of training prior to season, and on-going communication throughout fire season, across field and division leadership and staff, regarding these business processes.

**Status Legend:**

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
**MGO Recommendation # and Title:** #16 - Board of Forestry Oversight  
**ET Sponsor:** Deputy Director for Administration  
**Due Date:** 10/31/2021  
**Last Update:** 04/21/2022

**Rating:** MGO Recommendation: Medium  
**MGO Action Plan:** Foreseen policies and procedures should be established by the BOF related to financial oversight of ODF, including clearly defining the reporting requirements of ODF to the BOF.

**MGO Observation:** BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as:  
- AP Aging  
- AP Aging - Cash flow projections  
- Exception report summaries  
- District fiscal budgets to actual  
- District fiscal budgets to the bi-annual budget  
- Overall ODF agency bi-annual budget to actuals  

**MGO Recommendation:** Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance related activities to the BOF is limited and inconsistent.

**MGO Observation:** Insufficient reporting of financial information to the BOF or the Forestry Finance Oversight Committee could result in lack of adequate oversight and transparency relative to the overall financial position of the agency.

**ODF Management Response:**  
ODF agrees with this recommendation. The Board of Forestry (BOF) does have statutory responsibility to oversee the expenditures incurred under the statutes of their authority. ODF is committed to providing regular financial updates to the Board and has incorporated that work into the Board’s Administrative Work Plan. ODF has been actively defining a set of standardized reports and consistent delivery timeframes to inform the Board and other required parties. As the deliverables of this process are further developed with the Board, a formalized policy and procedure can be presented for Board review and approval to codify their oversight responsibilities in agency business practices.

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### Deliverable Identification

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<th>Owner</th>
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<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<td>v</td>
<td>Draft 21-22 BOF Administrative Work Plan with new topic and timeline for Board Financial Oversight Policy Development considered at October planning retreat. Planning discussion includes review of existing financial dashboard processes. <strong>(MGO)</strong></td>
<td>State Forester and Deputy Director for Administration</td>
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<td>21-22 BOF Administrative Work Plan presented for Board of Forestry review</td>
<td>State Forester and Deputy Director for Administration</td>
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<td>21-22 BOF Administrative Work Plan presented for Board of Forestry approval</td>
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### POLICY AND PROCEDURES

**ODF Policy (list topics and define milestones)**

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**ODF Procedures (list topics, define each)**

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<td>Procedures for Financial Reporting to the Board of Forestry</td>
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<td>Deputy Director for Administration</td>
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**ODF Greenbook (list sections, define action needed)**

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**ODF Guidance or Memorandum (list sections)**

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**IT SYSTEM CONSIDERATIONS**

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<th>Approver(s)</th>
<th>Deliverable Review</th>
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<tr>
<td>Board of Forestry Reports integrated with OFRS Reporting Interface</td>
<td>Admin Modernization Program</td>
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**COMMUNICATION PLANNING**

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<th>Approver(s)</th>
<th>Deliverable Review</th>
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<td>Communicate policy and procedures to impacted personnel and supervisors</td>
<td>Deputy Director for Administration</td>
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**TRAINING NEEDS**

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<tr>
<td>New Board policy integrated into Board Member Orientation package</td>
<td>Board Administrator</td>
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<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
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MGO Recommendation # and Title: #16 - Board of Forestry Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 10/31/2021
Last Update: 04/21/2022

Rating: Medium
MGO Recommendation: Formalized policies and procedures should be established by the BOF related to financial oversight of ODF, including clearly defining the reporting requirements of ODF to the BOF.

(MGO) Action Plan:
BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as:
- AR Aging
- AP Aging
- Cash flow projections
- Exception report summaries
- District fiscal budgets to actual
- District fiscal budget to the bi-annual budget
- Overall ODF agency bi-annual budget to actuals

ODF Management Response:

ODF agrees with this recommendation. The Board of Forestry (BOF) does have statutory responsibility to oversee the expenditures incurred by ODF. However, the reporting of finance-related activities to the BOF is limited and inconsistent. Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance-related activities to the BOF is limited and inconsistent.

ODF Management Response:

ODF agrees with this recommendation. The Board of Forestry (BOF) does have statutory responsibility to oversee the expenditures incurred by ODF. However, the reporting of finance-related activities to the BOF is limited and inconsistent. Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance-related activities to the BOF is limited and inconsistent.

MGO Observation:

Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance-related activities to the BOF is limited and inconsistent.

MGO Potential Impact / Risk:

Insufficient reporting of financial information to the BOF or the Forestry Finance Oversight Committee could result in lack of adequate oversight and transparency relative to the overall financial position of the agency.

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<th>BOF</th>
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<tr>
<td>Review and update policy/procedures to meet changing needs</td>
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<td>TBD</td>
<td>Not Started</td>
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<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Administration</td>
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<td>n/a</td>
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<td>Position Descriptions updated w/duties</td>
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<td>TBD</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Administration</td>
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**MAINTENANCE NEEDS POST-IMPLEMENTATION**

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<th>ET</th>
<th>BOF</th>
<th>Supporting Documentation</th>
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<tbody>
<tr>
<td>Review and update policy/procedures to meet changing needs</td>
<td>State Forester</td>
<td>TBD</td>
<td>Not Started</td>
<td>Board of Forestry</td>
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<td>Assistant Deputy Director for Admin</td>
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<td>Position Descriptions updated w/duties</td>
<td>Assistant Deputy Director for Admin</td>
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**BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS**

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**Status Legend:**

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
The ODF Administrative Branch should establish policies and procedures related to oversight of finance/accounting functions within the Field Protection Districts. The policies and procedures should include, but not be limited to:

1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch.
3. Ongoing monitoring of key financial metrics within the Field Protection Districts.

In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.

ODF Management Response:

ODF agrees with the recommendation. A focused and prioritized approach would work best in order to achieve the recommended process improvements. The "tone at the top" is set by the State Forester and implemented jointly by the Deputies through their chains of command. ODF will develop an organization chart which clearly shows the flow of accountability from the top to the Field Protection Districts.

In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.

The current organizational structure does not include Field Protection Districts operating with limited oversight as related to finance and accounting. The lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

MGO Recommendation and Title: #17 - Field Protection District Accountability

Deliverable Identification

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<tr>
<td>- Open purchase orders</td>
<td>- Number of cost share incidents open, settled and closed</td>
<td>- % complete of co-op reconciliation process for each open incident</td>
<td>- A/R and A/P agings</td>
<td>- Org Chart - ODF Administrative Branch w/reorganization and area coordinator positions</td>
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<td>√ Field reporting requirements defined and integrated into policies/procedures (MGO)</td>
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<td>06/30/2022</td>
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<td>Deputy Fire Protection Chief</td>
<td>n/a</td>
<td>AR/AP Tracker for external partners</td>
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<tr>
<td>√ Metrics for A/R and A/P agings (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
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<td>Assistant Deputy Director for Administration</td>
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<td>Outstanding Assets &amp; Liabilities Tracker Instructions</td>
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<td>Assistant Deputy Director for Administration</td>
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<td>√ Metrics for completed percentage of cost share reconciliations (MGO)</td>
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<td>√ Metrics for completed percentage of co-op reconciliations (MGO)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
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<td>√ Metrics for outstanding payable invoices w/external partners (MGO)</td>
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<td>Not Started</td>
<td>Assistant Deputy Director for Administration</td>
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# MGO Implementation Management Plan - Deliverable Status Log

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

## Deliverable Identification

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
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<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<td>ODF Policy - Organization and Position Management (MGO)</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>ODF Policy - Disbursements and Expenditures (new) (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<td>ODF Policy - Accounting for Revenues and Receivables (new) (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>ODF Policy - Procurement (new) (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
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<td>TBD</td>
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<td>ODF Policy - Internal Controls (new) (MGO)</td>
<td>Internal Auditor</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<tr>
<td><strong>ODF Procedures (list topics, define each)</strong></td>
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</tr>
<tr>
<td>AR/AP aging meeting Procedures (MGO)</td>
<td>Financial Services Manager</td>
<td>12/30/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
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<td>Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)</td>
<td>Protection Finance Manager</td>
<td>12/30/2021</td>
<td>Complete</td>
<td>Fire Protection Deputy Chief</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>Outstanding Assets &amp; Liabilities Tracker Updating Procedure (MGO)</td>
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<td>Complete</td>
<td>Fire Protection Deputy Chief</td>
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<td>Co-op Tracker Updating Procedure (MGO)</td>
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<td>Active Incident Tracker Updating Procedure (MGO)</td>
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<td>Financial Metrics Review Procedures (MGO)</td>
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<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>Jan-22</td>
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<tr>
<td><strong>ODF Greenbook (list sections, define action needed)</strong></td>
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<tr>
<td>Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/15/2021</td>
<td>Complete</td>
<td>Fire Protection Deputy Chief</td>
<td>Jul-21</td>
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<td>Chapter 50 - Interagency Cooperative Relations (new) (MGO)</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
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<td><strong>ODF Guidance or Memorandum (list sections)</strong></td>
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## ODF Management Response:

ODF agrees with the recommendation. A focused and prioritized approach would work best in order to achieve the recommended process improvements. The “clear tone” is set by the State Forester and implemented jointly by the Deputies through their chains of command. ODF will develop an organization chart which clearly shows the flow of accountability from District, to Area, to Division, to Leadership. The identified reporting requirements and financial metrics listed in the MAP were actively embedded into agency business practices. The use of weekly (or other) fire finance meetings which include field and division leadership ensure alignment on progress and process. ODF will continue to revise and develop policies and procedures that capture these improved business practices while clearly defining roles and responsibilities relative to financial reporting needs.

## Purpose:

- **Timeline:** The ODF Administrative Branch should establish policies and procedures related to oversight of finance/ accounting functions within the Field Protection Districts. The policies and procedures should include, but not be limited to:
  - 1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch.
  - 2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch.
  - 3. Ongoing monitoring of key financial metrics within the Field Protection Districts.

