

Oregon Board of Forestry – Public Meeting, Community Social, and Field Tour

Wednesday, November 16 and 17, 2022

November 16, Wednesday – Hybrid Public Meeting 8:30 a.m. – 4:30 p.m.

The Board will meet for their regular public business meeting at the Seaside Civic & Convention Center, Riverside Room B – 415 1st Ave, Seaside, OR 97138

November 16, Wednesday – Board Social 5:30 p.m. – 7 p.m.

The Board will meet in person with community leaders and members of the public to converse about recreation and tourism on the Oregon North Coast at the Seaside Civic & Convention Center, Riverside Room C – 415 1st Ave, Seaside, OR 97138

November 17, Thursday – Field Tour 8 a.m. – 3 p.m.

The tour will spotlight community forests within the Oregon North Coast, and it will begin at the Seaside Civic & Convention Center, Riverside Room B – 415 1st Ave, Seaside, OR 97138

The field tour itinerary will be posted a week leading up to the tour date. Members of the public wishing to join the tour are asked to bring their lunch and RSVP to boardofforestry@odf.oregon.gov **by 12 p.m. Monday, November 14** to secure a seat with ODF.

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The Board of Forestry will hold its November 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](mailto:boardofforestry@odf.oregon.gov), please include the agenda item number or topic header with the submission.

**Link to view the Board of Forestry Meeting is available at**  
<https://www.youtube.com/c/OregonDepartmentofForestry>

Prior meetings' audio and this meeting's written material is available on the web [www.oregon.gov/odf/board](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**

|             |           |                                                                             |                                                                   |
|-------------|-----------|-----------------------------------------------------------------------------|-------------------------------------------------------------------|
| 8:30 – 8:31 | <b>A.</b> | <b><u>Financial Dashboard Report – September and October 2022</u></b> ..... | Bill Herber                                                       |
| 8:30 – 8:31 | <b>B.</b> | <b><u>East Side Common School Forest Land Decertification</u></b> .....     | Mike Wilson and Eric Tenbrook                                     |
| 8:30 – 8:31 | <b>C.</b> | <b><u>Adaptive Management Program Committee Appointments</u></b> .....      | Josh Barnard and Terry Frueh                                      |
| 8:30 – 8:31 | <b>D.</b> | <b><u>Monitoring Unit Annual Update</u></b> .....                           | Josh Barnard and Adam Coble                                       |
| 8:30 – 8:31 | <b>E.</b> | <b><u>Forest Health Unit Annual Update</u></b> .....                        | Adam Coble, Christine Buhl, Wyatt Williams, and Gabriela Ritokova |
| 8:30 – 8:31 | <b>F.</b> | <b><u>Outcomes from Board of Forestry October Retreat</u></b> .....         | Ryan Gordon and Danny Norlander                                   |

### **Action and Information**

|               |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8:31 – 10:05  | <b>1.</b> | <b><u>State Forester and Board Member Comments</u></b><br><b>A. Mayor of Seaside Comments</b><br><b>B. Public Comments</b> [for information items on agenda and topics not on agenda-see page 3] .... Register online                                                                                                                                                                                                                                                              |
| 10:05 – 10:35 | <b>2.</b> | <b><u>State Forests Endangered Species Management Plan for Marbled Murrelets</u></b> ..... Mike Wilson,<br>..... Nick Palazzotto and Vanessa Petro<br><i>Board will consider the proposed Marbled Murrelet Endangered Species Management Plan for adoption and subsequent submission to the Fish and Wildlife Commission pursuant to ORS 496.182(8)(a)(C). This is an informational item.</i>                                                                                      |
| 10:35 – 10:45 |           | Morning Break                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 10:45 – 11:10 | <b>3.</b> | <b><u>*Adoption of Certified Burn Manager Rules</u></b> ..... Mike Shaw and Tim Holschbach<br><i>Department to present final draft administrative rules and results of public comments to Board. Seeking approval to move forward with filing a permanent rule. <b>This is a decision item.</b></i>                                                                                                                                                                                |
| 11:10 – 12:00 | <b>4.</b> | <b><u>Climate Smarter Forestry</u></b> .....Ryan Gordon, Peter Hayes, and Dean Moberg<br><i>Department invites Peter Hayes and Dean Moberg to share outcomes from the carbon conversations they facilitated four forest-based sessions to work with a diverse set of individuals representing forest practitioners, forest advocates, policy makers, and end-product users to consider what climate-smarter forestry could look like in Oregon. This is an informational item.</i> |
| 12:00 – 12:45 |           | Lunch                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

- |              |                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12:45 – 1:00 | <b>5. <u>Forest Trust Land Advisory Committee Testimony</u></b> ..... David Yamamoto<br><i>The FTLAC is a statutorily established committee that advises the Board on State Forests policy.</i>                                                                                                                                                                                                                                             |
| 1:00 – 2:00  | <b>6. <u>Western Oregon State Forests Habitat Conservation Plan Outcomes</u></b> .....Mike Wilson and Nick Palazzotto<br><i>Department will provide responses to Board questions posed at the September 7, 2022, public meeting. State Forests Division will present an update on the projected harvest and habitat outcomes associated with the Western Oregon State Forests Habitat Conservation Plan. This is an informational item.</i> |
| 2:00 – 2:30  | <b>7. <u>State Forests Branding</u></b> ..... Laura Fredrickson and MEAT Inc.<br><i>Department will present The State Forests Division and MEAT, Inc. will present information on the Division’s work to develop State Forests logos, tagline, and anthem. This is an informational item.</i>                                                                                                                                               |
| 2:30 – 2:40  | Afternoon break                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2:40 – 3:10  | <b>8. <u>Fire Season Summary</u></b> ..... Mike Shaw<br><i>Department to provide a summary of actions, statistics, and safety outcomes of the 2022 fire season. This is an informational item.</i>                                                                                                                                                                                                                                          |
| 3:10 – 3:40  | <b>9. <u>Macias Gini O’Connell Implementation Management Plan Progress</u></b> ..Bill Herber, Sabrina Perez, and MGO<br><i>Department will provide a joint update with Macias, Gini, and O’Connell (MGO) on the implementation of MGO recommendations. This is an informational item.</i>                                                                                                                                                   |
| 3:40 – 3:55  | <b>10. <u>Board Closing Comments and Meeting Wrap-Up</u></b> ..... Chair Kelly and Board Members<br><b>A. Field Tour Overview</b><br><b>B. Board Chair and members to summarize the meeting’s action items and provide closing comments.</b>                                                                                                                                                                                                |
| 3:55 – 4:00  | Public meeting concludes                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 4:00 – 4:30  | <b>11. <u>*Executive Session</u></b> ..... Chair Kelly and Mike Wilson<br><i>The Board will meet in executive session to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed, pursuant to ORS 192.660 (2)(h).</i>                                                                                                                               |

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 the 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](mailto: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-rood@odf.oregon.gov](mailto:hilary.olivos-rood@odf.oregon.gov), by 5 p.m. Friday, November 11, 2022. If experiencing technical issues or require accommodations contact the Board Administrator, [Hilary.Olivos-Rood@odf.oregon.gov](mailto: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](http://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.

|                       |                                                                                                                                       |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No:       | A                                                                                                                                     |
| Work Plan:            | Administrative                                                                                                                        |
| Topic:                | Financial Dashboard                                                                                                                   |
| Presentation Title:   | Department Financial Report for September and October 2022                                                                            |
| Date of Presentation: | November 16, 2022                                                                                                                     |
| Contact Information:  | Bill Herber, Deputy Director for Administration<br>(503) 945-7203, <a href="mailto:bill.herber@oregon.gov">bill.herber@oregon.gov</a> |

## **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 September 2022
- 2) Department of Forestry Financial Report for October 2022



# Oregon

Kate Brown, Governor

Department of Forestry

State Forester's Office

2600 State Street

Salem, OR 97310

503-945-7200

[www.oregon.gov/ODF](http://www.oregon.gov/ODF)

October 3, 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

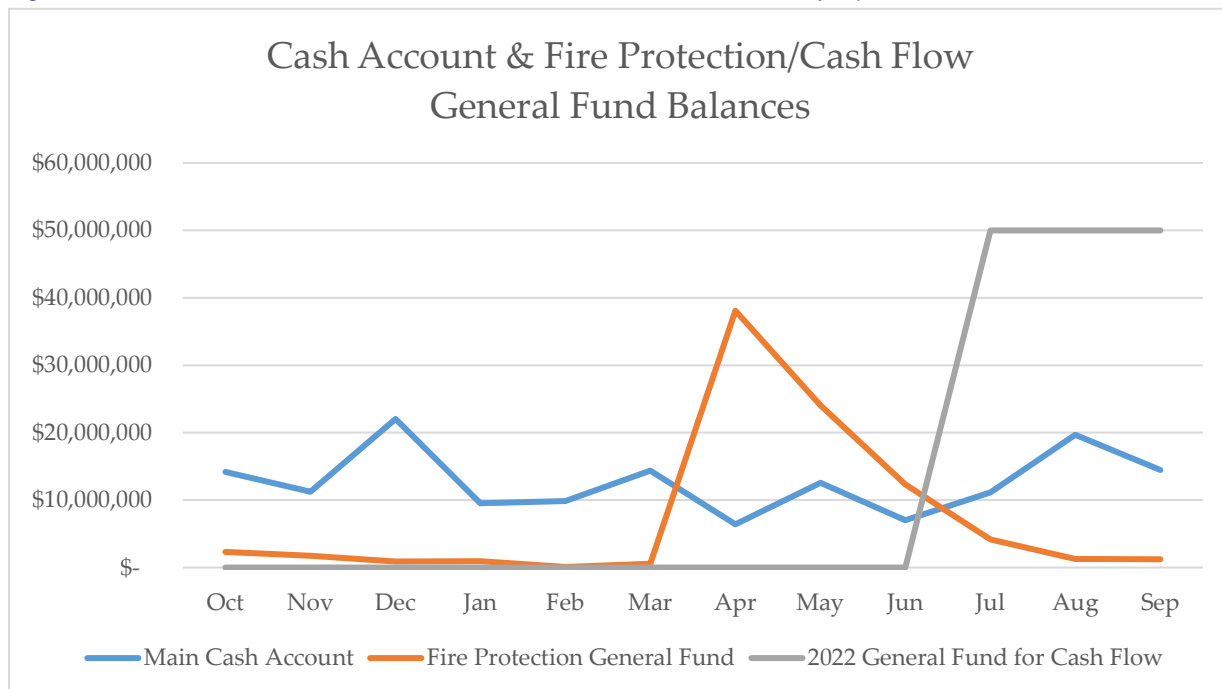
Re: Oregon Department of Forestry (ODF)—Monthly financial condition report

Dear Co-Chairs,

### Cash and General Fund Balances

The department's main cash account balance decreased \$5.2 million (26.5%) between August and September, resulting in a balance of \$14.5 million (Figure 1). Though cash is down due to fire costs, the department has been able to manage payment of those costs internally due to consistent inflows of timber sales revenues and cost share reimbursements.

Figure 1 - Cash Account and Fire Protection/Cash Flow General Fund Balances as of September 19, 2022



Fortunately, the 2022 fire season has been moderate. Accordingly, the financial demands have not been as significant as in years past. As a result, the department has not drawn from the \$50 million of General Fund appropriated in June 2022 to assist with cash flow needs during fire season. Although the department has been very successful at managing using internal cash resources thus far, the bulk of fire costs typically come due in November, which means the department may yet need to use the \$50 million General Fund appropriation.

The Fire Protection General Fund balance decreased \$55 thousand between August and September, resulting in a balance of \$1.2 million (Figure 1). The department is reviewing Fire Protection General Fund expenditures to determine if cost reallocations are necessary. The Federal Emergency Management Agency (FEMA) reimbursements anticipated to arrive over the next several weeks will provide some relief to the Fire Protection General Fund shortage, though a significant portion of the proceeds will be used to pay outstanding invoices due to the U. S. Forest Service.

### Financial Projections

Since July fiscal month data was unavailable until early September, the financial projections compared to actuals for both July and August are included herein (Table 1).

*Table 1 - Financial Projections through September 19, 2022 (in thousands)*

|                                       | 22-Jul     |            | 22-Aug     |            | 22-Sep     | 22-Oct     |
|---------------------------------------|------------|------------|------------|------------|------------|------------|
|                                       | Projection | Actual     | Projection | Actual     | Projection | Projection |
| <b>Total Revenue</b>                  | \$24,201   | \$32,359   | \$39,651   | \$36,416   | \$39,324   | \$46,783   |
| <b>Total Expenditures</b>             | (\$25,144) | (\$37,211) | (\$24,560) | (\$25,464) | (\$35,810) | (\$37,337) |
| <b>Net Total Exp/Rev</b>              | (\$942)    | (\$4,852)  | \$15,091   | \$10,952   | \$3,513    | \$9,446    |
| <b>Beginning Cash Balance</b>         | \$24,879   | \$25,220   | \$23,937   | \$23,757   | \$38,541   | \$42,055   |
| <b>End of Month Cash Balance*</b>     | \$23,937   | \$23,757   | \$39,028   | \$38,541   | \$42,055   | \$51,501   |
| Less: Dedicated Funds                 | (\$18,105) | (\$18,087) | (\$7,769)  | (\$18,426) | (\$18,500) | (\$18,677) |
| <b>End of Month Main Cash Balance</b> | \$5,832    | \$5,670    | \$31,259   | \$20,116   | \$23,554   | \$32,824   |
| <b>Available GF Appr</b>              | \$114,262  | \$108,749  | \$113,420  | \$101,788  | \$97,105   | \$84,542   |
| <b>Available Resources</b>            | \$120,094  | \$114,419  | \$144,679  | \$121,904  | \$120,660  | \$117,366  |

\* Includes reconciliation for non-cash revenue and expenditure transactions.