- **ODF Policy - Organization and Position Management (MGO):**
  - Assistant Deputy Director for Admin
  - Date: 06/30/2022

- **ODF Policy - Disbursements and Expenditures (new) (MGO):**
  - Financial Services Manager
  - Date: 06/30/2022

- **ODF Policy - Accounting for Revenues and Receivables (new) (MGO):**
  - Financial Services Manager
  - Date: 06/30/2022

- **ODF Policy - Procurement (new) (MGO):**
  - Contract Services Program Manager
  - Date: 06/30/2022

- **ODF Policy - Internal Controls (new) (MGO):**
  - Internal Auditor
  - Date: 06/30/2022

- **ODF Procedures (list topics, define each):**
  - **AR/AP aging meeting Procedures (MGO):**
    - Financial Services Manager
    - Date: 12/30/2021

  - **Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO):**
    - Protection Finance Manager
    - Date: 12/30/2021

  - **Outstanding Assets & Liabilities Tracker Updating Procedure (MGO):**
    - Protection Finance Manager
    - Date: 06/30/2022

  - **Co-op Tracker Updating Procedure (MGO):**
    - n/a
    - Date: n/a

  - **Active Incident Tracker Updating Procedure (MGO):**
    - Protection Finance Manager
    - Date: 06/30/2022

  - **Financial Metrics Review Procedures (MGO):**
    - Financial Services Manager
    - Date: 06/30/2022

- **ODF Greenbook (list sections, define action needed):**
  - **Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO):**
    - Protection Finance Manager
    - Date: 06/15/2021

  - **Chapter 50 - Interagency Cooperative Relations (new) (MGO):**
    - Incident Finance / FEMA Manager
    - Date: 06/30/2022

## Conclusion:

In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.
### MGO Implementation Management Plan Template - Deliverable Status Log

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

**AGENDA ITEM 5**

- **MGO Recommendation # and Title:** #17 - District Finance Accounting Oversight
- **ET Sponsor:** Deputy Director for Administration
- **Due Date:** 12/31/2021
- **Last Update:** 04/21/2022

#### MGO Recommendation:

**Medium**

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

1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch.
3. Ongoing monitoring of key financial metrics within the Field Protection Districts.

In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.

#### ODF Management Response:

ODF agrees with the recommendation. A focused and prioritized approach would work best in order to achieve the recommended process improvements. The "tone at the top" is set by the State Forester and implemented jointly by the Deputies through their chains of command. ODF will develop an organization chart which clearly shows the flow of accountability from District, to Area, to Division, to Leadership. The identified reporting requirements and financial metrics listed in the MAP were actively embedded into agency business practices. The use of weekly (or other) fire finance meetings which include field and division leadership ensure alignment on progress and process. ODF will continue to review and develop policies and procedures that capture these improved business practices while clearly defining roles and responsibilities relative to financial reporting needs.

#### Deliverable Identification

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<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<td><strong>IT SYSTEM CONSIDERATIONS</strong></td>
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<tr>
<td>Technical requirements for incident finance tracker application defined, if desired</td>
<td>Protection Finance Manager</td>
<td>Fall</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>Project formulated for prioritizing within internal application development capacity</td>
<td>Admin Modernization Program</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>Application development and testing for incident finance tracker</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
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<td>Deputy Director for Administration</td>
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<td>Incident Finance Tracker application deployment</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>Procedures for updating Incident Finance Tracker revised for new application</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Fire Protection Deputy Chief</td>
<td>TBD</td>
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<tr>
<td>Interface developed for trackers and metrics to feed into OFRS application</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<tr>
<td>Fire Finance Training (annually)</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Protection Finance Manager</td>
<td>May-22</td>
<td>May-22</td>
</tr>
<tr>
<td>Dispatch and IMT trainings - update on new processes (annually)</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>May-22</td>
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<td>Training modules modified to reflect any new or changed processes/procedures</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>May-22</td>
<td>May-22</td>
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<td>Protection Fiscal Year Operating Plan core duties updated</td>
<td>Fire Protection Deputy Chief</td>
<td>06/30/2022</td>
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<td>Position Descriptions updated w/duties</td>
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<td>06/30/2022</td>
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<td>Human Resources Analyst</td>
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#### Status Legend:

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed

**Version 4**
### MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #18 - Change Management (Incident Finance Audits)

**ET Sponsor:** Fire Protection Chief

**Due Date:** 06/30/2022

**Last Update:** 04/21/2022

**Rating:** MGO Recommendation:
- Medium

**MGO Action Plan:** Establish a financial data/results review by incident and/or overall fire season and identify the appropriate personnel to attend the respective reviews. Identify the financial data/metrics to be reviewed and a change management process for any adjustments made to financial/accounting policies or procedures resulting from the review.

**MGO Observation:** While financial data is reviewed subsequent to the end of the fire season, the review does not extend beyond surface-level financial data to include consideration of reasonableness and other decision processes. The field audits conducted by the EFCC and the Fire Protection Division are duplicative. Changes in financial and accounting policies and procedures resulting from the reviews and audits are not communicated to the Field Protection Districts consistently or on a timely basis.

**MGO Potential Impact / Risk:** Lack of timely review of incident financial data and communication of changes to policies and procedures related to finance and accounting could result in inefficiencies, inaccurate and/or incomplete financial data or a lack of financial accountability within the Field Protection Districts.

**ODF Management Response:**
ODF agrees with this recommendation. EFCC and the Division are building new efficiency in their processes by establishing joint audits to a coming season where they will review all eligible costs and incident findings will further inform business practices and promote financial accountability. Auditing metrics are defined in our business practices; however, the change management process for policy/procedure adjustments resulting from the findings and review have not been codified in formal procedure. Implementation of a more extensive review that includes results beyond surface-level financial data to include consideration of reasonableness and other decision processes would be more difficult to implement and would require significantly more time and capacity than currently stated, especially when evaluating how an incident’s operational objectives or regional factors may have influenced financial outcomes and where those lessons learned could be implemented in agency business practices.

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#### Deliverable Identification

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<th>Deliverable Identification</th>
<th>Owner</th>
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<td>√ Combine EFCC and Protective Division incident finance audit processes (MGO)</td>
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<td>Oregon Forestland Protection Fund Administrator</td>
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<tr>
<td>√ Audit criteria updated for supporting documentation, personnel, and review timelines (MGO)</td>
<td>Protection Finance Manager</td>
<td>01/19/2022</td>
<td>Complete</td>
<td>Oregon Forestland Protection Fund Administrator</td>
<td>Aug-22</td>
<td>Sep-22</td>
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<tr>
<td>Incident AAR process updated to review financial accounting and communicate results (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Division Chief</td>
<td>Aug-22</td>
<td>Sep-22</td>
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#### POLICY AND PROCEDURES

**ODF Policy (list topics and define milestones):**
- ODF Directive 0-2-3-201 Internal Controls - General Overview rescinded
  - Assistant Deputy Director for Admin | 06/30/2022 | Not Started | Deputy Director for Administration | Jul-22 | Jul-22 | Jun-22 |
- ODF Policy - Internal Controls (new)
  - Assistant Deputy Director for Admin | 06/30/2022 | Not Started | Deputy Director for Administration | Jul-22 | Jul-22 | Jun-22 |
- ODF Policy - Disbursements and Expenditures (new)
  - Financial Services Manager | 06/30/2022 | In Review/Underway | Deputy Director for Administration | TBD | TBD | TBD |

**ODF Procedures (list topic(s), define each):**
  - Oregon Forestland Protection Fund Administrator | 01/19/2022 | Complete | Deputy Director for Administration | Jan-22 | Jan-22 | n/a |
  - EFCC Emergency Fire Claim Procedures updated, if necessary
    - Oregon Forestland Protection Fund Administrator | 06/30/2022 | Not Started | Deputy Director for Administration | Aug-22 | Sep-22 | n/a |
- Incident AAR and Financial Review Change Management Procedures (MGO)
  - Protection Finance Manager | 06/30/2022 | Not Started | Oregon Forestland Protection Fund Administrator | Aug-22 | Sep-22 | n/a |

**ODF Greenbook (list sections, define action needed):**
- n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

**ODF Guidance or Memorandum (list sections):**
- Lessons Learned from 2020 Financial Review (MGO)
  - Protection Finance Manager | 08/01/2021 | Complete | Oregon Forestland Protection Fund Administrator | Aug-21 | Aug-21 | n/a |
- EFCC Audit Prep and Guidelines updated, if necessary
  - Protection Finance Manager | 01/19/2022 | Complete | Oregon Forestland Protection Fund Administrator | Aug-21 | Aug-21 | n/a |

**IT SYSTEM CONSIDERATIONS**
- n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

**COMMUNICATION PLANNING**
- Communicate changes to audit process and expectations resulting from recommendation implementation in advance of first audit under new process, to include best practices for documentation and retention.
  - Protection Finance Manager | 06/30/2022 | In Review/Underway | Oregon Forestland Protection Fund Administrator | TBD | TBD | TBD |

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**AGENDA ITEM 5**

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Attachment 1
## AGENDA ITEM 5

### Attachment 1

#### Page 46 of 66

**MGO Recommendation # and Title:** 18 - Change Management (Incident Finance Audits)

**ET Sponsor:** Fire Protection Chief

**Due Date:** 06/30/2022

**Last Update:** 04/21/2022

**Rating:** MGO Recommendation: Medium

- Financial data by incident should be reviewed by appropriate personnel, including the ODF Operations and Administrative Branches and key finance and accounting personnel within the Field Protection Districts, on an ongoing and timely basis. Changes in finance and accounting processes and procedures should be properly documented through updates in policy or procedure documents and communicated timely.

#### MGO Observation:

- While financial data is reviewed subsequent to the end of the fire season, the review does not extend beyond surface-level financial data to include consideration of reasonableness and other decision processes. The field audits conducted by the EFCC and the Fire Protection Division are duplicative. Changes in finance and accounting policies and procedures resulting from the reviews and audits are not communicated to the Field Protection Districts consistently or on a timely basis.

#### ODF Management Response:

ODF agrees with this recommendation. EFCC and the Division are building new efficiency in their processes by establishing joint audits in the coming year where they will review all eligible fire costs and incident findings to further inform business practices and promote financial accountability. Auditing metrics are defined in our business practices; however, the change management process for policy/procedure adjustments resulting from the findings and review have not been codified in formal procedure. Implementation of a more extensive review that includes results beyond surface-level financial data to include consideration of reasonableness and other decision processes would be more difficult to implement and would require significantly more time and capacity than currently stated, especially when evaluating how an incident’s operational objectives or regional factors may have influenced financial outcomes and where those lessons learned could be implemented in agency business practices.