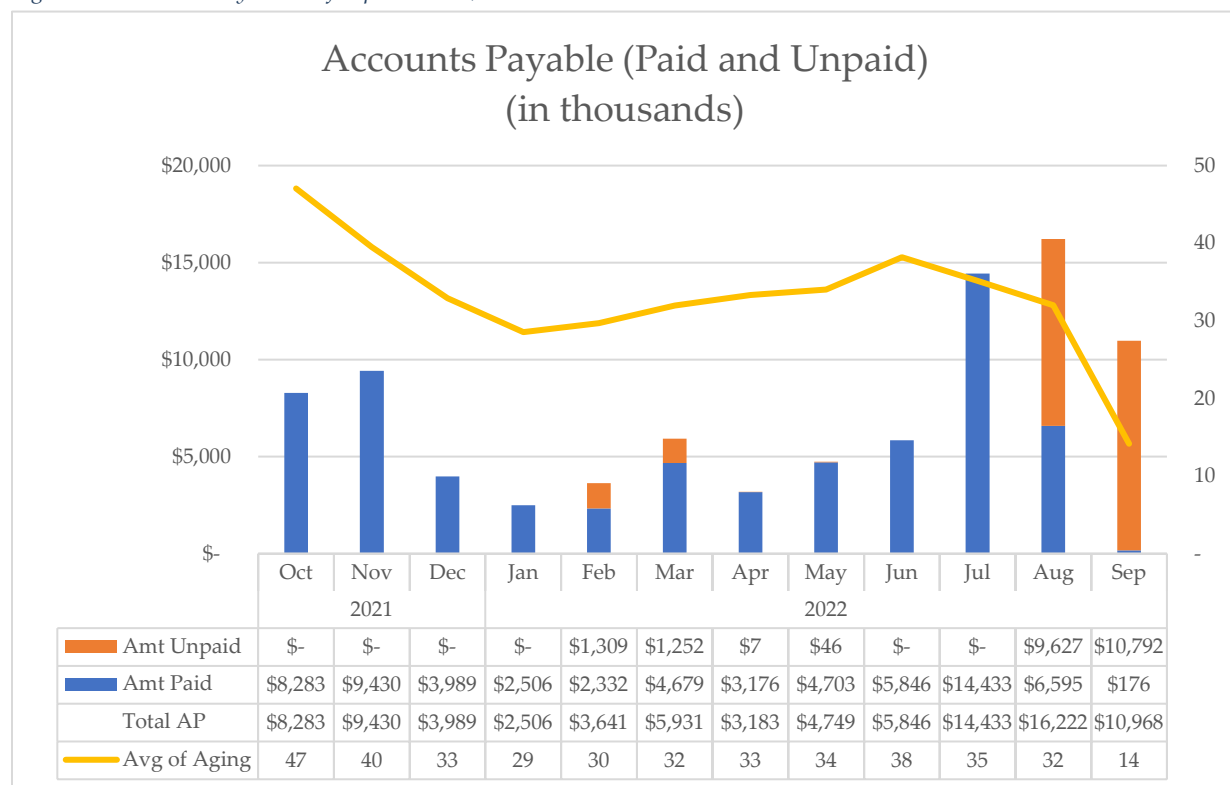
Efforts continue to improve the department's methodology for projecting financial activity; however, the modifications made over the past few months seem to be moving this work in the right direction.

The projected end-of-month cash balance for October of \$51.5 million includes the 2020 FEMA reimbursement of \$24.6 million, net of projected 2022 fire costs, payments to the U. S. Forest Service, and quarterly county timber revenue distributions. The projected balance will be used to replenish General Fund resources previously used to assist with cash flow challenges and offset Fire Protection General Fund expenditures to ensure the division has the financial resources needed for the remainder of the 2021-23 biennium.

## Accounts Payable

The seasonal increase in total accounts payable directly relates to the cost of protecting the landscape against wildfire (Figure 2). District staff and payment teams respond quickly after a fire to code and upload invoices into Oregon Buys, the department's primary payment system, which enables the Disbursements Unit to process the payments. The influx in fire related invoices results in a disproportionate balance of unpaid accounts payable due to an increased number of people uploading invoices but no additional people processing the payments (Figure 2).

Figure 2 - Accounts Payable as of September 19, 2022



## Accounts Receivable

Total accounts receivable decreased \$147,000 between August and September (Figure 4). Collections have primarily been related to current receivables (0-30 days), though some federal accounts over 120 days were collected during the past month (Figure 3).

Of the \$115.1 million balance of outstanding accounts receivable, amounts due from FEMA represent \$82 million. For more information about the status of FEMA reimbursements, refer to page 5.

Figure 3 - Accounts Receivable Aging as of September 19, 2022

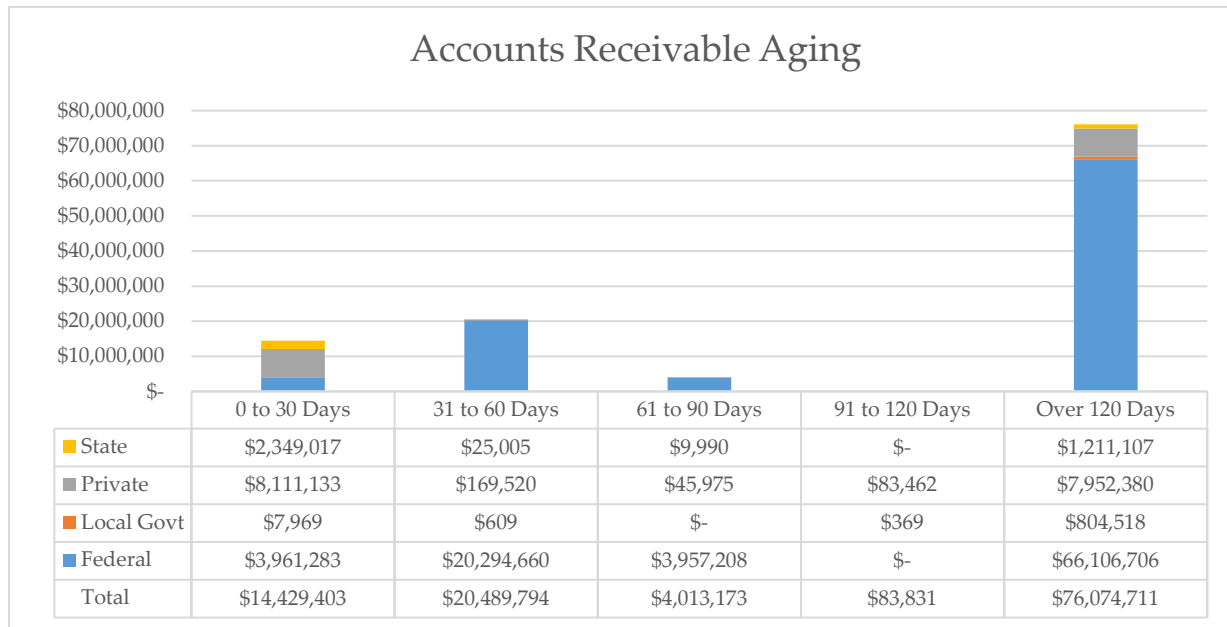
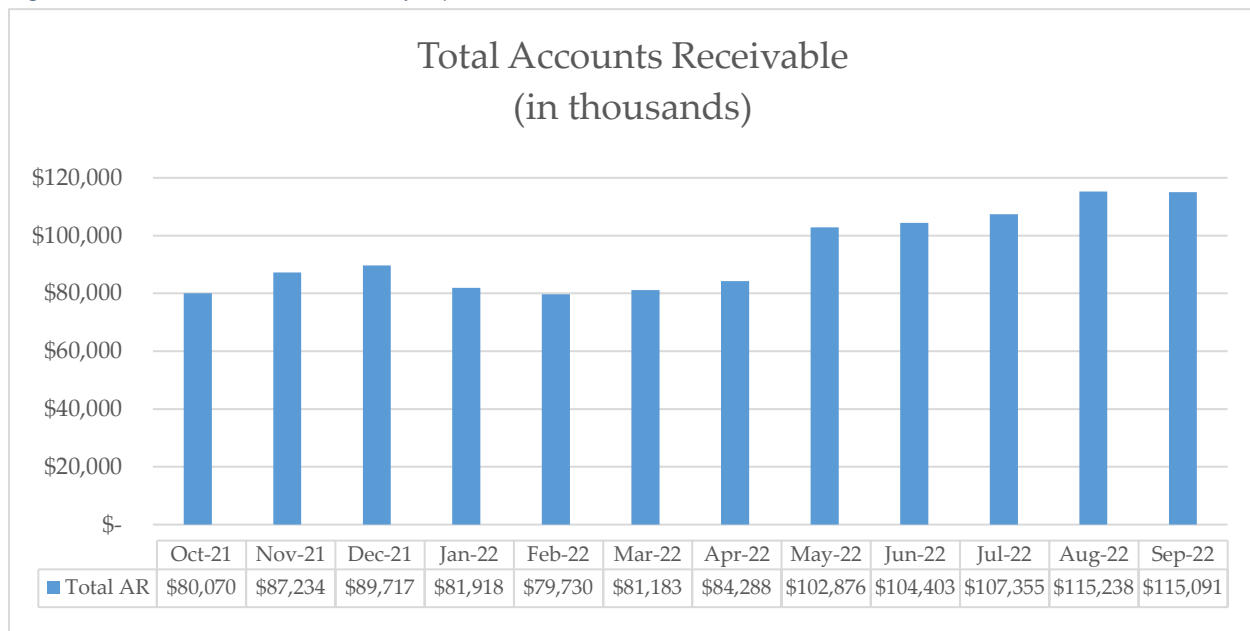


Figure 4 - Total Accounts Receivable as of September 19, 2022



## Large Fire Costs

Public Assistance (PA) grant applications totaling \$26.7 million were obligated by FEMA and, of that amount, payment requests totaling \$25.5 million were submitted to the Oregon Department of Emergency Management (ODEM) for processing.

ODF has been working closely with ODEM to expedite the review and payment of obligated PA grant applications. Additionally, since the Department of Administrative Services (DAS) provides accounting support to the newly established ODEM, DAS-Shared Financial Services was contacted and asked to prioritize the payments upon receipt. Barring any unforeseen delays in ODEM's review process, payments totaling \$24.6 million are expected to be transferred to ODF before the end of October.

As of September 22, nine grants (\$34.3 million) are pending the Environmental and Historic Preservation (EHP) review; one grant (\$3.2 million) is in the U.S. Congress Large Project queue; three grants (\$737,000) are pending FEMA final review; and eight grants (\$26.7 million) have been obligated and are pending ODEM review and payment distribution.

ODF submitted supplemental costs for the 2020 Clackamas County Complex (\$411,000) to ODEM and expects to send the supplemental costs for the 2020 Holiday Farm fire (\$3 million) in early October. The remaining \$2.7 million in estimated supplemental costs for the 2020 fire season will be submitted to ODEM shortly thereafter.

In addition to the 2020 PA grant application status changes, several outstanding Fire Management Assistance Grant (FMAG) applications were paid, including six 2015 admin claims (\$439,000), two 2016 admin claims (\$72,000), and one 2019 prepositioning claim (\$308,000). Payment of the 2015 and 2016 admin claims allowed for the completion and closeout of both fire seasons, which will no longer be reported on in the fire cost summary. The estimated admin claims remaining for 2017 and 2018 are reflected in the outstanding to invoice amounts for the respective fire seasons (Table 2).

*Table 2 – Gross Large Fire Cost Summary (red indicates estimates – in millions) as of September 19, 2022*

| <b>Fire Protection Large Fire Cost Summary</b> |             |             |             |             |             |              |
|------------------------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <b>Fire Season</b>                             | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>Total</b> |
| Fire Costs                                     | 61.35       | 108.09      | 33.79       | 138.78      | 146.06      | 488.07       |
| Currently Invoiced                             | (0.17)      | (0.22)      | (0.26)      | (66.67)     | (26.47)     | (93.79)      |
| Outstanding to Invoice                         | (0.08)      | (0.38)      | (0.43)      | (8.22)      | (38.82)     | (47.93)      |

## MGO Update

September has been focused on internal work efforts, continuing our progress towards key deliverables within our [department's Implementation Management Plan v4](#), aligning priorities for mitigating risk with [Macias, Gini & O'Connell's \(MGO\) second assessment](#) of the department, and recruiting to staff the Administrative Modernization Program, which has a central role in implementing the recommendations. ODF has completed eight of MGO's recommendations and has made significant progress on nine additional recommendations. MGO will perform subsequent reviews through mid-2023 and our next report to the Board of Forestry is planned for November 2022.

Sincerely,



Cal Mukumoto  
Oregon State Forester

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





# Oregon

Kate Brown, Governor

## Department of Forestry

State Forester's Office

2600 State Street

Salem, OR 97310

503-945-7200

[www.oregon.gov/ODF](http://www.oregon.gov/ODF)

November 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,

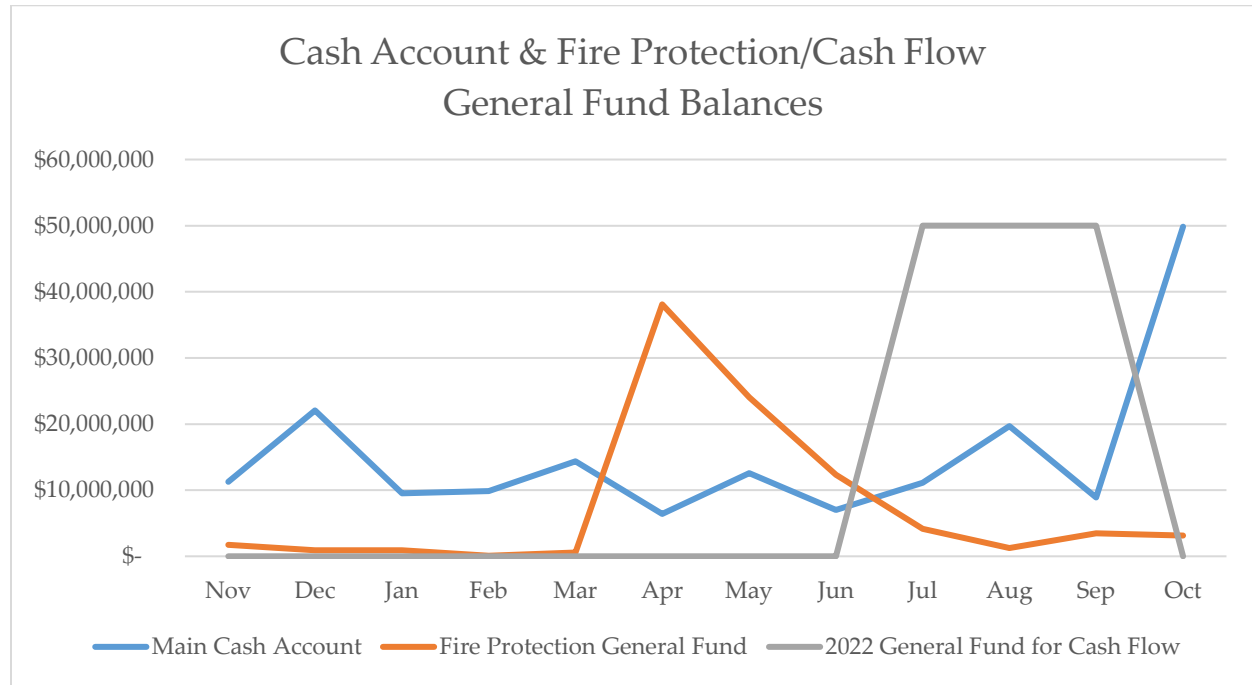
### **Cash and General Fund Balances**

With the 2022 fire season officially at an end, it will be considered modest by most accounts especially in the context of the previous years. The department's initial attack success on fires emerging on the landscape was impressive, keeping most fires at ten acres or less over 96% of the time. This is a key metric as it has been shown to directly correspond to the complexity and therefore the cost of the fire season. With this success, the department was able to keep costs of emergency fire suppression to an estimated gross of \$35 million with net costs for the fire season running slightly above \$17 million.

Even with this good news on the operational front, the department still struggles to manage the unbudgeted liability of paying for fire season costs. Of course, the biggest driver for this is the cumulative effect of paying for back-to-back fire seasons along with the length of time it takes to recover costs for those expenditures. But every fire season is unique and brings its own challenges. This year even though direct costs were relatively low for the department, it did incur significant indirect costs by facilitating the acquisition of suppression resources for partners. This is part of being a complete and coordinated wildfire suppression system and allows the department to minimize the threat to ODF-protected lands but does put immediate pressure on cash reserves. These costs will be reimbursed, but they do represent how any wildfire within the state can have impacts on the department's financial situation.

Exacerbating the department's current cash situation was the unanticipated delays associated with the Oregon Department of Emergency Management (ODEM) transferring available Federal Emergency Management Agency (FEMA) grant funds to ODF. In order to facilitate the payment of incoming fire bills as well as ensure the day-to-day operation of the department, the \$50 million General Fund appropriated to alleviate cash flow challenges was transferred in full to the department's main cash account in early October (Figure 1).

Figure 1 - Cash Account and Fire Protection/Cash Flow General Fund Balances as of October 24, 2022



Having the pre-authorized access to use the \$50 million General Fund appropriation allowed the department to mitigate cash flow concerns related to paying end of season payroll costs, outstanding fire-related invoices, and the quarterly harvest tax distribution to counties. As of October 24, the department's main cash account balance was \$49.8 million.

Cost reallocations between General Fund appropriations continue to occur to provide the Fire Protection Division financial resources needed to fund ongoing operations. The Fire Protection General Fund balance of \$3.1 million on October 24, represented 2.6% of the Legislatively Approved Budget for the division (Figure 1). With over 33% of the biennium remaining, additional cost reallocations will be required to fund the Fire Protection Division through June 30, 2023.

### Financial Projections

Actual revenues for September were \$25.8 million less than projected (Table 1). This variance was attributed to fewer FEMA 2020 large fire reimbursements received from ODEM, fewer transfers in from other funding sources, and less timber sales revenue.

Using proceeds from the FEMA 2020 large fire reimbursements, the department expected to pay a portion of the outstanding invoices due to the United States Forest Service (USFS) for the corresponding fires. Since the FEMA reimbursements were not received from ODEM in September, the USFS invoices were not paid which contributed to actual September expenditures being less than projected (Table 1).

*Table 1 - Financial Projections through October 24, 2022 (in thousands)*

|                                       | 22-Sep     |            | 22-Oct     | 22-Nov     |
|---------------------------------------|------------|------------|------------|------------|
|                                       | Projection | Actual     | Projection | Projection |
| <b>Total Revenue</b>                  | \$39,324   | \$13,478   | \$74,765   | \$52,269   |
| <b>Total Expenditures</b>             | (\$35,810) | (\$23,751) | (\$49,808) | (\$63,597) |
| <b>Net Total Exp/Rev</b>              | \$3,513    | (\$10,273) | \$24,956   | (\$11,328) |
| <b>Beginning Cash Balance</b>         | \$38,541   | \$38,541   | \$25,054   | \$50,011   |
| <b>End of Month Cash Balance*</b>     | \$42,055   | \$25,054   | \$50,011   | \$38,683   |
| Less: Dedicated Funds                 | (\$18,500) | (\$16,233) | (\$16,402) | (\$19,227) |
| <b>End of Month Main Cash Balance</b> | \$23,554   | \$8,822    | \$33,608   | \$19,456   |
| <b>Available GF Appr</b>              | \$97,105   | \$97,971   | \$38,648   | \$63,317   |
| <b>Available Resources</b>            | \$120,660  | \$106,793  | \$72,257   | \$82,774   |

\* Includes reconciliation for non-cash revenue and expenditure transactions.

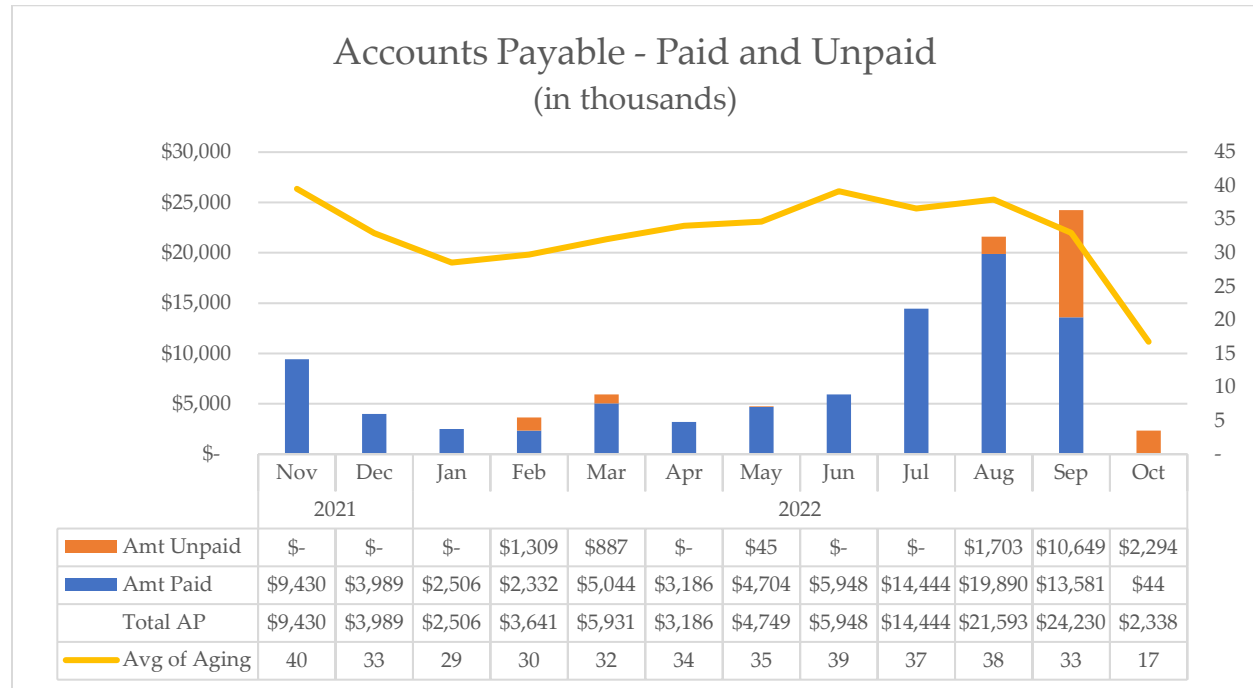
With less than projected revenue received in September, the department transferred the \$50 million General Fund appropriated during the June 2022 Emergency Board hearing to Other Funds to mitigate anticipated cash flow concerns. To support the General Fund transfer, the department used project application amounts submitted to FEMA for four 2020 large fires (Archie Creek, Beachie Creek, South Obenchain, and Two Four Two) and two 2021 large fires (Bootleg and Patton Meadow). Once the revenue from these projects is received from FEMA and the department determines that current cash flow needs are met, these moneys will be transferred to the State Forestry Department Cash Flow Repayment Fund for reversion to the General Fund as outlined in House Bill 4156.

The October revenue projection includes the \$50 million General Fund transfer and 2020 FEMA large fire reimbursements received from ODEM early in the month. Once all 2022 fire season invoices have been paid, the available cash balance will be used to reimburse the department's General Fund appropriations that were used during the biennium to resolve previous cash flow challenges. These reimbursements (previously referred to as cost reallocations) are projected to occur in November as illustrated by the above-average expenditures and increases in *Available GF Appr*.

### Accounts Payable

As depicted by the significant decrease in total accounts payable activity between September and October, it appears most invoices associated with the 2022 fire season have been submitted for payment (Figure 2). Even with the influx in accounts payable activity during the months of July, August, and September, the Disbursements Unit maintained an average aging of less than 40 days (Figure 2). This was only possible due to the availability of cash the department had throughout the fire season. Typically, the increased workload in triaging and mitigating cash flow due to lack of financial resources results in increased payment times.