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<td></td>
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</tr>
<tr>
<td>Fire Finance Training (annually) - Auditing and Emergency Fire Claim modules updated (MGO)</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>May-22</td>
<td>May-22</td>
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<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>May-22</td>
<td>May-22</td>
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<tr>
<td><strong>MAINTENANCE NEEDS POST-IMPLEMENTATION</strong></td>
<td></td>
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<tr>
<td>Training modules modified to reflect any new or changed processes/procedures</td>
<td>Incident Finance / FEMA Manager</td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Protection Finance Manager</td>
<td>May-22</td>
<td>May-22</td>
</tr>
<tr>
<td>Protection Fiscal Year Operating Plan core duties updated</td>
<td>Fire Protection Deputy Chief</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Deputy Chief</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Position Descriptions updated w/duties</td>
<td>Fire Protection Deputy Chief</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Human Resources Analyst</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Documentation review of all AAR and financial review findings, communications, and use of new change management procedures to update policy or procedures (annually) (MGO)</td>
<td>Protection Finance Manager</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Deputy Fire Protection Chief</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>√ MGO recommendations incorporated into annual risk assessment</td>
<td>Internal Auditor</td>
<td>10/31/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Assessment of review methodologies to evaluate reasonableness and decision-making</td>
<td>External Consultant / TBD</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**Status Legend:**

- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed

**Version 4**
ODF Management Response:

ODF agrees with this recommendation. When the Sage300 AR system is implemented, the field will be submitting their invoices through that system. After they post their invoice batch, they will scan and send the supporting documentation along with an invoice cover sheet. This sheet will require the review (signature) by someone with authority to approve invoices. The expectation is the field submits the supporting documentation along with invoice cover sheet in a reasonable timeframe (1-5 days). Initial guidance has been developed and shared with the field related to this business process. Follow-up will include formal codification in agency policy and procedure.

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Delivered Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>06/30/2022</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded</td>
<td>Financial Services Manager</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded</td>
<td>Financial Services Manager</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>ODF Policy - Accounts Receivable (AR) (MGO)</td>
<td>Financial Services Manager</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)</td>
<td>Financial Services, Operating Programs</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Updated policy includes defined responsibilities for ODF Admin and Operations (MGO)</td>
<td>Financial Services Manager</td>
<td>In Review / Underway</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>ODF Policy - Signature Authority (MGO)</td>
<td>Deputy Director for Administration</td>
<td>12/30/2021</td>
<td>Complete</td>
<td>State Forester</td>
<td>Oct-21</td>
<td>Dec-21</td>
</tr>
<tr>
<td>Invoicing and Recording Accounts Receivable (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>n/a</td>
</tr>
<tr>
<td>Invoicing process includes supporting documentation and timelines (MGO)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>n/a</td>
</tr>
<tr>
<td>ODF Greenbook (list sections, define action needed)</td>
<td>Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Protection Finance Manager</td>
<td>TBD</td>
<td>n/a</td>
</tr>
<tr>
<td>ODF Guidance or Memorandum (list sections)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>IT SYSTEM CONSIDERATIONS</td>
<td>Sage AR deployed as only system for invoicing, removing manual process (MGO)</td>
<td>06/29/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>Jul-21</td>
<td>Jul-21</td>
</tr>
<tr>
<td>Evaluate interface capabilities with other systems [WALT, DirectBill, Smoke Management, MotorPool/Comms] coordinating with operating divisions</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Evaluate interface capabilities with future document management system</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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</table>

COMMUNICATION PLANNING

Communicate procedural changes to impacted personnel and supervisors

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Delivered Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Public Affairs Manager</td>
<td>TBD</td>
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</table>
MGO Recommendation # and Title: #19 - Invoicing
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 04/21/2022
Rating: Medium

MGO Recommendation:
The ODF Administrative Branch should establish policies and procedures related to invoice generation including limiting the ability to generate invoices to the ODF Administrative Branch.

(MGO) Action Plan:
Develop and implement policies and procedures related to invoice generation. The policies and procedures should include the following: (1) authority and approval limits by job position, (2) required supporting documentation to be provided to the ODF Administrative Branch, and (2) required timeframes for submission of supporting documentation.

Note: This should be addressed with the implementation of Sage 300.

MGO Observation:
The current process to generate certain invoices within the Field Protection Districts is manual (Word document) and limited or no supporting documentation is provided to the ODF Administrative Branch prior to receiving an invoice number. Furthermore, there are no formally documented policies related to submission of supporting documentation and invoices from the Field Protection Districts to the ODF Administrative Branch.

MGO Potential Impact / Risk:
The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

ODF Management Response:
ODF agrees with this recommendation. When the Sage300 AR system is implemented, the field will be submitting their invoices through that system. After they post their invoice batch, they will scan and send the supporting documentation along with an invoice cover sheet. This sheet will require the review (signature) by someone with authority to approve invoices. The expectation is the field submits the supporting documentation along with invoice cover sheet in a reasonable timeframe (3-5 days). Initial guidance has been developed and shared with the field related to this business process. Follow-up will include formal codification in agency policy and procedure.

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>District Business Managers</th>
<th>Del. Review</th>
<th>Supporting Documentation</th>
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<tr>
<td>TRAINING NEEDS</td>
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<tr>
<td>Policy and procedures as part of Sage training and updates</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Being Initiated</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>n/a</td>
</tr>
<tr>
<td>Collection policies and procedures for those responsible for collections</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
<td>n/a</td>
</tr>
<tr>
<td>MAINTENANCE NEEDS POST-IMPLEMENTATION</td>
<td></td>
<td></td>
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<tr>
<td>Invoicing Procedures reviewed (annually)</td>
<td>Financial Services Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</td>
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<td>n/a</td>
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Status Legend:
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)

ET Sponsor: State Forester

Due Date: 06/30/2023

Last Update: 04/21/2022

Rating: Medium

MGO Recommendation:
1. Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:
   a. Individuals with primary finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.
   b. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.

In addition, the ODF Operations and Administrative Branches should review and approve job requisitions with finance and accounting responsibilities to determine whether the roles and responsibilities are appropriate given the position identified.

|MGO Action Plan:|
1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
   a) Protection Finance - Principal Executive Finance Manager
   b) Protection Finance - Fiscal Analyst 2 (five positions)
   c) Protection Finance - Accounting Tech 3 (five positions)

2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should report to the Budget Management group as opposed to the Equipment Pool.

3. Based on review of the job descriptions provided by Bill Herber, certain finance/accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

|MGO Observation:|
Certain personnel with primary finance or accounting responsibilities report to the ODF Operations Branch rather than the Administrative Branch under the current organizational structure. Additionally, certain positions within the ODF Operations Branch have some finance and accounting related job duties and do not consistently communicate with the appropriate personnel within the ODF Administrative Branch regarding the execution of these duties.

|MGO Potential Impact / Risk:|
Lack of proper oversight of finance and accounting personnel and/or job functions by the ODF Administrative Branch could result in errors in financial reporting or failure to properly record accounts receivable or payable transactions, resulting in an inability to properly forecast cash flows.

ODF Management Response:
ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize our current finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracies in our business practices and provides for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting further mitigating risk of inefficiencies or inaccuracies. Alignment of work and technical classifications within business units provides more efficient and effective work, promotes the ability to provide redundant services, especially important during fire season, and provides for greater accountability through technical understanding by immediate managers. However, this approach must include meeting the needs of operational units and their leadership to influence goals and outcomes for these supporting elements as well as provide input on their performance. This will ensure operational units maintain strategic control while minimizing the need for administrative oversight.

To assist with implementation, an analysis to determine how these listed and potential future reassignments would mitigate the potential risks should be conducted. There may be multiple solutions or phased approaches that will address concerns noted in the process observations, while considering associated tradeoffs of implementation, and evaluating the effectiveness of current process improvements underway.

ODF Revised Management Response - June 2021:
ODF agrees with the recommendation. The Governor’s recommended budget includes these recommended changes, and we believe these changes will likely be included in the legislative adopted budget. Even if they were not included, from a mechanical budget process, the reporting lines can and will be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making - specifically during the 2021 fire season.

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>District Business Managers</th>
<th>LT</th>
<th>ET</th>
<th>BOF</th>
<th>Supporting Documentation</th>
</tr>
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<tbody>
<tr>
<td>MILESTONES</td>
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<tr>
<td>This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2021-23 Legislatively Adopted Budget, inclusive of ODF Policy Option Package #200 in the Governor’s Recommended Budget. (MGO)</td>
<td>State Forester</td>
<td>06/28/2021</td>
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<td>Oregon Legislative Assembly</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>2021-2023 Legislatively Adopted Budget</td>
<td></td>
</tr>
<tr>
<td>Change Management consultant hired to support changing organizational structure and business processes</td>
<td>Fire Protection Chief and Assistant Deputy Director for Admin</td>
<td>07/01/2021</td>
<td>Complete</td>
<td>Deputies for Administration and Operations</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>Facility</td>
<td></td>
</tr>
<tr>
<td>Organizational Chart reflecting new reporting structure (MGO)</td>
<td>Deputy Director for Administration</td>
<td>10/31/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>ODF Olympic Performance Management Contract</td>
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<tr>
<td>FTE and reporting changes clarified for positions in Legislatively Adopted Budget, if any</td>
<td>Assistant Deputy Director for Admin</td>
<td>07/01/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<td>TBD</td>
<td>Budgeting process</td>
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<tr>
<td>Technical adjustments implemented in budgeting system and documentation (MGO)</td>
<td>Budget Manager</td>
<td>10/01/2021</td>
<td>Complete</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<td>TBD</td>
<td>Budgeting process</td>
<td></td>
</tr>
<tr>
<td>Agency’s 2021-23 Legislatively Adopted Budget document to Chief Financial Office and Legislative Fiscal Office</td>
<td>State Forester</td>
<td>06/10/2022</td>
<td>Complete</td>
<td>Oregon Legislative Assembly</td>
<td>TBD</td>
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<td>TBD</td>
<td>Budgeting process</td>
<td></td>
</tr>
<tr>
<td>Complete reorganization January 1, 2022, or sooner: the agency is absolutely committed to implementing these changes. The TBD timeline items that follow are contingent upon two key drivers: the actual budget/FTE the agency receives (added capacity/FTE/Positions) to fully implement all the MGO recommendations and the magnitude of the fire season, which requires current capacity to manage finances on assignment to large fires. With these key drivers, we would have organizational implementation by January 1, 2022, possibly sooner.</td>
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<tr>
<td>Recruitment processes initiated for new or vacant positions, if any</td>
<td>Assistant Deputy Director for Admin</td>
<td>09/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Interim analysis of core duties for affected positions specific to Operations Branch</td>
<td>Deputy Director for Operations</td>
<td>09/30/2022</td>
<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Principles established for strategic and operational support of Operations Branch</td>
<td>Fire Protection Chief</td>
<td>09/30/2022</td>
<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Human Resource Analyst assigned to support implementation</td>
<td>Human Resources Manager</td>
<td>12/30/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
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<td>HR Business Partner</td>
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<tr>
<td>Transition Plan for implementing organizational change</td>
<td>Deputy Directors for Administration and Operations</td>
<td>12/30/2021</td>
<td>Complete</td>
<td>State Forester</td>
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</table>
### MGO Implementation Management Plan - Deliverable Status Log