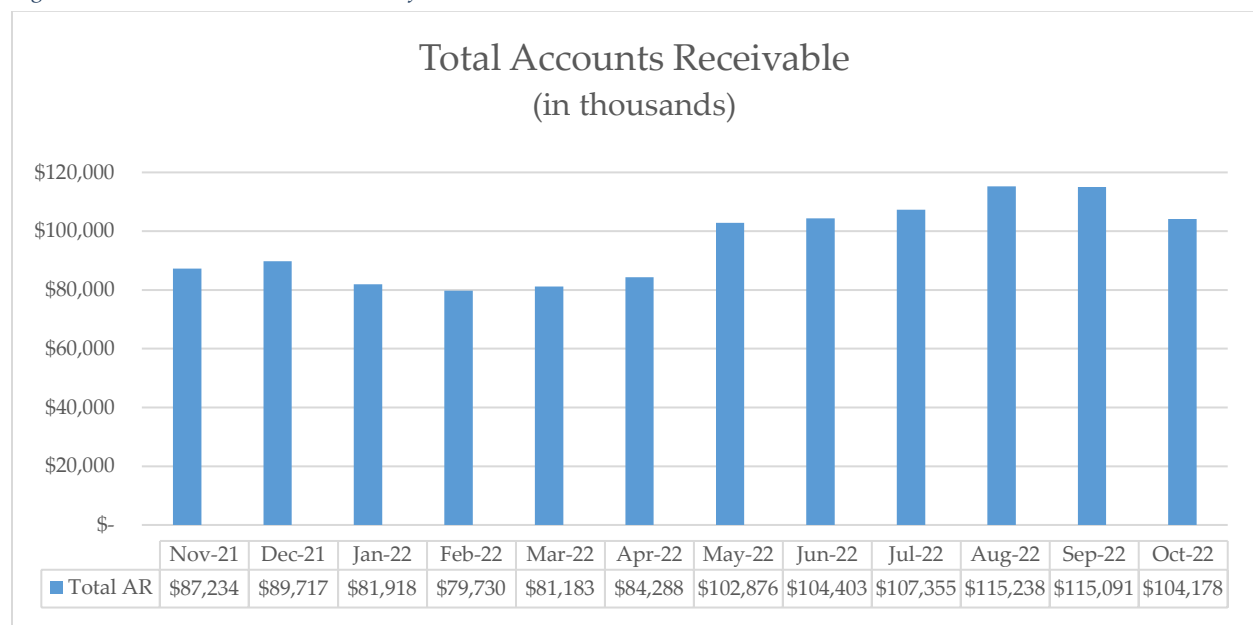
Figure 2 - Accounts Payable as of October 24, 2022



## Accounts Receivable

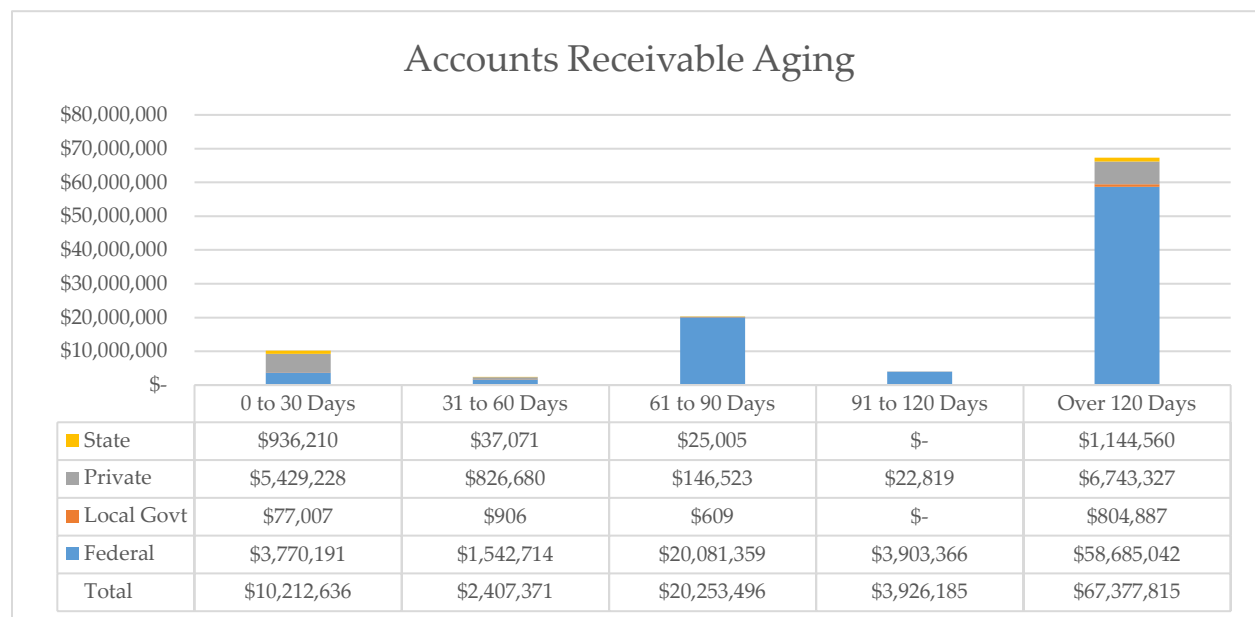
The total balance of outstanding accounts receivable decreased \$10.9 million between September and October (Figure 3). Most notably, payments totaling \$9.1 million were received from ODEM in early October for three 2020 FEMA Public Assistance (PA) grant large fires; all three accounts were aged over 120 days.

Figure 3 - Total Accounts Receivable as of October 24, 2022



Of the total \$104.2 million balance of outstanding accounts receivable, amounts due from federal partners, which includes FEMA, represent \$88 million, or 84.5% of all awaiting revenue (Figure 4).

Figure 4 - Accounts Receivable Aging as of October 24, 2022



## Large Fire Costs

PA grant applications totaling \$32.9 million have been obligated by FEMA and are available for distribution to ODF. Since ODEM is the grantee for these 2020 PA grants, they are requiring all the applications to be re-audited before transferring the funds to ODF. Unfortunately, the timeline for ODEM to complete their review/audit process is unclear and fluctuates.

Using the 2020 Holiday Farm fire as an example, two grant applications were submitted to FEMA which included contract costs reimbursable at 90% and 100%. FEMA obligated both applications on September 14 totaling \$15.7 million; however, ODEM is processing the applications using costs reimbursable at 75% and 100%. This equates to an initial payment request totaling \$15.5 million; per ODEM, the remaining \$200 thousand will be processed separately later. After six weeks, ODEM is still reviewing the applications that were previously approved and obligated by FEMA. Once ODEM completes the reviews, it may take another 5-10 business days before transferring the funds to ODF.

ODF requested that ODEM modify their standard review processes to expedite the transfer of FEMA obligated funds to ODF; however, various ODEM challenges (e.g., staffing limitations, the need for policy updates related to small projects, office relocation) have delayed the review and transfer process. These delays contributed to ODF receiving only \$9.1 million of the \$24.6 million the department anticipated receiving by the end of October.

While FEMA Region 10 partners have honored the recent request to move the 2020 PA grant applications through the process as quickly as possible, the state of Oregon has not done the same. As a result, the \$32.9 million is available to be transferred to ODF, but not without first being subjected to ODEM's additional review/audit processes.

As of October 24, within the PA grants, three grants (\$3.1 million) are with ODEM pending initial grant application; seven grants (\$23.1 million) are pending the Environmental and Historic Preservation (EHP) review by FEMA; with the remaining 17 grants (\$32.9 million) obligated and pending ODEM review. ODF expects to send the supplemental costs for the remaining 2020 fires (estimated at \$2.7 million) in November. As for the department's FMAG grants, there have been no changes to report on the status of the \$19.1 million previously submitted to the FEMA Fire Management Assistance Grant (FMAG) Program (Table 2).

Table 2 – Gross Large Fire Cost Summary (red indicates estimates – in millions) as of October 20, 2022

| Fire Protection Large Fire Cost Summary |        |        |        |         |         |         |
|-----------------------------------------|--------|--------|--------|---------|---------|---------|
| Fire Season                             | 2017   | 2018   | 2019   | 2020    | 2021    | Total   |
| Fire Costs                              | 61.35  | 108.09 | 33.79  | 138.78  | 146.57  | 488.58  |
| Currently Invoiced                      | (0.17) | (0.22) | (0.23) | (60.42) | (23.91) | (84.95) |
| Outstanding to Invoice                  | (0.08) | (0.38) | (0.44) | (4.86)  | (38.76) | (44.52) |

## MGO Update

October has been focused on internal work efforts, continuing progress towards key deliverables within the [department's Implementation Management Plan v4](#), aligning priorities for mitigating risk with [Macias, Gini & O'Connell's \(MGO\) second assessment](#) of the department, and progressively recruiting within the Administrative Modernization Program. ODF has completed eight of MGO's recommendations and has made significant progress on nine additional recommendations. MGO will perform subsequent reviews through mid-2023 and the next report to the Board of Forestry is planned for November 2022.

Sincerely,



Cal Mukumoto  
Oregon State Forester

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

## STAFF REPORT

|                       |                                                                                            |
|-----------------------|--------------------------------------------------------------------------------------------|
| Agenda Item No.:      | B                                                                                          |
| Work Plan:            | State Forests Work Plan                                                                    |
| Topic:                | Status of Portions of Sun Pass and Yainax Butte as Common School Forest Land               |
| Presentation Title:   | Decertification Actions by ODF on Klamath-Lake area CSFL                                   |
| Date of Presentation: | November 16, 2022                                                                          |
| Contact Information:  | Mike Wilson, Chief - State Forests Division<br>503-945-7351; Michael.Wilson@odf.oregon.gov |

### SUMMARY

The Board of Forestry is requested to make findings to decertify 4,907 acres of forestlands within the Klamath-Lake District as Common School Forest Lands, effective July 1, 2023, in order to complete the statutory requirements to return these lands to their original status and ensure all applicable procedures are addressed pursuant to ORS 530.470(2). The State Land Board voted to decertify these acres at its August 9, 2022 meeting.

### CONTEXT

Lands owned by the State of Oregon and under the jurisdiction of the Department of State Lands (DSL) that are “primarily suited for the growing of timber and other forest products” are required to be designated and set apart as “Common School Forest Lands” (CSFL) by the Department of State Lands and the State Board of Forestry, and such lands are withdrawn from sale (ORS 530.460).

The process by which such lands are designated is through the adoption of separate board resolutions of the State Land Board and the Board of Forestry, describing the lands to be set aside as CSFL (ORS 530.480). A copy of each board resolution, certified by the Director of DSL and the State Forester, respectively, together with a description of the lands involved, are to be filed with the Secretary of State.

Periodically as necessary, DSL and the Board of Forestry are to designate and set aside CSFL “as rapidly as forestry data and information are obtained ... of the lands eligible for dedication under ORS 530.450 to ORS 530.520” (ORS 530.470(1)).

After such designations, the State Forester, under supervision of the Board, is authorized to manage the CSFL lands (ORS 530.490).

These designated lands “may, at any time, be returned to their original status *by similar actions of said agencies*, if said lands are to be used for higher and better use for the general public, including the sale of said lands where lawful” (ORS 530.470(2); emphasis added). This has consistently been done by separate complementary resolutions of the State Land Board and the Board of Forestry (ORS 530.480).

## **BACKGROUND AND ANALYSIS**

Approximately 21 percent of DSL's certified forestlands are in ODF's Klamath-Lake District. There are two large blocks of certified forestland in Klamath-Lake District, one in Sun Pass (3,663 acres) and another in the Yainax Butte area (3,164 acres), totaling 6,827 acres (See maps and table in Attachment 1, DSL Staff Report to the State Land Board, Appendices A through E).

DSL projected that the State Common School Fund would realize a cost savings of up to \$200,000 annually (Attachment 1).

DSL proposed, and the State Land Board approved on August 9, 2022, initially decertifying 4,907 of these acres effective July 1, 2023. The remaining 1,920 acres of the Sun Pass tract are planned to be submitted to the respective Boards to be decertified at a later date after upcoming timber sales are completed.

The Division concurs with the DSL Staff Report to the State Land Board (Attachment 1) and the maps contained therein, and recommends the Board of Forestry here adopt the proposed decertification Resolution and Order.

## **RECOMMENDATION**

The Department recommends that the Board approve the decertification of 4,907 acres designated Common School Forest Lands in Klamath-Lake District as identified on the DSL Staff Report to the State Land Board, Attachment 1 Appendix E, pursuant to the proposed Resolution and Order, Attachment 2.

## **NEXT STEPS**

Upon decertification, no further action is required of the Board. The State Forester, as Secretary of the Board, is required to send a certified copy of the Resolution and Order to the Director of the Department of State Lands and the Secretary of State pursuant to ORS 530.480.

## **ATTACHMENTS**

1. DSL Staff Report to the State Land Board (August 9, 2022)
2. Resolution and Order of Board Reclassifying Common School Forest Lands
3. Certification by State Forester Regarding Resolution and Order of Board of Forestry on Decertification





# Oregon

Kate Brown, Governor

## Department of State Lands

775 Summer Street NE, Suite 100

Salem, OR 97301-1279

(503) 986-5200

FAX (503) 378-4844

[www.oregon.gov/dsl](http://www.oregon.gov/dsl)

## State Land Board

## State Land Board

### Regular Meeting

August 9, 2022

Agenda Item 6

Kate Brown

Governor

Shemia Fagan

Secretary of State

Tobias Read

State Treasurer

### **SUBJECT**

Request to decertify 4,907 acres of Common School Forest Lands within the Klamath District.

### **ISSUE**

Whether the State Land Board should approve the decertification of 4,907 acres of forestlands within the Klamath District for the purposes of cost savings to the Common School Fund.

### **AUTHORITY**

- Oregon Constitution, Article VIII, Sections 2 and 5; pertaining to the Common School Fund and land management responsibilities of the State Land Board.
- ORS 273.141; relating to the nature of services provided by other agencies
- ORS 273.171; relating to the duties and authority of the Director
- ORS 273.523; relating to the sale of forest products
- ORS 530.460; relating to the designation of Common School Forest Lands
- ORS 530.470; relating to the determination of the designation of Common School Forest Lands
- ORS 530.480; relating to the filing of resolutions made by the boards
- Real Estate Asset Management Plan (REAMP) adopted by the Land Board; February 2012.

### **SUMMARY**

For several decades, the Oregon Department of Forestry has managed and sustainably harvested Department of State Lands certified forestlands on behalf of DSL.

Approximately 33,005 acres of DSL lands are currently classified as certified forestlands, meaning they are primarily suited for growing timber and other forest

products. Timber harvests and other sales of forest products generate revenue for the Common School Fund.

Annual revenue generated by certified forestlands is dependent upon the costs of management and quantity and value of harvested forest products. Certified forestlands cost approximately \$40 per acre annually to manage. The financial performance of certified forestlands is impacted by parcels that are not capable of producing reliable long-term timber revenue, but still contribute to annual management costs.

Decertification of certified forestland parcels is one option DSL considers when costs of management exceed long-term revenues. If forestlands are decertified, DSL takes over land management, reducing overall costs of the forests, as overhead associated with ODF's management of certified forestlands is no longer necessary.

### **Klamath District Forestlands**

Approximately 21 percent of DSL's certified forestlands are in ODF's Klamath district. There are two large blocks of certified forestland in the Klamath district, known as Sun Pass (3,663 acres) and Yainax Butte (3,164 acres) (See maps in Appendices A through D). Although the Klamath district has produced an average of 903 thousand board feet (MBF) of timber volume annually between 2010 and 2020, it has the lowest return per MBF compared to other districts.

ODF has been managing these forestlands effectively; however, over the last 5 years (FY 2017 – FY 2021) the Klamath District has produced less than \$60,000 in annual revenue, while costing nearly \$200,000 annually to manage. These costs include direct<sup>1</sup> (variable) expenses for on-the-ground management and indirect<sup>2</sup> (fixed) expenses such as service and supply, personnel services, and administrative prorated, as identified by ODF. The budgeted 2022 fiscal year costs for management of DSL's certified forestland in the Klamath District is \$228,891, or \$33.52 per acre.

Revenues for these forestlands have been low due to poor timber markets, low-value species mix, and low volume per acre harvests. In addition to low productivity, these forestlands also have few near-term harvest opportunities.

It is projected that decertifying these 6,827 acres of forestlands would save the Common School Fund up to \$200,000 in costs annually, while having little effect on revenue.

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<sup>1</sup> Direct expenses are variable costs including Personnel Services and Service and Supply for on-the-ground management work.

<sup>2</sup> Indirect expenses are fixed costs including Personnel Services, Service and Supply for District management and office/administrative staff, Salem staff and Administration Prorate.

### **Future Management of Klamath District Forestlands**

If decertified, DSL would take over management of these parcels. Since hiring a forester in 2019, DSL has established internal capacity to manage the Klamath forestlands. These lands would fit into a larger portfolio of noncertified forestlands east of the Cascade Range managed by the Department. Much of the future maintenance needs will be for forest health improvement and fuels reduction thinning. These management needs are expected to occur once a decade and costs associated with these treatments will be minimal.

The single fixed expense that would remain for the Department upon transfer of management of the Klamath forestland parcels is annual fire protection for wildfire response provided by the Klamath-Lake ODF Fire Protection District, as required by law. The current rate for ODF fire protection in this district is \$3.86 per acre totaling \$25,155 annually. This rate is subject to change based on ODF fire protection district costs. If fires occur on DSL lands, under the agreement with ODF there will be no further costs billed to the Department after these annual fees have been paid.

The long-term management goal for the parcels would be to reduce fuels and improve forest health. Additionally, the Department would seek to continue to generate income from authorizations, including grazing leases managed jointly by DSL Forestry and Rangelands programs. Currently, the Yainax Butte Tract is under a grazing lease and earning approximately \$3,000 annually.

Revenue generated from most future forestry projects would cover harvesting and DSL personnel costs. Anticipated management costs would be absorbed into the forester's personnel costs, with harvest income projected to cover all non-fixed expenditures. Long-term capital investment needs for the Klamath forestlands are projected to be minimal.

### **Decertification**

The proposed transfer of management of the Klamath parcels would take place in two separate decertification processes. The first decertification, which would be effective July 1, 2023, would total 4,907 acres (Appendix E), would include all of Yainax Butte and some sections of the Sun Pass tract. A portion of the Sun Pass tract is scheduled for an upcoming harvest in 2022 and 2023. The remaining 1,920 acres of the Sun Pass tract would be decertified at a later date, leaving them under ODF management until the upcoming timber sales are completed (Appendix B). DSL staff will work with ODF to ensure legal access is acquired for decertified properties.

The process for decertification of Common School Forest Lands requires approval of the State Land Board and Oregon Board of Forestry. This recommendation for the first decertification process is being submitted to the State Land Board prior to being submitted to the Board of Forestry.

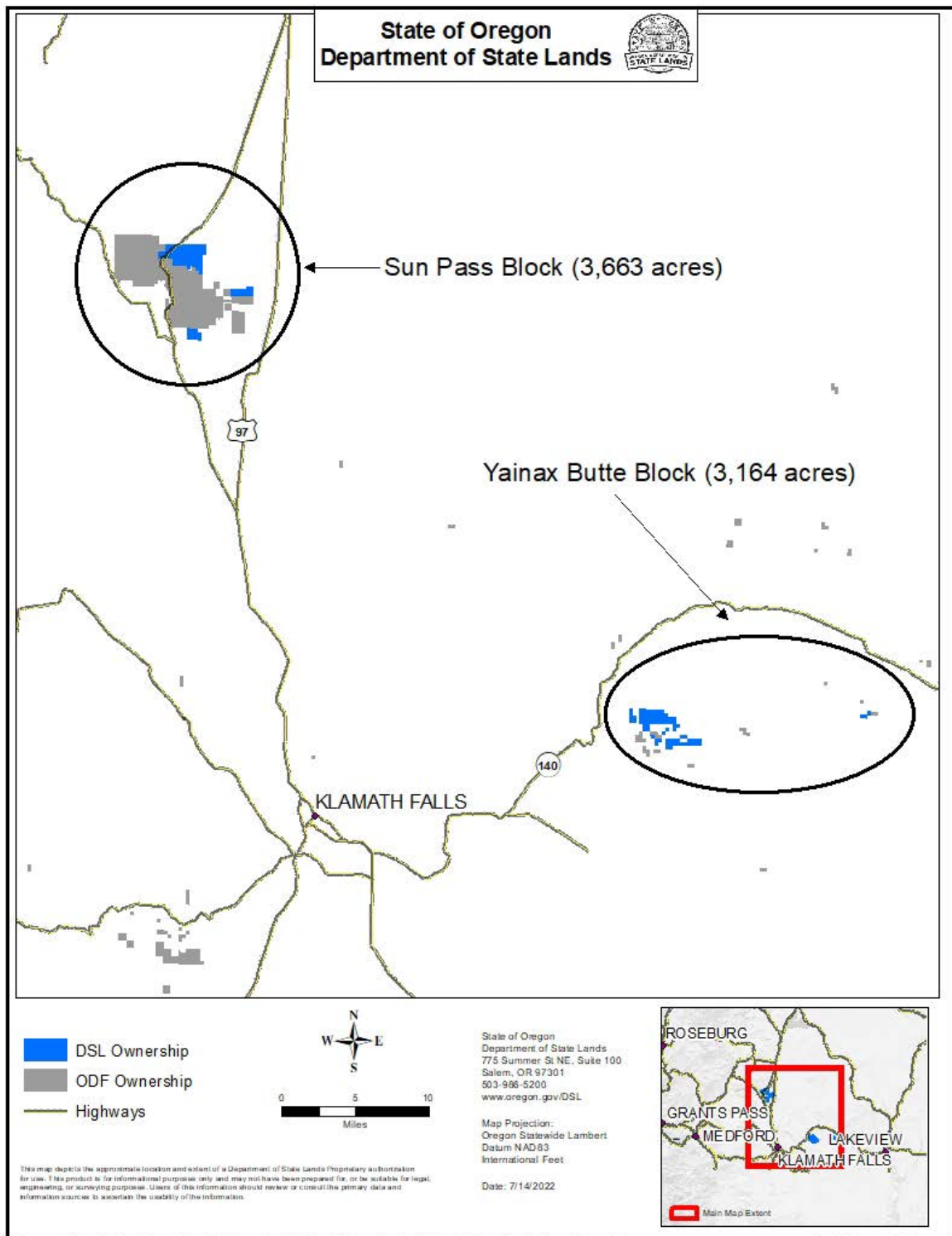
## **RECOMMENDATION**

The Department recommends that the State Land Board approve the decertification of 4,907 acres of Common School Forest Lands within the Oregon Department of Forestry's Klamath District, as described in Appendix E, to be effective July 1, 2023. This decertification will include 3,164 acres of the Yainax Butte tract, and 1,743 acres of the Sun Pass tract.

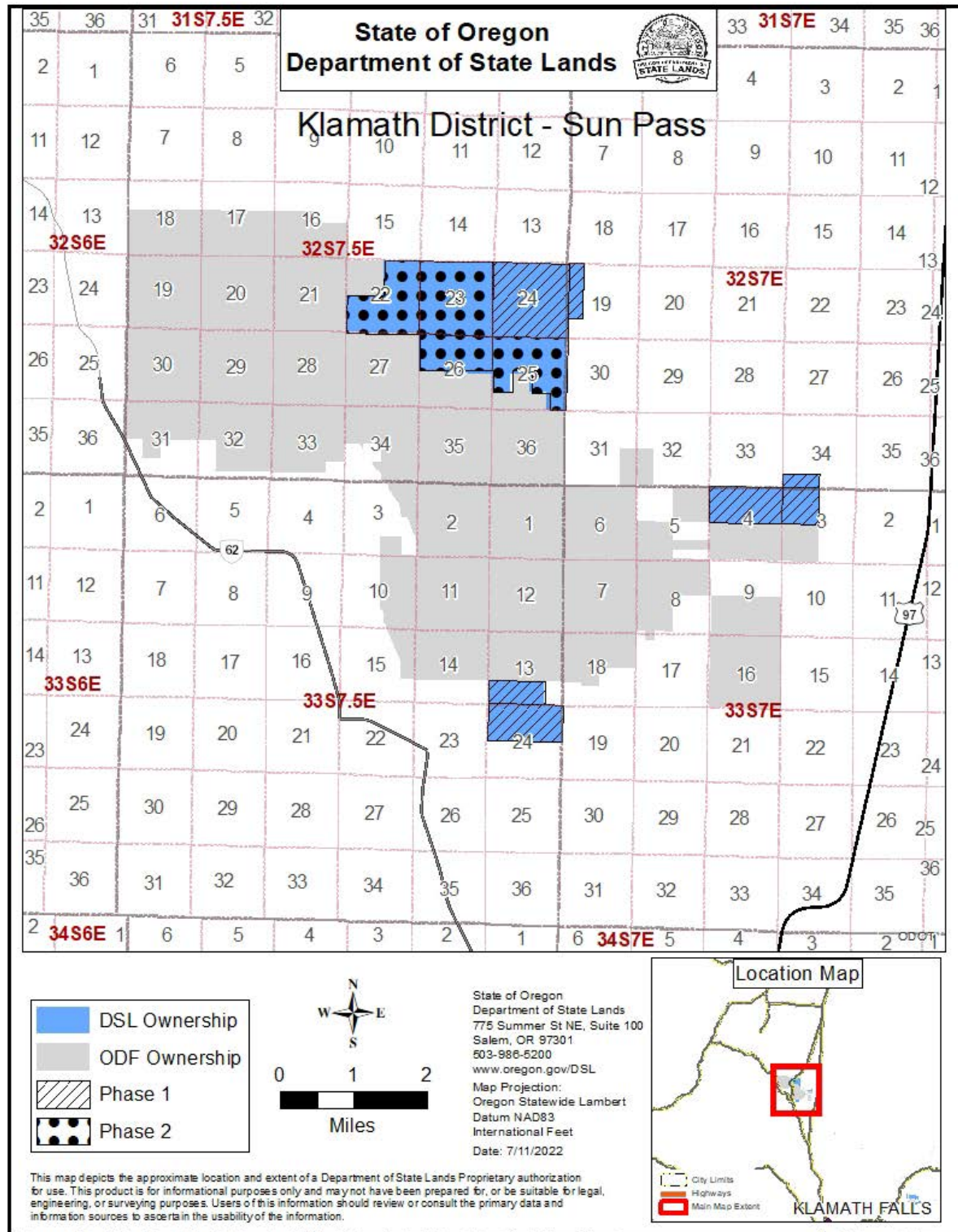
## **APPENDICES**

- Appendix A – Map of Klamath District parcels
- Appendix B – Map of Sun Pass parcels
- Appendix C – Map of Yainax Butte main parcels for decertification
- Appendix D – Map of Yainax Butte east parcels for decertification
- Appendix E – Table of parcels for first decertification

APPENDIX A  
Map of Klamath District parcels for decertification showing in blue.