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

**MGO Recommendation # and Title:** M20 - Finance / Accounting (Org Structure)

**ET Sponsor:** State Forester

**Due Date:** 06/30/2023

**Last Update:** 04/21/2022

**Rating:** Medium

Job descriptions of current ODF personnel should be reviewed and the following realignments 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.

#### Deliverable Identification

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
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<th>Approver(s)</th>
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<th>LT</th>
<th>ET</th>
<th>BOF</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>√ Communication Plan for implementing organizational change</td>
<td>Deputy Directors for Administration and Operations</td>
<td>01/30/2021</td>
<td>Complete</td>
<td>Public Affairs Manager</td>
<td>TBD</td>
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<tr>
<td>Workday Human Resource Profiles reviewed and reporting updated</td>
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<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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</tr>
<tr>
<td>Position Descriptions reviewed and updated</td>
<td>Human Resources Manager</td>
<td>TBD</td>
<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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</tr>
<tr>
<td>Facilities space planning and adjacency considerations defined and implemented</td>
<td>Facilities Manager</td>
<td>TBD</td>
<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Recommendation related to changes implemented</td>
<td>Deputy Director for Administration</td>
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<td>State Forester</td>
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<tr>
<td>Recommendation related to scope and breadth of future agency reviews (MGO)</td>
<td>Deputy Directors for Administration and Operations</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>State Forester</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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</tr>
</tbody>
</table>

#### POLICY AND PROCEDURES

- ODF Policy (list topics and define milestones)
  - TBD
- ODF Procedures (list topics, define each)
  - TBD
- ODF Greenbook (list sections, define action needed)
  - TBD
- ODF Guidance or Memorandum (list sections)
  - TBD

#### IT SYSTEM CONSIDERATIONS

- Onboarding or adjustments required for new or changing positions
  - Information Technology Manager
  - TBD
  - Not Started
  - Assistant Deputy Director for Admin
  - TBD
  - TBD

#### COMMUNICATION PLANNING

- Communications implementing organizational change
  - Deputy Director for Administration
  - TBD
  - In Review / Underway
  - Public Affairs Manager
  - Dec-21
  - TBD
  - TBD
### MGO Implementation Management Plan Template - Deliverable Status Log

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

**ODF Management Response:**
ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize current fire finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracy in our business practices and provided for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting structure. Additionally, certain positions within the ODF Operations Branch have some finance and accounting related job duties and do not consistently communicate with the appropriate personnel within the ODF Administrative Branch. To assist with implementation, an analysis to determine how these flights and potential future reassignments would mitigate the potential risks should be conducted. There may be multiple solutions or phased approaches that will address concerns noted in the process observations, as well as considering associated risks of implementation, and evaluating the effectiveness of current process improvements underway.

### ODF Revised Management Response - June 2021:
ODF agrees with the recommendation. The Governor’s recommended budget includes these recommended changes, and we believe these changes will likely be included in the legislative adopted budget. Even if they were not included, from a mechanical budget process, the reporting lines can and will be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making specifically during the 2022 fire season.

<table>
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<th>Deliverable Identification</th>
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<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
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<th>District Business Managers</th>
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<td><strong>MAINTENANCE NEEDS POST-IMPLEMENTATION</strong></td>
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<tr>
<td>Workday Human Resource Profiles reviewed and updated as necessary</td>
<td>Human Resources Analyst</td>
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<td>Human Resources Manager</td>
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<td>10/30/2023</td>
<td>Not Started</td>
<td>Board of Forestry</td>
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**Status Legend:**
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed

### MGO Implementation Management Plan
Version 4

**Due Date:** 06/30/2023
**Last Update:** 04/21/2022

**AGENDA ITEM 5**

**Attachment 1**

**Page 51 of 66**
ODF Management Response:

ODF agrees with the recommended process improvement to address personnel performing job duties without proper training and/or qualifications and recognize that this could result in inaccuracies or incomplete financial information. With regards to the management action plan sub-recommendations, the agency will assess current staffing for finance and accounting job duties with an initial review of the position descriptions and recommendations for reassignments of the positions. While the assessment can be conducted internally, future position reclassifications or new position assignments are dependent upon executive and legislative approvals. State of Oregon job classifications do have pre-defined minimum qualifications. These minimum qualifications are utilized during the recruitment process to assure a qualified candidate pool. It is not uncommon for general government positions to have financial responsibilities, in addition to clerical and administrative functions, all with varying minimum requirements. Training for financial personnel is an agency priority, has been included in prior agency budget requests, and has been challenged with recent cost containment measures. Proper classification of positions, assignment of duties, and ongoing investments in training are the determining factors to assure personnel skillsets are properly matched to agency business needs. The agency will explore and further evaluate the recommended changes to organizational reporting structure to understand how this sub-recommendation addresses the observation and potential risk. However, financial responsibilities are currently distributed broadly across our decentralized agency in both the operational programs and field district offices, and the difficulty of implementing this sub-recommendation has been understated.

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<td>Identification of security controls and access needs for financial positions, protocols on access, including coordination with Department of Administrative Services</td>
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<td>Identify gaps in person vs. position, conduct needs assessment and provide training to bridge gaps</td>
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<td>Position and classification review every two years to evaluate if position needs have changed and ensure proper classification</td>
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<td>Human Resources Manager</td>
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MGO Recommendation # and Title: #21 - Finance Skillsets

ET Sponsor: Human Resources Manager

Due Date: 06/30/2023

Last Update: 04/21/2022

Rating: MGO Recommendation: Medium

The ODF Administrative Branch should assess current staffing for finance and accounting positions and/or job duties of operational personnel performing finance and accounting job duties, to determine where there are skillset mismatches. For those identified, new positions should be created and/or job duties should be reassigned.

Note: Approval of new positions is dependent upon legislative approval.

MGO Action Plan:
1. Finance accounting related responsibilities should be reassigned to the ODF Administrative Branch.
2. Payroll classifications should be reassessed to ensure classifications are in line with the redefined job positions according to the education and experience requirements for each role.
3. All finance accounting related job positions should include a list of minimum educational requirements, experience, and skills needed to qualify for the position.

MGO Observation:
Certain personnel are performing job duties related to finance and accounting without the necessary skillset (e.g., training and/or qualifications).

MGO Potential Impact / Risk:
Lack of proper skillsets for finance and accounting positions and/or job duties could result in inaccuracies or incomplete financial information.

ODF Management Response:
ODF agrees with the recommended process improvement to address personnel performing job duties without proper training and/or qualifications and recognize that this could result in inaccuracies or incomplete financial information. With regards to the management action plan sub-recommendations, the agency will assess current staffing for finance and accounting job duties with an initial review of the position descriptions and recommendations for allocations of the positions. While the assessment can be conducted internally, further position reclassifications or new position assignments are dependent upon executive and legislative approvals. State of Oregon job classifications do have pre-defined minimum qualifications. These minimum qualifications are utilized during the recruitment process to assure a qualified candidate pool. It is not uncommon for general government positions to have financial responsibilities, in addition to clerical and administrative functions, all with varying minimum requirements. Training for financial personnel is an agency priority, has been included in prior agency budget requests, and has been challenged with recent cost containment measures. Proper classification of positions, assignment of duties, and ongoing investments in training are the determining factors to assure personnel skillsets are properly matched to agency business needs. The agency will explore and further evaluate the recommended changes to organizational reporting structure to understand how this sub-recommendation addresses the observation and potential risk; however, financial responsibilities are currently distributed broadly across our decentralized agency in both the operational and field district offices, and the difficulty of implementing this sub-recommendation has been understated.

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MGO Implementation Management Plan - Deliverable Status Log

AGENDA ITEM 5
Attachment 1
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### MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #22 - OFRS

**ET Sponsor:** Deputy Director for Administration

**Due Date:** 06/30/2022

**Last Update:** 04/21/2022

**Rating:** MGO Recommendation: Medium

**ODF Management Response:**

ODF agrees with this recommendation. The core code base of the OFRS system is fully developed and has begun to be rolled out into production. This initial phase is focused on state data sets and ensures accuracy and completeness with all applicable state systems. Even though the state systems are based on outdated technologies, there are enough interfaces, endpoints and existing technologies to fully automate data exchange and transformation processes; the same cannot be said for the agency’s fire financial information. As noted in several recommendations, current finance processes make system automation extremely difficult. While further automation of the agency’s various fire finance processes would greatly assist the ability to integrate systems, the standardization of manual processes can certainly provide transitional improvement to this effort. The agency will have to invest additional effort and capacity to acquire the data as outlined in the MAP.