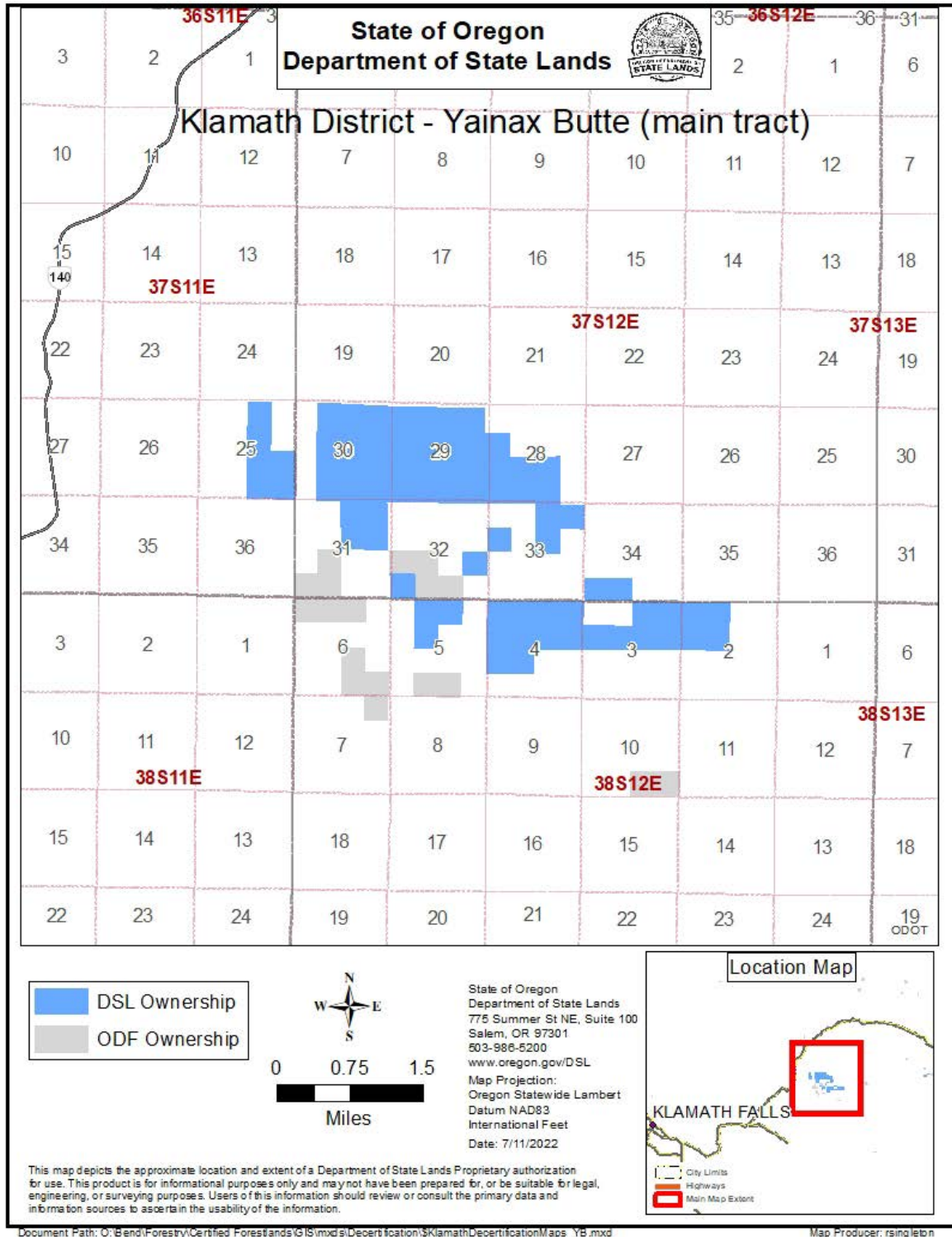


# APPENDIX B Map of Sun Pass parcels depicting decertification 1 and 2.

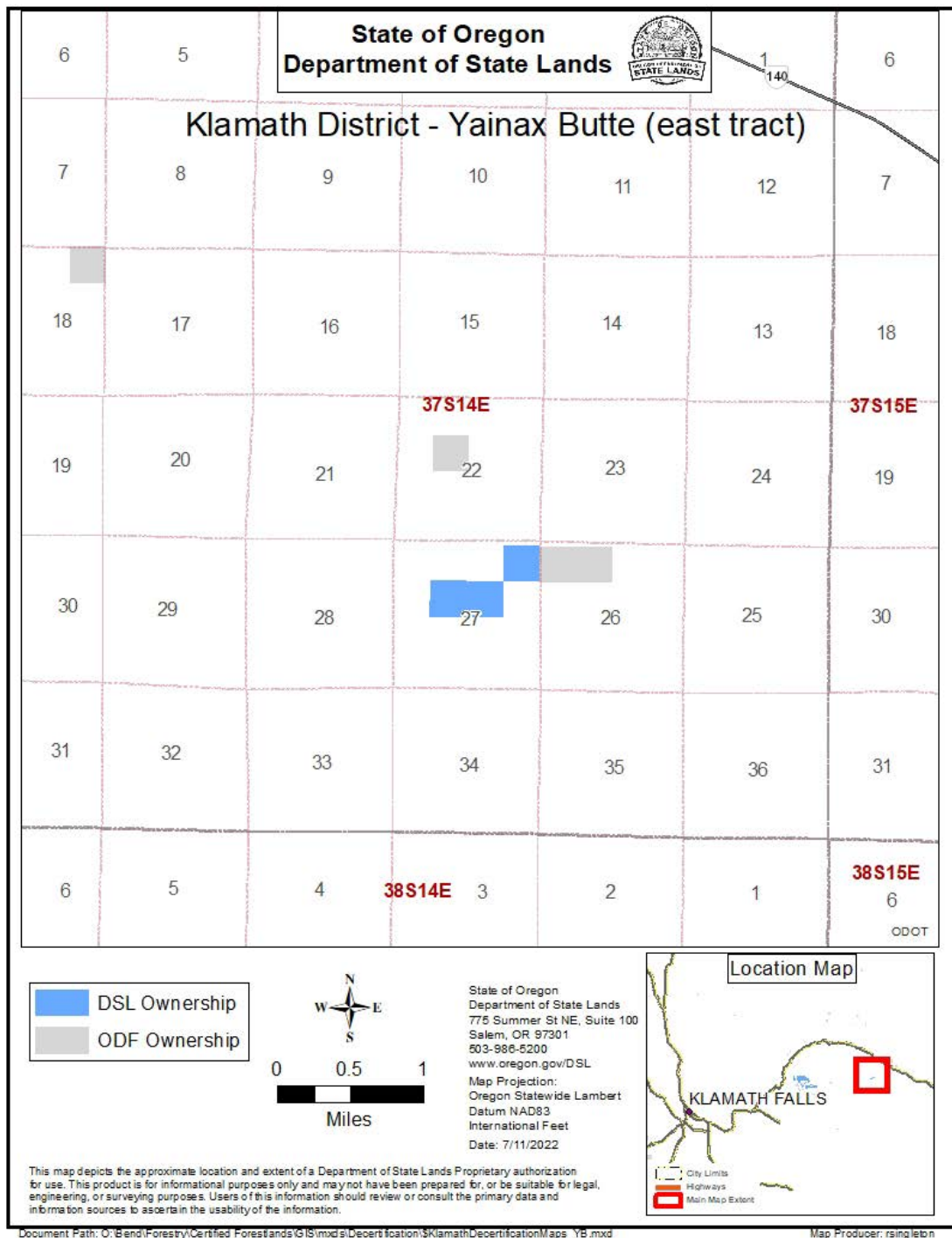




# APPENDIX C Map of Yainax Butte main tract decertification parcels.



# APPENDIX D Map of Yainax Butte east decertification parcels.





# APPENDIX E

Parcels for first decertification, effective July 1, 2023.

| DSL Parcel   | Tax  | TS | Rang  | Section | Legal Description            | Acres*         | Tract  |
|--------------|------|----|-------|---------|------------------------------|----------------|--------|
| 267          | 0210 | 33 | 07.5E | 24      | N2                           | 320            | Sun    |
| 268          | 0210 | 33 | 07.5E | 13      | LOTS 5, 6, 7                 | 143.66         | Sun    |
| 1194         | 0050 | 32 | 07.5E | 24      | ALL                          | 640            | Sun    |
| 1195         | 0090 | 32 | 07E   | 19      | LOTS 7, 8, 13                | 100.22         | Sun    |
| 2215         | 0040 | 32 | 07E   | 34      | FR S2SW4                     | 60             | Sun    |
| 2220         | 0110 | 33 | 07E   | 4       | N2                           | 319.2          | Sun    |
| 2221         | 0110 | 33 | 07E   | 3       | NW4                          | 160            | Sun    |
| 1641         | 0090 | 37 | 11E   | 25      | SE4                          | 160            | Yainax |
| 1642         | 0170 | 37 | 12E   | 30      | NE4SW4, W2SE4, SE4SE4        | 123.87         | Yainax |
| 1642         | 0170 | 37 | 12E   | 30      | NE4SW4, W2SE4, SE4SE4        | 36.13          | Yainax |
| 1644         | 0170 | 37 | 12E   | 30      | NE4SE4                       | 40             | Yainax |
| 1646         | 0170 | 37 | 12E   | 29      | W2SW4, NE4SW4                | 120            | Yainax |
| 1647         | 0170 | 37 | 12E   | 29      | NW4SE4                       | 40             | Yainax |
| 1870         | 0170 | 37 | 12E   | 30      | SW4SW4                       | 40             | Yainax |
| 1871         | 0170 | 37 | 12E   | 29      | SE4SW4                       | 40             | Yainax |
| 1877         | 0170 | 37 | 12E   | 29      | S2SE4, NE4SE4                | 79.05          | Yainax |
| 1877         | 0170 | 37 | 12E   | 29      | S2SE4, NE4SE4                | 40.95          | Yainax |
| 2133         | 0410 | 37 | 14E   | 27      | NE4NE4                       | 40             | Yainax |
| 2134         | 0170 | 37 | 12E   | 30      | SE4NW4                       | 40             | Yainax |
| 2135         | 0170 | 37 | 12E   | 28      | SW4NW4                       | 40             | Yainax |
| 2136         | 0410 | 37 | 14E   | 27      | SW4NE4, SE4NW4               | 80             | Yainax |
| 2137         | 0170 | 37 | 12E   | 28      | SW4, NW4SE4                  | 117.3          | Yainax |
| 2137         | 0170 | 37 | 12E   | 28      | SW4, NW4SE4                  | 82.7           | Yainax |
| 2396         | 0250 | 37 | 12E   | 33      | SW4NW4                       | 40             | Yainax |
| 2397         | 0250 | 37 | 12E   | 32      | NE4SE4                       | 40             | Yainax |
| 2400         | 0240 | 37 | 12E   | 32      | LOT 4                        | 39.23          | Yainax |
| 2576         | 0170 | 37 | 12E   | 31      | NE4                          | 160            | Yainax |
| 2578         | 0170 | 37 | 12E   | 33      | N2NE4, SW4NE4                | 120            | Yainax |
| 2612         | 0260 | 37 | 12E   | 34      | LOTS 3, 4                    | 77.08          | Yainax |
| 2618         | 0020 | 38 | 12E   | 5       | LOTS 2, 3, SE4NW4            | 123.44         | Yainax |
| 2710         | 0090 | 37 | 11E   | 25      | W2NE4                        | 80             | Yainax |
| 2711         | 0170 | 37 | 12E   | 30      | NE4NW4, W2NE4, SE4NE4        | 42.71          | Yainax |
| 2711         | 0170 | 37 | 12E   | 30      | NE4NW4, W2NE4, SE4NE4        | 117.29         | Yainax |
| 2712         | 0170 | 37 | 12E   | 30      | NE4NE4                       | 40             | Yainax |
| 2713         | 0170 | 37 | 12E   | 29      | N2                           | 82.29          | Yainax |
| 2713         | 0170 | 37 | 12E   | 29      | N2                           | 237.71         | Yainax |
| 2718         | 0170 | 37 | 12E   | 28      | SW4SE4                       | 40             | Yainax |
| 2725         | 0030 | 38 | 12E   | 4       | LOTS 1, 2, 3, 4, S2N2, N2SW4 | 404.21         | Yainax |
| 2732         | 0030 | 38 | 12E   | 3       | LOTS 1, 2                    | 80.32          | Yainax |
| 2733         | 0030 | 38 | 12E   | 2       | LOTS 3, 4, S2NW4             | 159.6          | Yainax |
| 2735         | 0030 | 38 | 12E   | 3       | S2NW4                        | 80             | Yainax |
| 2736         | 0030 | 38 | 12E   | 3       | S2NE4                        | 80             | Yainax |
| <b>TOTAL</b> |      |    |       |         |                              | <b>4906.96</b> |        |

\*Acres are compiled from Oregon Department of Forestry's 2017 Managed Common School Forestlands report.