**ODF Agreement:**

ODF agrees with this recommendation. The core code base of the OFRS system is fully developed and has begun to be rolled out into production. This initial phase is focused on state data sets and ensures accuracy and completeness with all applicable state systems. Even though the state systems are based on outdated technologies, there are enough interfaces, endpoints and existing technologies to fully automate data exchange and transformation processes; the same cannot be said for the agency’s fire financial information. As noted in several recommendations, current finance processes make system automation extremely difficult. While further automation of the agency’s various fire finance processes would greatly assist the ability to integrate systems, the standardization of manual processes can certainly provide transitional improvement to this effort. The agency will have to invest additional effort and capacity to acquire the data as outlined in the MAP.

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<td>n/a</td>
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<tr>
<td>OFRS Lookup Data (MGO)</td>
<td>Admin Modernization Program</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
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<tr>
<td>Implementation of associated process improvements in MGO Recommendations (MGO)</td>
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<td>Not Started</td>
<td>Deputy Director for Administration</td>
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### Policy and Procedures

**ODF Policy (list topics and define milestones)**

<table>
<thead>
<tr>
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<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tbody>
<tr>
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**ODF Procedures (list topics(s), define each)**

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<th>Supporting Documentation</th>
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<tbody>
<tr>
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**ODF Greenbook (list sections, define action needed)**

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<th>Supporting Documentation</th>
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**ODF Guidance or Memorandum (list sections)**

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<th>Supporting Documentation</th>
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### IT System Considerations

**ODF Buildout (individual components are specified in Milestones section)**

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<th>Supporting Documentation</th>
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**ODF Independent Validation and Stress-test**

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<th>Supporting Documentation</th>
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<tbody>
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**ODF System Documentation integrated with I.T. information and retention systems**

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<th>Supporting Documentation</th>
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**ODF integrated with Continuity Plan**

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<th>Supporting Documentation</th>
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<tbody>
<tr>
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</table>

### MGO Observation:

While the necessary data related to Fire Protection Finance could be extracted and input into OFRS for fire finance oversight, the current processes utilized by ODF cause certain data within existing information technology systems to be unreliable, inaccurate or incomplete.

### MGO Potential Impact / Risk:

Inaccurate and/or incomplete data within the source systems and/or errors in system coding could result in inaccurate or incomplete information being utilized for key management decisions.

### Deliverable Status Log

- **[Image](attachment:image1.png)**
  - The following are examples of data needed within OFRS in order to ensure proper oversight/accountability as related to Fire Protection Finance:
    1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Suite (daily export/import)
    2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates)
    3. General/Fund Revenue Estimate: EFCC estimates (generated by EFCC)
    4. Accounts Receivable: Actuals from the state GL system
    5. Net: Estimate (system generated calculation)
    6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots-on-the-ground, etc.
    7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, start date, etc.

    **NOTE:** Currently, the processes/procedures in place do not support using OFRS as a financial management system due to data inaccuracy.

- **[Image](attachment:image2.png)**
  - The following are examples of data needed within OFRS in order to ensure proper oversight/accountability as related to Fire Protection Finance:  
    1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Suite e-Isuite (daily export/import) 
    2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates) 
    3. General/Fund Revenue Estimate: EFCC estimates (generated by EFCC) 
    4. Accounts Receivable: Actuals from the state GL system 
    5. Net: Estimate (system generated calculation) 
    6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc. 
    7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, start date, etc. 

    **NOTE:** Currently, the processes/procedures in place do not support using OFRS as a financial management system due to data inaccuracy.

### Notes:

- **[Image](attachment:image3.png)**
  - The following are examples of data needed within OFRS in order to ensure proper oversight/accountability as related to Fire Protection Finance:
    1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Suite e-Isuite (daily export/import) 
    2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates) 
    3. General/Fund Revenue Estimate: EFCC estimates (generated by EFCC) 
    4. Accounts Receivable: Actuals from the state GL system 
    5. Net: Estimate (system generated calculation) 
    6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc. 
    7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, start date, etc. 

    **NOTE:** Currently, the processes/procedures in place do not support using OFRS as a financial management system due to data inaccuracy.
### MGO Implementation Management Plan Template - Deliverable Status Log

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

#### COMMUNICATION PLANNING

<table>
<thead>
<tr>
<th>Deliverable Name</th>
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<th>LT</th>
<th>ET</th>
<th>BOF</th>
<th>Supporting Documentation</th>
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</thead>
<tbody>
<tr>
<td>Deployment of new OFRS Reporting Tool</td>
<td>Admin Modernization Program</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>

#### TRAINING NEEDS

- **Training plan for use of the OFRS Reporting Tool**
  - Admin Modernization Program
  - Estimated Completion Date: 06/30/2022
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - District: TBD
  - LT: TBD
  - ET: TBD
  - BOF: TBD

- **Training module on the use of the OFRS Reporting Tool**
  - Admin Modernization Program
  - Estimated Completion Date: 06/30/2022
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - District: TBD
  - LT: TBD
  - ET: TBD
  - BOF: TBD

#### MAINTENANCE NEEDS POST-IMPLEMENTATION

- **OFRS Reporting Tool updates, upgrades, and maintenance**
  - Admin Modernization Program
  - Estimated Completion Date: 06/30/2023
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - District: TBD
  - LT: TBD
  - ET: TBD
  - BOF: TBD

- **Review and update policy/procedures to meet changing needs**
  - Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2022
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - District: n/a
  - LT: n/a
  - ET: n/a
  - BOF: n/a

- **Administrative Branch Fiscal Year Operating Plan core duties updated**
  - Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2022
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - District: n/a
  - LT: n/a
  - ET: n/a
  - BOF: n/a

- **Position Descriptions updated w/duties**
  - Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2022
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - District: n/a
  - LT: n/a
  - ET: n/a
  - BOF: n/a

#### BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

- To be determined as deliverables progress, potential for 25-27 budget development.

<table>
<thead>
<tr>
<th>District</th>
<th>LT</th>
<th>ET</th>
<th>BOF</th>
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<tr>
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### Status Legend:
- **Not Started**
- **Being Initiated**
- **In Review / Underway**
- **Approved / Completed**
### MGO Recommendation # and Title: #23 - Budgeting Requirements

**ET Sponsor:** Deputy Director for Administration  
**Due Date:** 06/30/2022  
**Last Update:** 04/21/2022

#### Rating: MGO Recommendation: Medium

The overall objectives of the agency and the Field Protection Districts should be consistent allowing for consistency in budgeting methodologies.

**Note:** This is dependent upon updated legislation.

#### MGO Action Plan:

As this is dependent upon updated legislation as related to the overall objectives of the agency and the Field Protection Districts, other than identifying the discrepancies there are no additional actions to be taken by ODF.

#### MGO Observation:

The ODF Administrative Branch biennial budget process and methodology are inconsistent with the Field Protection Districts' annual budget process.

#### MGO Potential Impact / Risk:

Gaps between the agency wide biennial and Field Protection Districts' annual budgets could lead to over allocation and/or mismanagement of funds.

### ODF Management Response:

Providing for an adequate level of fire protection is defined in law through the local district budgeting process. Aligning these district budget efforts, with the biennial budget authorization in an emergency response operation does not often align as reflected in additions requests to balance base budgets at the biennial level.

#### Supporting Documentation

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

#### Deliverable Status Log

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
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<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tbody>
<tr>
<td>Legislation updated to meet overall budgeting objectives of the agency, statutes to be defined through future legislative concept development (MGO)</td>
<td>Fire Protection Chief/Deputy Director of Administration</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Establish ODF Budget Divergence Project w/ cross-agency representation</td>
<td>Fire Protection Chief/Deputy Director of Administration</td>
<td>01/25/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)</td>
<td>Fire Protection Chief/Deputy Director of Administration</td>
<td>04/30/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)</td>
<td>Fire Protection Chief/Deputy Director of Administration</td>
<td>04/30/2021</td>
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<td>n/a</td>
<td>n/a</td>
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<tr>
<td>Underlying Statutory Policy Review (MGO) (new)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
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<td>Assistant Deputy Director for Admin</td>
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<td>Divergence Project Review and Proposals (MGO)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
<td>01/30/2022</td>
<td>In Review / Underway</td>
<td>Deputy Director for Administration</td>
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<td>ACC &amp; Budget Historical Analysis</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
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<td>Assistant Deputy Director for Admin</td>
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<td>Further Comparison of Actual Expenditures (MGO)</td>
<td>Fiscal Analyst 3 (MGO LD)</td>
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### POLICY AND PROCEDURES

#### ODF Policy (list topics and define milestones)

- **ODF Policy - Budgetary Development, Tracking, and Reconciliation**  
  - Assistant Deputy Director for Admin  
  - 06/30/2023  
  - Not Started  
  - Deputy Director for Administration  
  - Jul-22  
  - Jul-22  
  - May-22

#### ODF Procedures (list topics, define each)

- **Actual Cost Computation (ACC) Rate Procedures**  
  - Fire Business Coordinator  
  - 02/30/2023  
  - Being Initiated  
  - Protection Finance Manager  
  - Jul-22  
  - Jun-22  
  - Jun-22

- **Budget Development Procedures (Biennial/Fiscal)**  
  - Assistant Deputy Director for Admin  
  - 06/30/2023  
  - Being Initiated  
  - Deputy Director for Administration  
  - Jul-22  
  - Jun-22  
  - Jun-22

- **Integrated Fiscal Budget Instructions**  
  - Protection Fiscal Analyst  
  - 01/25/2022  
  - Complete  
  - Protection Finance Manager  
  - TBD | TBD | n/a  
  - FY22 Integrated Fiscal Budget Instructions Final 01.25.22

- **Budget Tracking Procedures**  
  - Assistant Deputy Director for Admin  
  - 06/30/2023  
  - Being Initiated  
  - Deputy Director for Administration  
  - Jul-22  
  - Jun-22  
  - Jun-22

- **Budget Reconciliation Procedures**  
  - Assistant Deputy Director for Admin  
  - 06/30/2023  
  - Being Initiated  
  - Deputy Director for Administration  
  - Jul-22  
  - Jun-22  
  - Jun-22

- **E-Board Coordination Procedures**  
  - Assistant Deputy Director for Admin  
  - 06/30/2022  
  - Not Started  
  - Deputy Director for Administration  
  - Jul-22  
  - Jun-22  
  - Jun-22

### ODF Greenbook (list sections, define action needed)

- n/a  
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  - n/a  
  - n/a  
  - n/a  
  - n/a  
  - n/a  
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### ODF Guidance or Memorandum (list sections)

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  - n/a  
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  - n/a  
  - n/a  
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MGO Implementation Management Plan  
Version 4
**MGO Implementation Management Plan Template - Deliverable Status Log**

**MGO Recommendation # and Title:** #23 - Budgeting Requirements  
**ET Sponsor:** Deputy Director for Administration  
**Due Date:** 06/30/2022  
**Last Update:** 04/21/2022  
**Rating:** Medium  
**MGO Action Plan:**
As this is dependent upon updated legislation as related to the overall objectives of the agency and the Field Protection Districts, other than identifying the discrepancies there are no additional actions to be taken by ODF.

**MGO Observation:**
The ODF Administrative Branch biennial budget process and methodology are inconsistent with the Field Protection Districts’ annual budget process.

**MGO Potential Impact / Risk:**
Gaps between the agency wide biennial and Field Protection Districts’ annual budgets could lead to over allocation and/or mismanagement of funds.

**ODF Management Response:**
Providing for an adequate level of fire protection is defined in law through the local district budgeting process. Aligning these district budget efforts, with the biennial budget authorization in an emergency response operation does not often align as reflected in additions requests to balance base budgets at the biennial level.

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### IT SYSTEM CONSIDERATIONS

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<th>Approver(s)</th>
<th>Deliverable Review</th>
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<tbody>
<tr>
<td>Technical requirements for Budget Tracker defined</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Being Initiated</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Project formulated for prioritizing within internal application development capacity</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Application development and testing for Budget Tracker, if feasible</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>TBD</td>
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<tr>
<td>Budget Tracker application deployment, if feasible</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
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<tr>
<td>Budget Tracker Interface for OFRS</td>
<td>Admin Modernization Program</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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<td>Procedures for Budgeting revised to incorporate new application(s)</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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### COMMUNICATION PLANNING

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### TRAINING NEEDS

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<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tr>
<td>Budget Development, Tracking, and Reconciliation Training</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2023</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>Jul-22</td>
<td>Jun-22</td>
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<tr>
<td>Impact of Landowner Rates of SB762 Positions and Funding</td>
<td>Protection Fiscal Analyst</td>
<td>01/21/2022</td>
<td>Complete</td>
<td>Protection Finance Manager</td>
<td>Feb-22</td>
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### MAINTENANCE NEEDS POST-IMPLEMENTATION

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<th>Delivered Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and update policy/procedures to meet changing needs (annually)</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Administrative Branch Fiscal Year Operating Plan core duties updated</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Position Descriptions updated w/duties</td>
<td>Assistant Deputy Director for Admin</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>n/a</td>
<td>n/a</td>
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### BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

| n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

**Status Legend:**
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
## MGO Implementation Management Plan Template - Deliverable Status Log

**AGENDA ITEM 5**

**Attachment 1**

**Page 58 of 66**

<table>
<thead>
<tr>
<th>Deliverable Identification</th>
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<td>v Establish ODF Budget Divergence Project w/ cross-agency representation</td>
<td>Fire Protection Chief/Deputy Director of Administration</td>
<td>01/25/2021</td>
<td>Complete</td>
<td>Deputy Director for Administration</td>
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<tr>
<td>v Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)</td>
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<td>04/30/2021</td>
<td>Complete</td>
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<td>v Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)</td>
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<td>Divergence Project Review and Proposals (MGO)</td>
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<td>v ACC &amp; Budget Historical Analysis</td>
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<td>Assistant Deputy Director for Admin</td>
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### POLICY AND PROCEDURES

**ODF Policy (list topics and define milestones)**

- ODF Policy - Budgetary Development, Tracking, and Reconciliation
  - Owner: Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2023
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - Deliverable Review: Jul-22, Jul-22, May-22

**ODF Procedures (list topics(s), define each)**

- Actual Cost Computation (ACC) Rate Procedures
  - Owner: Fire Business Coordinator
  - Estimated Completion Date: 02/03/2023
  - Deliverable Status: Being Initiated
  - Approver(s): Protection Finance Manager
- Budget Development Procedures (Biennial/Fiscal)
  - Owner: Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2023
  - Deliverable Status: Being Initiated
  - Approver(s): Deputy Director for Administration
- Integrated Fiscal Budget Instructions
  - Owner: Protection Fiscal Analyst 3 (MGO LD)
  - Estimated Completion Date: 01/25/2023
  - Deliverable Status: Complete
  - Approver(s): Protection Finance Manager
  - Deliverable Review: TBD, TBD, n/a
- Budget Tracking Procedures
  - Owner: Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2023
  - Deliverable Status: Being Initiated
  - Approver(s): Deputy Director for Administration
- Budget Reconciliation Procedures (MGO)
  - Owner: Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2023
  - Deliverable Status: Being Initiated
  - Approver(s): Deputy Director for Administration
- E-Board Coordination Procedures
  - Owner: Assistant Deputy Director for Admin
  - Estimated Completion Date: 06/30/2023
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration

**ODF Greenbook (list sections, define action needed)**

- n/a
  - n/a
  - n/a
  - n/a
  - n/a
  - n/a
  - n/a

**ODF Guidance or Memorandum (list sections)**

- n/a
  - n/a
  - n/a
  - n/a
  - n/a
  - n/a
  - n/a

### IT SYSTEM CONSIDERATIONS

- Technical requirements for Budget Tracker defined
  - Owner: Admin Modernization Program
  - Estimated Completion Date: TBD
  - Deliverable Status: Being Initiated
  - Approver(s): Deputy Director for Administration
  - Deliverable Review: TBD, TBD, TBD
  - Supporting Documentation: Proposal ODF Protection Budgeting and Tracking System
- Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS
  - Owner: Admin Modernization Program
  - Estimated Completion Date: TBD
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - Deliverable Review: TBD, TBD, TBD
- Project formulated for prioritizing within internal application development capacity
  - Owner: Admin Modernization Program
  - Estimated Completion Date: TBD
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - Deliverable Review: TBD, TBD, TBD
- Application development and testing for Budget Tracker, if feasible (MGO)
  - Owner: Admin Modernization Program
  - Estimated Completion Date: TBD
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - Deliverable Review: TBD, TBD, TBD
- Budget Tracker deployment, if feasible
  - Owner: Admin Modernization Program
  - Estimated Completion Date: TBD
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - Deliverable Review: TBD, TBD, TBD
- Budget Tracker Interface for OFRS
  - Owner: Admin Modernization Program
  - Estimated Completion Date: TBD
  - Deliverable Status: Not Started
  - Approver(s): Deputy Director for Administration
  - Deliverable Review: TBD, TBD, TBD

---

**ODF Management Response:**

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.
MGO Recommendation # and Title: #24 - Budgeting Requirements 2
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

Rating:

Medium

MGO Recommendation:
The ODF Administrative Branch should perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.

ODF Management Response:

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.

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<th>Approver(s)</th>
<th>Deliverable Review</th>
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<td>Procedures for Budgeting revised to incorporate new application(s)</td>
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<td>Budget Development, Tracking, and Reconciliation Training</td>
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<td>Impact of Landowner Rates of SB762 Positions and Funding</td>
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<td>Review and update policy/procedures to meet changing needs (annually)</td>
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<td>Position Descriptions updated w/duties</td>
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<td>Legislation may require updating to meet overall budgeting objectives of the agency. Statutes to be defined through future legislative concept development.</td>
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Status Legend:

Not Started
In Review / Underway
Approved / Completed
## ODF Management Response:

ODF agrees with this recommendation. A standardized process exists for these disbursements but it would be beneficial for both ODF and the Operating Associations to agree on documented procedures and ensure they are referenced in the association agreements.

### POLICY AND PROCEDURES

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<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tr>
<td>Engagement Plan developed with Associations, Operations and Administrative Finance</td>
<td>Fire Prevention and Policy Manager</td>
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<td>Fiscal Services Manager</td>
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<tr>
<td>Financial reports for Coos Forest Protective Association’s accounting system</td>
<td>Program Accountant</td>
<td>TBD</td>
<td>Not Started</td>
<td>Fiscal Services Manager</td>
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<td>Financial reports for Douglas Forest Protective Association’s accounting system</td>
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<td>Fiscal Services Manager</td>
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<tr>
<td>Financial reports for Walker Range Forest Protective Association’s accounting system</td>
<td>Program Accountant</td>
<td>TBD</td>
<td>Not Started</td>
<td>Fiscal Services Manager</td>
<td>n/a</td>
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<td>Criteria for supporting documentation, timelines, and thresholds for advances (MGO)</td>
<td>Fiscal Services Manager</td>
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<td>Amendment to Coos Forest Protective Association Forestland Protection Agreement (MGO)</td>
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<td>Fire Protection Chief</td>
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<td>Amendment to Douglas Forest Protective Association Forestland Protection Agreement (MGO)</td>
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<tr>
<td>Amendment to Walker Range Forest Protective Association Forestland Protection Agreement (MGO)</td>
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<td>Fire Protection Chief</td>
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## IT SYSTEM CONSIDERATIONS

### ODF Greenbook (list sections, define action needed)

<table>
<thead>
<tr>
<th>Deliverable Name</th>
<th>Owner</th>
<th>Estimated Completion Date</th>
<th>Deliverable Status</th>
<th>Approver(s)</th>
<th>Deliverable Review</th>
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<td>Chapter 80 - Revise Cost Accounting, Reporting, and Cost Shares, if required</td>
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## COMMUNICATION PLANNING

### Coordination with Operating Associations on Engagement Plan

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**MGO Implementation Management Plan Template - Deliverable Status Log**

**MGO Recommendation # and Title:** #25 - Operating Association Advances  
**ET Sponsor:** Deputy Director for Administration  
**Due Date:** 06/30/2022  
**Last Update:** 04/21/2022

**Rating:**  
**MGO Recommendation:** Low  
**MGO Observation:**  
**MGO Action Plan:**  
**MGO Potential Impact / Risk:**  

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

**ODF Management Response:**  
ODF agrees with this recommendation. A standardized process exists for these disbursements but it would be beneficial for both parties to fully understand the parameters of funding distribution and reconciliation needs while codifying these roles and standards to ensure the fiduciary responsibilities of ODF regarding the state's General Fund. ODF will work with the operating associations to agree on documented procedures and ensure they are referenced in the association agreements.