**BEFORE THE OREGON  
BOARD OF FORESTRY**

|                                         |   |               |
|-----------------------------------------|---|---------------|
| In the Matter of the Decertification    | ) | <b>ORDER</b>  |
| of 4,907 acres in Klamath-Lake District | ) | RECLASSIFYING |
| as Common School Forest Lands           | ) | COMMON SCHOOL |
|                                         | ) | FOREST LANDS  |

WHEREAS, ORS 530.460, 530.470 and 530.480 provide a process for identifying, certifying and decertifying Common School Forest Lands, which are primarily suited for growing timber and other forest products; and

WHEREAS, by separate resolution each board is required to so designate and set aside such lands;

WHEREAS, ORS 530.470(2) states that any lands so designated and set aside may, at any time, be returned to their original status by similar actions of said agencies, if said lands are to be used for higher and better use for the general public, including the sale of said lands where lawful;

WHEREAS, on August 9, 2022, the State Land Board voted to decertify 4,907 acres, more or less, of Common School Forest Lands in Oregon Department of Forestry's Klamath-Lake District, to be effective July 1, 2023;

WHEREAS, in order to ensure all necessary statutory actions have been completed by both Boards, the Board of Forestry finds it proper to adopt a concurring resolution and order decertifying these same 4,907 acres from those held as Common School Forest Lands, effective July 1, 2023.

NOW, THEREFORE, IT IS HEREBY RESOLVED AND ORDERED by the Board of Forestry that the 4,907 acres of forestland parcels identified in the Department of State Lands Staff Report to the State Land Board of August 9, 2022 (DSL Staff Report), Appendices A through E, previously ordered to be decertified by the State Land Board on August 9, 2022 (effective July 1, 2023), also be ordered decertified by this Board pursuant to ORS 530.470(2) and returned to their original status effective July 1, 2023. The DSL Staff Report Appendices A through E are attached hereto and incorporated by reference...

The State Forester, as Secretary of this board, is hereby directed to send a copy of this Resolution and Order to the Director of the Department of State Lands and the Secretary of State.

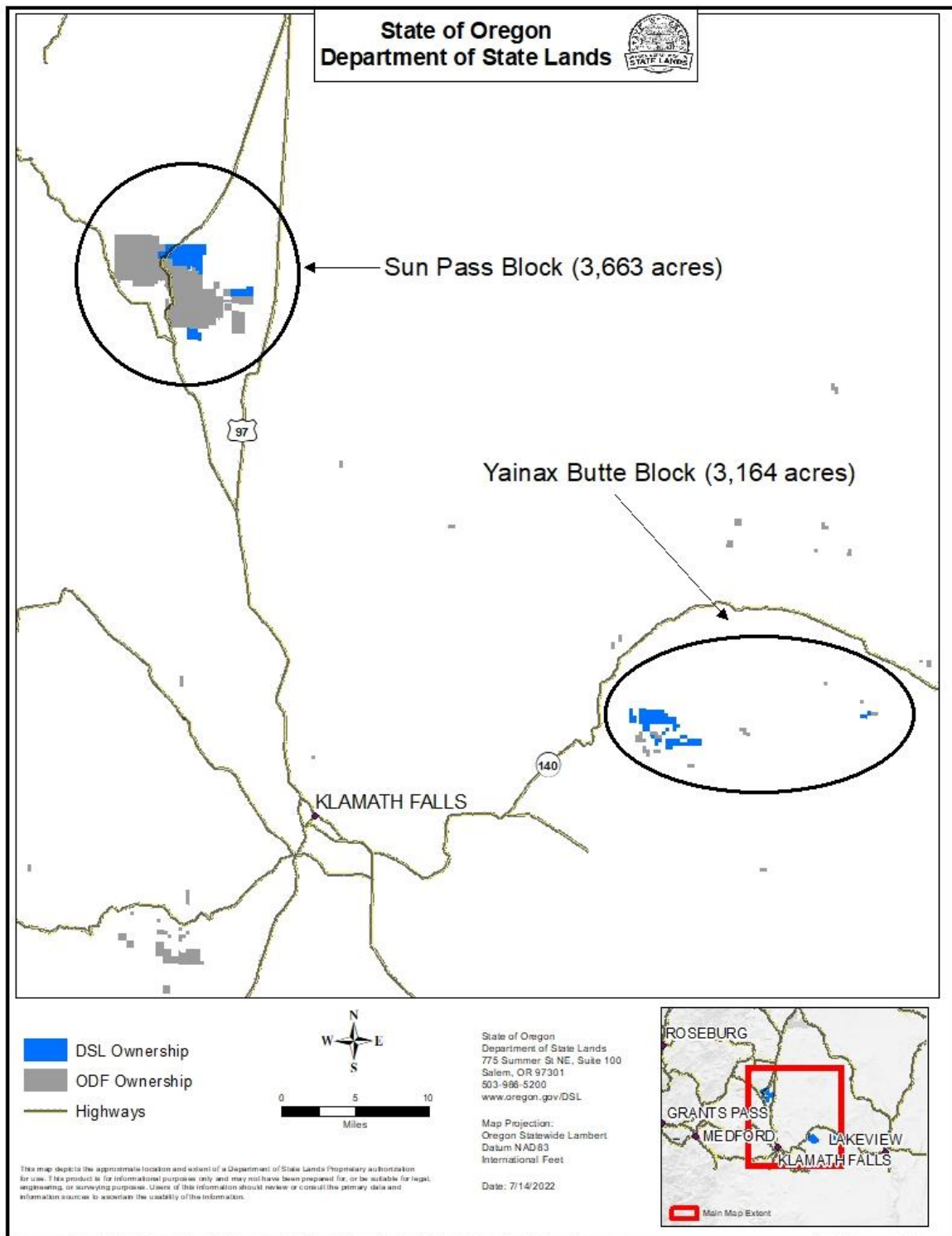
Adopted by the Board of Forestry at its meeting on \_\_\_\_\_.

State Board of Forestry

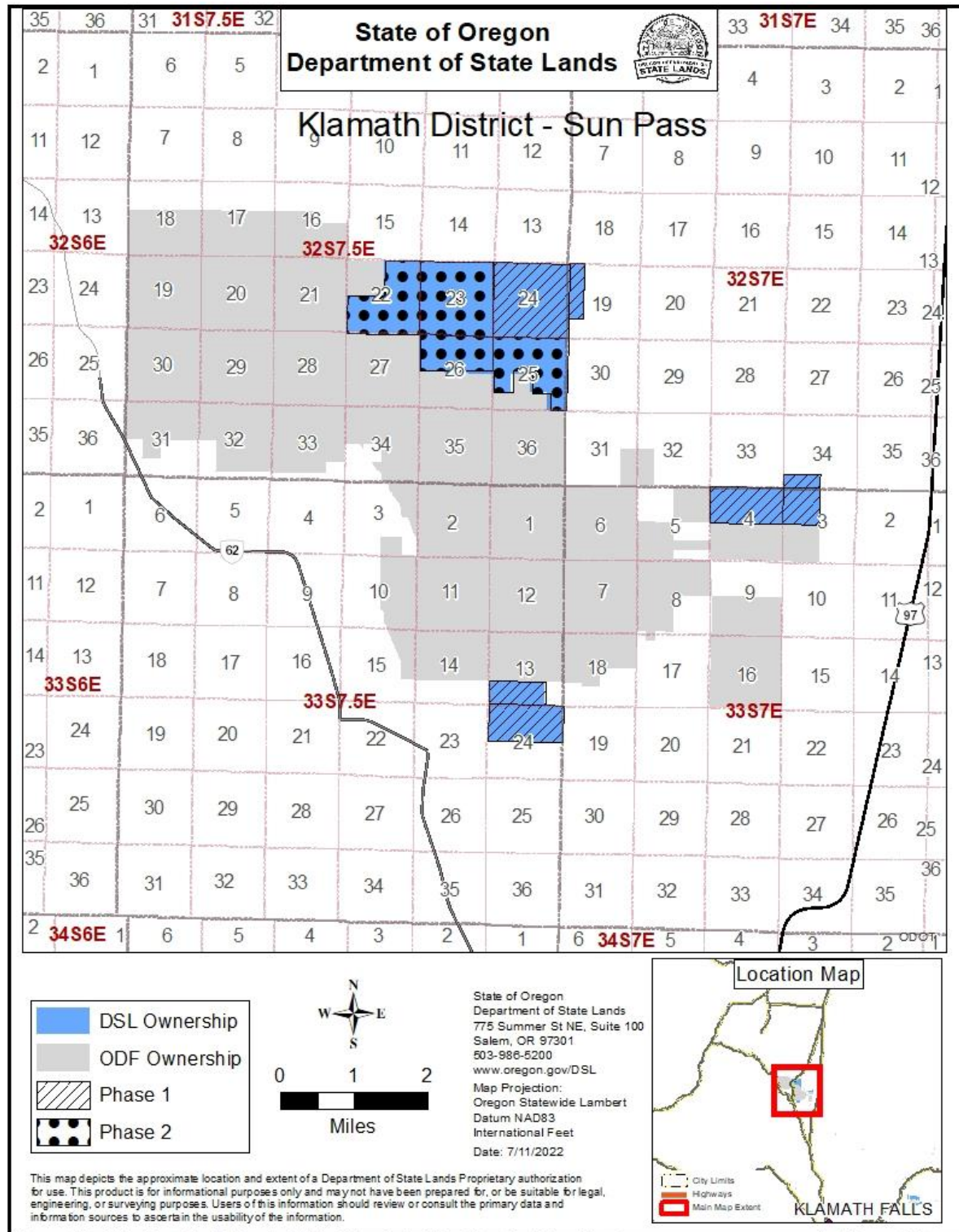
\_\_\_\_\_  
Cal Mukumoto, Secretary

\_\_\_\_\_  
Date

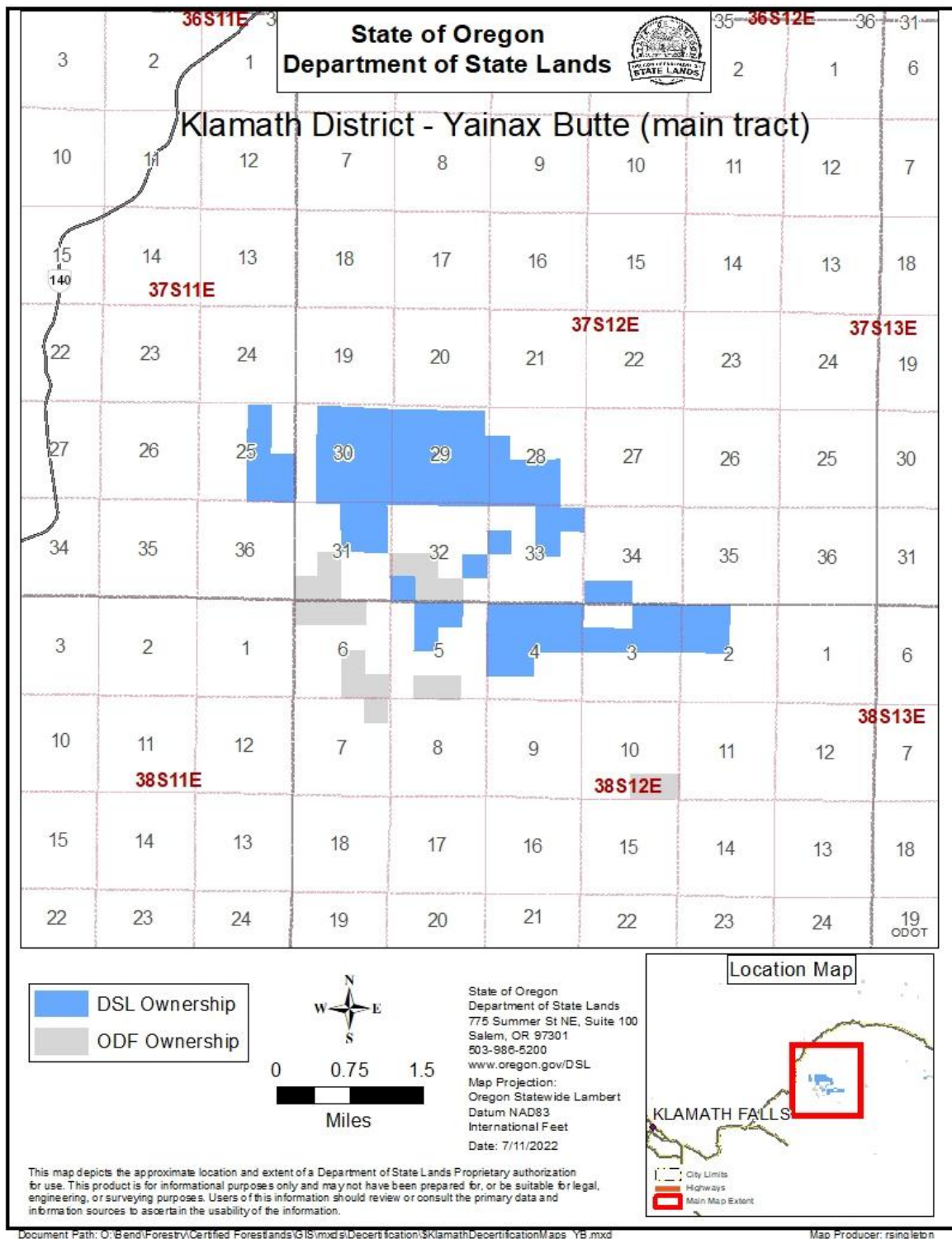
APPENDIX A  
Map of Klamath District parcels for decertification showing in blue.