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<td>Training overview of Coos Forest Protective Association’s accounting system</td>
<td>Program Accountant</td>
<td>TBD</td>
<td>Not Started</td>
<td>Fiscal Services Manager</td>
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<td>Training overview of Douglas Forest Protective Association’s accounting system</td>
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<td>Training overview of Walker Range Forest Protective Association’s accounting system</td>
<td>Program Accountant</td>
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<td>Not Started</td>
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<td>Review and maintenance of Advancing Funds Procedures (annually)</td>
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<td>Assistant Deputy Director for Admin</td>
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<td>Reconciliation of advances to actual expenditures (annually)</td>
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**Status Legend:**
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed

**AGENDA ITEM 5 
Attachment 1 
Page 61 of 66**
# MGO Recommendation # and Title: #26 - FEMA Claim Status

**ET Sponsor:** Fire Protection Chief  
**Due Date:** 12/31/2021  
**Last Update:** 04/21/2022  
**Rating:** MGO Recommendation: Low  

### ODF Management Response:

The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. These reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. Further codification of our policies and procedures surrounding FEMA incidents and claims will address system components and help to improve our information flows around the status of FEMA claims and events.

### MILESTONES

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<th>Approver(s)</th>
<th>Deliverable Review</th>
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<tbody>
<tr>
<td>v FEMA Tracker developed (MGO)</td>
<td>Incident Finance / FEMA Unit Manager</td>
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<td>Complete</td>
<td>Protection Finance Manager</td>
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<tr>
<td>v Weekly FEMA Tracker is sent to ODF Operations and Administrative Branch</td>
<td>Protection Finance Manager</td>
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<td>Deputy Director for Administration</td>
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<td>v FEMA Tracker joint review w/ODF Operations and Administrative Branch</td>
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<td>Deputy Director for Administration</td>
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<td>v Integrate FEMA Claim Status Review into Internal Audit Planning Consideration</td>
<td>Internal Auditor</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
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### POLICY AND PROCEDURES

**ODF Policy (list topics and define milestones)**

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**ODF Procedures (list topics, define each)**

- FEMA Tracker Updating and Communication Procedure for FEMA Unit Manager (MGO)
  - Incident Finance / FEMA Unit Manager | 06/30/2022 | In Review / Underway | Protection Finance Manager | n/a | n/a | n/a |

**ODF Greenbook (list sections, define action needed)**

- Chapter 70 - Claims and Incident Cost Recovery Collection (updated) (MGO)
  - Incident Finance / FEMA Unit Manager | 06/30/2022 | In Review / Underway | Protection Finance Manager | n/a | n/a | n/a |

**ODF Guidance or Memorandum (list sections)**

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### IT SYSTEM CONSIDERATIONS

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MGO Recommendation # and Title: #26 - FEMA Claim Status

ET Sponsor: Fire Protection Chief

Due Date: 12/31/2021

Last Update: 04/21/2022

Rating: MGO Recommendation:
Low

The ODF Operations and Administrative Branches should establish policies and procedures related to the communication of the status of FEMA incidents and include the status of processing and submission of FEMA claims by incident.

(MGO) Action Plan:
1. Establish a policy/procedure related to the communication of the status of FEMA incidents and claims and the recording of related accounts receivables.

2. Establish a standardized procedure, including the system or location, to track outstanding FEMA claims and incidents.

(MGO) Observation:
The ODF Administrative Branch does not consistently receive status reports regarding FEMA incident statuses. Additionally, written processes and procedures related to ongoing reporting of FEMA submissions do not exist.

(MGO) Potential Impact / Risk:
Inconsistent communication of FEMA incident status to the ODF Administrative Branch could lead to duplicated efforts and/or the inability to properly project cash flows due to delays in the recording of FEMA accounts receivable balances.

ODF Management Response:
ODF agrees with this recommendation. The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. This process should be expanded to include the Administrative Branch. Monthly reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. While this communication on FEMA incident status and claims activities has improved from prior seasons; further codification of our policies and procedures is still needed to provide clarity around roles, responsibilities, and information needs. Further codification of our policy and procedures surrounding FEMA incidents and claims will address system components. Technology advancements within ODF related to ORFS reporting, the Sage 300 system and accounts receivable processes, as well as advancements within FEMA related to potential use of their Grants Portal system should greatly assist in communicating status of claims and projecting cash flows.

<table>
<thead>
<tr>
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<th>Deliverable Review</th>
<th>Supporting Documentation</th>
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<tbody>
<tr>
<td>Review and update policy/procedures to meet changing needs (annually)</td>
<td>Protection Finance Manager</td>
<td>06/30/2022</td>
<td>Not Started</td>
<td>Fire Protection Division Chief</td>
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<td>Position Descriptions updated w/duties</td>
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<td>06/30/2022</td>
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<td>Human Resources Analyst</td>
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BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

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Status Legend:
- Not Started
- Being Initiated
- In Review / Underway
- Approved / Completed
MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #27 - OregonBuys

ET Sponsor: Deputy Director for Administration

Due Date: 06/30/2021

Last Update: 04/21/2022

Rating: MGO Recommendation:

Low All vendors should be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

ODF Management Response:

ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts' continued use of the predecessor purchasing and payment system.

MILESTONES

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<th>Supporting Documentation</th>
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<tr>
<td>Vendor Registration Handout - Requirement and How To Use OregonBuys (MGO)</td>
<td>Disbursements Manager</td>
<td>04/30/2020</td>
<td>Complete</td>
<td>Financial Services Manager</td>
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<td>Jun-21</td>
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POLICY AND PROCEDURES

ODF Policy (list topics and define milestones)

ODF Directive 0-2-5-100 Purchasing Controls Rescinded

<table>
<thead>
<tr>
<th>Deliverable Name</th>
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<tbody>
<tr>
<td>ODF Directive 0-2-5-100 Purchasing Controls Rescinded</td>
<td>Contract Services Program Manager</td>
<td>06/30/2022</td>
<td>Underway</td>
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ODF Procedures (list topic(s), define each)

V ODF Directive 0-2-5-100 Purchasing Controls Rescinded

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ODF Greenbook (list sections, define action needed)

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IT SYSTEM CONSIDERATIONS

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Version 4
### MGO Recommendation # and Title:
#27 - OregonBuys

### ET Sponsor:
Deputy Director for Administration

### Due Date:
06/30/2021

### Last Update:
04/21/2022

### Rating:
Low

### MGO Recommendation:
All vendors should be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

### ODF Management Response:
ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts' access to the predecessor purchasing system to assist in mitigating risk and instead rely on the exception process for vendors that cannot register in OregonBuys. ODF would prefer to retain access to this system within the Administrative Branch to support the phased implementation and assure that emergency payments can still be completed in a timely manner.

### Deliverable Status Log

#### COMMUNICATION PLANNING

<table>
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<tbody>
<tr>
<td>FOS replacement draft product (Email to Admin Leadership)</td>
<td>Financial Services Manager</td>
<td>06/04/2021</td>
<td>Complete</td>
<td>Administrative Leadership Team</td>
<td>n/a</td>
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<tr>
<td>OregonBuys Payment Guidance draft (Email to Admin Leadership)</td>
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<td>Administrative Leadership Team</td>
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<td>Preparation for launch of FOS replacement: (Email to Leadership)</td>
<td>Financial Services Manager</td>
<td>06/09/2021</td>
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<td>Launch of FOS replacement Timeline w/Guidance and training information (Email to All Forestry)</td>
<td>Financial Services Manager</td>
<td>06/14/2021</td>
<td>Complete</td>
<td>n/a</td>
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<td>Final update on launch of FOS replacement with training dates and new form</td>
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#### TRAINING NEEDS

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<tbody>
<tr>
<td>Training instructions for FOS replacement Excel PO form</td>
<td>Disbursements Manager</td>
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<td>Financial Services Manager</td>
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<td>Training for Sage AP module if agency uses this product</td>
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#### MAINTENANCE NEEDS POST-IMPLEMENTATION

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<tbody>
<tr>
<td>AP Payment Guidance/Procedures reviewed (annually)</td>
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<td>Disbursements, Expenditures, Procurement, Signature Authority policies reviewed</td>
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#### BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS

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<tr>
<td>Sage AP Module configuration - budgetary investment plan</td>
<td>Financial Services Manager</td>
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<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
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### Status Legend:
- Not Started
- Being initiated
- In Review / Underway
- Approved / Completed
Once OregonBuys is utilized as a procurement system, the ODF Administrative Branch should consider recording encumbrances to more accurately project cash flows and budgets.

ODF Management Response:
ODF agrees to explore this recommendation further with recognition that OregonBuys implementation as a statewide procurement system is beyond ODF’s oversight and instead dependent upon the state enterprise readiness and actionable implementation. Once OregonBuys is fully implemented, this process will be investigated. While encumbrances are an extremely valuable tool for projecting cash flow needs, the current processes within the current system (SFMA) for recording and managing encumbrances is very time and staff consuming, especially at year-end.

### Deliverable Status Log

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<th>Supporting Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>OregonBuys Phase II for eProcurement launched for ODF use (MGO)</td>
<td>Contract Services Program Manager</td>
<td>06/01/2022</td>
<td>In Review / Underway</td>
<td>DAS</td>
<td>Jul-21</td>
<td>Jul-21</td>
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<td>OregonBuys Phase II Updates and Trainings 04/20/2022</td>
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<td>Analysis of feasibility / need to record encumbrances within OregonBuys (MGO)</td>
<td>Financial Services Manager/ Contract Services Program Manager</td>
<td>12/30/2022</td>
<td>Not Started</td>
<td>Assistant Deputy Director for Admin</td>
<td>TBD</td>
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<tr>
<td>Reference Outstanding Assets &amp; Liabilities Tracker to capture all unknown liabilities</td>
<td>Financial Services Manager</td>
<td>12/31/2021</td>
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<td>Assistant Deputy Director for Admin</td>
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### POLICY AND PROCEDURES

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<th>Approver(s)</th>
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<tbody>
<tr>
<td>Review and update expenditure policies, if encumbrances are feasible</td>
<td>Financial Services Manager</td>
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<td>Review and update procurement policies, if encumbrances are feasible</td>
<td>Contract Services Program Manager</td>
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### IT SYSTEM CONSIDERATIONS

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<td>Review and update incident procedures, if encumbrances are feasible</td>
<td>Incident Finance / FEMA Manager</td>
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<td>Protection Finance Manager</td>
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### COMMUNICATION PLANNING

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<td>TRAINING NEEDS</td>
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<td>MAINTENANCE NEEDS POST-IMPLEMENTATION</td>
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<tr>
<td>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</td>
<td>Financial Services Program Manager/ Contract Services Program Manager</td>
<td>TBD</td>
<td>Not Started</td>
<td>Deputy Director for Administration</td>
<td>TBD</td>
<td>TBD</td>
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### Status Legend:

- **Not Started**
- **Being Initiated**
- **In Review / Underway**
- **Approved / Completed**
SUMMARY
The department will provide an overview of the Living with Fire field tour planned for the Board and public in the Bend and Deschutes County area of Oregon. The overview will include the scope of the tour, key themes, a range of presenters invited to inform the Board of Forestry (Board) and members of the public on the nexus of fire response, adapted communities, mitigation treatments, recovery efforts, and building resilience in wildland urban interface areas.

RECOMMENDATION
Information only

ATTACHMENT
(1) April 28, 2022, Field Tour Itinerary (available week leading up to tour)
The Board of Forestry is meeting in Central Oregon on April 27 and 28 for a regular business meeting and public field tour. An agenda for the April 27 business meeting is available on the Board’s meetings webpage. The following agenda is for the April 28 public field tour.

9 a.m. – 4 p.m. The theme of the public field tour is Living with Fire. The tour will include four stops. Discussion will focus on the nexus of fire response, adapted communities, mitigation treatments, recovery efforts, and building resilience in wildland-urban interface areas. Each tour stop will include a 20-minute presentation and an opportunity for Board members to engage with the presenters. Upon conclusion of the tour, the Board will discuss key takeaways.

The field tour presentations and subsequent discussions will be recorded and posted on the department’s YouTube page following the tour.

Field Tour Itinerary

9:00 – 9:15 Arrive at Tour Stop 1: Tetherow Country Club, 61240 Skyline Ranch Rd, Bend, OR 97702, the lawn behind The Pavilion. ODF staff will direct foot traffic.

9:15 – 9:30 Welcome by State Forester Cal Mukumoto, Board Chair Jim Kelly, and ODF Eastern Oregon Area Director Brian Pew

9:30 – 10:30 Tour Stop One: Suppression in the Wildland Urban Interface
Discussion will focus on living with fire and will set the stage for the remainder of the day. The setting was chosen specifically due to the history of this piece of land, which includes the footprint of the Awbrey Hall fire in 1990. The Awbrey Hall fire burned approximately 3,500 acres and 22 homes in a 10-hour timeframe and has been the impetus of significant change in the management of forest fuels in the Wildland Urban Interface, how land use development has evolved, and how multiple agencies and partners work together to provide for the safety of landowners in these areas. The outcomes of a fire over 30 years ago have elevated the need for close collaboration among these agencies. The mitigation and land management efforts in this area, on the west side of Bend, provide a backdrop for discussion of the passage of SB 762, as well as the Infrastructure, Investment and Jobs Act and how those can be leveraged as we look to advance fire protection in Oregon.

Speakers: ODF Protection Division Chief Mike Shaw, ODF Central Oregon District Assistant District Forester Gordon Foster, Bend Fire and Rescue Chief Todd Riley, Deschutes County Emergency Manager Nathan Garibay

10:30 – 11:00 Transit time to Tour Stop 2: Drive through Tree Farm Subdivision (follow ODF signs) to observe examples of building construction and landscaping designed to be fire resilient and arrive at Tour Stop 2: Phil’s Trail Head parking area.

11:00 – 12:00 Tour Stop Two: All-Lands Mitigation and Restoration
Discussion will highlight the 10+ year history and milestones of The West Bend Project. Speakers will address some of the key challenges of collaborative work that crosses multiple ownerships and discuss strategies for maintaining momentum and focusing on implementation. Topics will include landscape level work in the area, challenges of working in the Wildland Urban Interface (WUI) and building and funding landscape-scale mitigation and restoration projects.

Speakers: ODF Protection Division Chief Mike Shaw, ODF Forest Resources Division Chief Josh Barnard, ODF All-Lands Initiative Unit Manager, Jeff Burns, USFS Central Oregon Fire, and Aviation Staff Officer Kevin Stock, USFS Deschutes NF Natural Resources Staff Officer Kristin McBride.
12:00 – 12:30  Transit time to Tour Stop 3: Aspen Hall (Shevlin Park), 18920 Shevlin Rd, Bend, OR 97709.

12:30 – 12:45  Set up for presenter during lunch hour and public/board find seating.

12:30 – 2:00  **Tour Stop Three and Lunch: Shared Stewardship and Federal Forest Restoration Program**
Discussion over the lunch hour will focus on additional tools for all-lands mitigation and restoration. The conversation will begin with an overview of Shared Stewardship and the development of a 20-year strategy to achieve resilient landscapes in Oregon. Following this overview, ODF staff will describe the Federal Forest Restoration Program and the role it plays in the mitigation and restoration on federal lands, with a focus on Central Oregon landscapes.

*Note: Members of the public must provide their own lunch and water*

**Speakers:** ODF Planning Branch Director Ryan Gordon, Assistant to the ODF Eastern Oregon Area Director Ryan Miller, ODF Federal Forest Restoration Program Lead Kyle Sullivan, Deschutes County Commissioner Phil Chang, ODF 20-year Strategic Plan Coordinator Nathan Beckman

2:00 – 2:30  Transit time to Tour Stop 4: Arrive at Shanda property, site of previous wildfires; location (Lat., Long.): 44.086213, -121.446135.

2:30 – 3:30  **Tour Stop Four: Post-Fire Restoration**
Speakers will discuss forest landowner impacts and challenges of post-fire restoration and recovery and discuss what is needed to support landowners in post-fire recovery. Statewide and local perspectives will be shared.

**Speakers:** ODF Forest Resources Division Chief Josh Barnard, ODF Central Oregon District Protection Supervisor Chase Duncan, ODF Family Forestland Coordinator Nate Agalzoff, Shanda Executive Director of Timber Operations Chris Johnson

3:30 – 4:00  Board offers closing comments about the tour.

4:00 – 4:15  Depart from the last tour stop.

**Public Participation at Field Tour**
- Please dress and prepare appropriately for local weather and a moderate amount of walking over uneven terrain.
- There will be no online option for participation, but video from each tour stop will be posted to ODF’s YouTube Channel following the tour.
- Members of the public wishing to join the tour must provide their own transportation, lunch, and water.
- If you require special accommodations for the tour, contact the Board Administrator at hilary.olivos-rood@odf.oregon.gov.
- The scheduled tour times listed on the itinerary are approximate. Oregon Department of Forestry has the discretion to modify the tour presenters, stop locations, or timing if unforeseen circumstances occur.

**Safety**
In case of emergency, please dial 911.
Note that the route to the last stop is on an unimproved road. Standard compact vehicles are allowed on the one-lane road, and no need for 4 wheel drive is anticipated.

The Department and Board will remain in compliance with safety guidelines or measures as it relates to COVID-19, locally (deschutes.org), statewide (OHA.gov), and nationally (CDC.gov).
**Tour Directions**

**Tour Stop 1: Tetherow Country Club**

- Turn right onto Skyline Ranch Rd – 1.0 mi
- At the traffic circle, take the 2nd exit and stay on Skyline Ranch Rd – 1.5 mi
- Turn left onto NW Skyliners Rd – 0.7 mi
- Turn right onto Tree Farm Dr – 210 ft
- Turn left to stay on Tree Farm Dr – 0.7 mi
- Turn right onto Ridgeline Dr – 0.3 mi
- Turn left onto Golden Mantle Loop – 0.6 mi
- Turn right onto Tree Farm Dr – 0.7 mi
- Turn right to stay on Tree Farm Dr – 210 ft
- Turn right onto Skyliners Rd – 0.3 mi
- Turn left onto FS 4604 Rd – 0.5 mi
- Turn right – 180 ft

**Tour Stop 2: Phil’s Trailhead**

- Take Skyliners Rd to Northwest Mount Washington Drive in Bend – 5 min (2.0 mi)
- Head east toward FS 4604 Rd – 180 ft
- Turn left onto FS 4604 Rd – 0.5 mi
- Turn right onto Skyliners Rd – 1.5 mi
- Follow Northwest Mount Washington Drive and NW Shevlin Park Rd – 6 min (2.8 mi)
- At the traffic circle, take the 3rd exit onto Northwest Mount Washington Drive – 0.4 mi
- At the traffic circle, continue straight to stay on Northwest Mount Washington Drive – 0.7 mi
- At the traffic circle, take the 3rd exit onto NW Shevlin Park Rd – 1.8 mi – Drive to your destination – 31 s (358 ft)
- Turn right – 128 ft

**Tour Stop 3: Aspen Hall/Shevlin Park (lunch)**

- Head south toward NW Shevlin Park Rd – 230 ft
- Turn right toward NW Shevlin Park Rd – 128 ft
- Turn right onto NW Shevlin Park Rd – 56 s (0.3 mi) – Continue on Bull Springs Rd. Take B-S Logging Rd/NF-4606 and Couch Rd to Columbia Southern Rd – 15 min (4.7 mi)
- Turn left onto Bull Springs Rd – 1.2 mi
- Turn right onto B-S Logging Rd/NF-4606 – 1.7 mi
- Turn left onto Couch Rd – 1.4 mi
- Slight left onto Columbia Southern Rd – 410 ft –
- Continue straight to stay on Columbia Southern Rd

**Tour Stop 4: location (Lat., Long.): 44.086213, -121.446135**
Board Closing Comments and Meeting Wrap Up