# APPENDIX B Map of Sun Pass parcels depicting decertification 1 and 2.

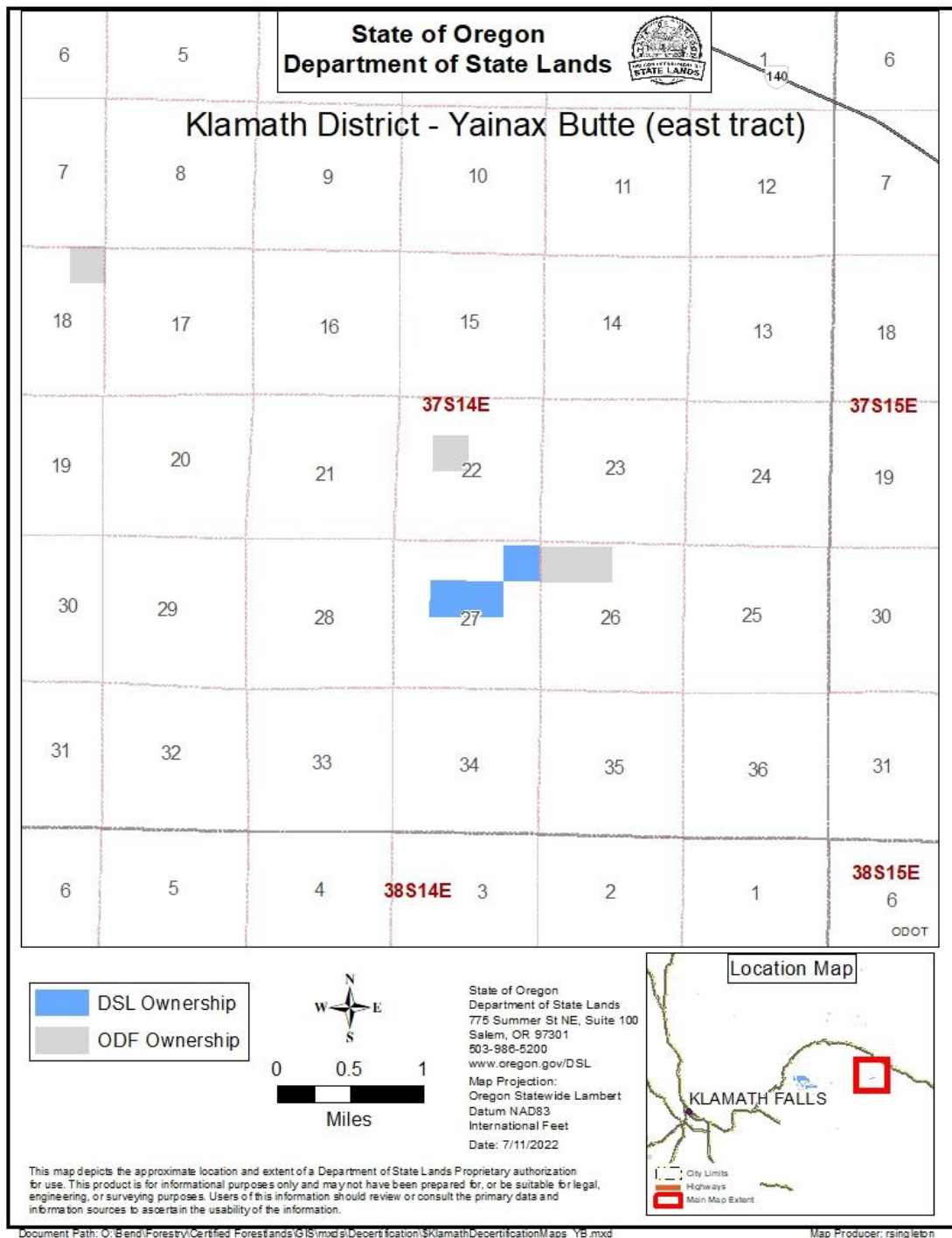


# APPENDIX C Map of Yainax Butte main tract decertification parcels.





# APPENDIX D Map of Yainax Butte east decertification parcels.



## APPENDIX E

### Parcels for first decertification, effective July 1, 2023.

| DSL Parcel   | Tax  | TS | Rang  | Section | Legal Description            | Acres*         | Tract  |
|--------------|------|----|-------|---------|------------------------------|----------------|--------|
| 267          | 0210 | 33 | 07.5E | 24      | N2                           | 320            | Sun    |
| 268          | 0210 | 33 | 07.5E | 13      | LOTS 5, 6, 7                 | 143.66         | Sun    |
| 1194         | 0050 | 32 | 07.5E | 24      | ALL                          | 640            | Sun    |
| 1195         | 0090 | 32 | 07E   | 19      | LOTS 7, 8, 13                | 100.22         | Sun    |
| 2215         | 0040 | 32 | 07E   | 34      | FR S2SW4                     | 60             | Sun    |
| 2220         | 0110 | 33 | 07E   | 4       | N2                           | 319.2          | Sun    |
| 2221         | 0110 | 33 | 07E   | 3       | NW4                          | 160            | Sun    |
| 1641         | 0090 | 37 | 11E   | 25      | SE4                          | 160            | Yainax |
| 1642         | 0170 | 37 | 12E   | 30      | NE4SW4, W2SE4, SE4SE4        | 123.87         | Yainax |
| 1642         | 0170 | 37 | 12E   | 30      | NE4SW4, W2SE4, SE4SE4        | 36.13          | Yainax |
| 1644         | 0170 | 37 | 12E   | 30      | NE4SE4                       | 40             | Yainax |
| 1646         | 0170 | 37 | 12E   | 29      | W2SW4, NE4SW4                | 120            | Yainax |
| 1647         | 0170 | 37 | 12E   | 29      | NW4SE4                       | 40             | Yainax |
| 1870         | 0170 | 37 | 12E   | 30      | SW4SW4                       | 40             | Yainax |
| 1871         | 0170 | 37 | 12E   | 29      | SE4SW4                       | 40             | Yainax |
| 1877         | 0170 | 37 | 12E   | 29      | S2SE4, NE4SE4                | 79.05          | Yainax |
| 1877         | 0170 | 37 | 12E   | 29      | S2SE4, NE4SE4                | 40.95          | Yainax |
| 2133         | 0410 | 37 | 14E   | 27      | NE4NE4                       | 40             | Yainax |
| 2134         | 0170 | 37 | 12E   | 30      | SE4NW4                       | 40             | Yainax |
| 2135         | 0170 | 37 | 12E   | 28      | SW4NW4                       | 40             | Yainax |
| 2136         | 0410 | 37 | 14E   | 27      | SW4NE4, SE4NW4               | 80             | Yainax |
| 2137         | 0170 | 37 | 12E   | 28      | SW4, NW4SE4                  | 117.3          | Yainax |
| 2137         | 0170 | 37 | 12E   | 28      | SW4, NW4SE4                  | 82.7           | Yainax |
| 2396         | 0250 | 37 | 12E   | 33      | SW4NW4                       | 40             | Yainax |
| 2397         | 0250 | 37 | 12E   | 32      | NE4SE4                       | 40             | Yainax |
| 2400         | 0240 | 37 | 12E   | 32      | LOT 4                        | 39.23          | Yainax |
| 2576         | 0170 | 37 | 12E   | 31      | NE4                          | 160            | Yainax |
| 2578         | 0170 | 37 | 12E   | 33      | N2NE4, SW4NE4                | 120            | Yainax |
| 2612         | 0260 | 37 | 12E   | 34      | LOTS 3, 4                    | 77.08          | Yainax |
| 2618         | 0020 | 38 | 12E   | 5       | LOTS 2, 3, SE4NW4            | 123.44         | Yainax |
| 2710         | 0090 | 37 | 11E   | 25      | W2NE4                        | 80             | Yainax |
| 2711         | 0170 | 37 | 12E   | 30      | NE4NW4, W2NE4, SE4NE4        | 42.71          | Yainax |
| 2711         | 0170 | 37 | 12E   | 30      | NE4NW4, W2NE4, SE4NE4        | 117.29         | Yainax |
| 2712         | 0170 | 37 | 12E   | 30      | NE4NE4                       | 40             | Yainax |
| 2713         | 0170 | 37 | 12E   | 29      | N2                           | 82.29          | Yainax |
| 2713         | 0170 | 37 | 12E   | 29      | N2                           | 237.71         | Yainax |
| 2718         | 0170 | 37 | 12E   | 28      | SW4SE4                       | 40             | Yainax |
| 2725         | 0030 | 38 | 12E   | 4       | LOTS 1, 2, 3, 4, S2N2, N2SW4 | 404.21         | Yainax |
| 2732         | 0030 | 38 | 12E   | 3       | LOTS 1, 2                    | 80.32          | Yainax |
| 2733         | 0030 | 38 | 12E   | 2       | LOTS 3, 4, S2NW4             | 159.6          | Yainax |
| 2735         | 0030 | 38 | 12E   | 3       | S2NW4                        | 80             | Yainax |
| 2736         | 0030 | 38 | 12E   | 3       | S2NE4                        | 80             | Yainax |
| <b>TOTAL</b> |      |    |       |         |                              | <b>4906.96</b> |        |

\*Acres are compiled from Oregon Department of Forestry's 2017 Managed Common School Forestlands report.

CERTIFICATION

I, Cal Mukumoto, State Forester of the Oregon State Department of Forestry and Secretary of the Oregon State Board of Forestry, do certify that the attached is a true and correct copy of the Resolution and Order of the Oregon State Board of Forestry made at its regular meeting held on \_\_\_\_\_, which pertains to the decertification of certain state-owned forest lands under provisions of ORS 530.470.

\_\_\_\_\_  
Cal Mukumoto, Secretary

STATE OF OREGON            )  
                                          ) ss.  
County of Marion            )

Signed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ by Cal Mukumoto.

\_\_\_\_\_  
Notary Public for Oregon  
My Commission expires: \_\_\_\_\_



|                       |                                                                                                                                                                                                                                                                                                                 |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | C                                                                                                                                                                                                                                                                                                               |
| Work Plan:            | Forest Resources Division                                                                                                                                                                                                                                                                                       |
| Topic:                | Implementing Legislative Direction                                                                                                                                                                                                                                                                              |
| Presentation Title:   | Appointments to the Adaptive Management Program Committee                                                                                                                                                                                                                                                       |
| Date of Presentation: | November 16, 2022                                                                                                                                                                                                                                                                                               |
| Contact Information:  | Josh Barnard, Chief of Forest Resources Division, ODF,<br>josh.w.barnard@odf.oregon.gov<br>Lisa Appel, Adaptive Management Program Coordinator,<br>Forest Resources Division, lisa.m.appel@odf.oregon.gov<br>Terry Frueh, Monitoring Coordinator, Forest Resources Division,<br>ODF, terry.frueh@odf.oregon.gov |

## **SUMMARY**

This agenda item is for the Board to appoint members from the list of nominees to the Adaptive Management Program Committee (AMPC) and accept the federal representatives on the AMPC. This is a decision item.

## **CONTEXT**

The legislature directed the board to set up an adaptive management program. The program would help inform future rulemaking and support an application for a programmatic habitat conservation plan, and subsequent incidental take permit. The goal of the program is to use best available science to assess the rule effectiveness for protecting several fish and other aquatic species. The program requires a committee (AMPC) to direct the work. The AMPC's main functions are to set the research agenda for the program and make recommendations to the Board based on research findings.

## **BACKGROUND**

In February 2020, conservation and forest industry groups offered to revise the Forest Practices Act and administrative rules through a memorandum of understanding to include mediated discussions, known as the Private Forest Accord (PFA). The bill set the timeline and topics for making changes to the Forest Practices Act and rules from which the Board could apply for a programmatic habitat conservation plan (HCP). The accord concluded in late 2021. In March 2022, the legislature adopted the accord recommendations through Senate Bills 1501 and 1502, and House Bill 4055. Senate Bill 1501 incorporated by reference to the Private Forest Accord Report dated February 2, 2022. The PFA Report further detailed the recommended changes to the Act and rules and a pathway for an HCP. A key part of the rules is the Adaptive Management Program.

## **ANALYSIS**

Senate Bill 1501 names ten voting and three non-voting organizations on the AMPC. The department solicited names from these organizations to serve as committee members and were asked to consider diversity in the nominations. Attachment 1 describes the process for receiving proposed members, provides biographies of all the proposed members, and describes next steps.

## RECOMMENDATION

The department recommends that the Board appoint the following people to the AMPC:

| <u>Member</u>         | <u>Organization</u> | <u>Initial term** expires</u> |
|-----------------------|---------------------|-------------------------------|
| David Bugni           | OSWA                | 2023                          |
| Vacant                | LCIS*               | 2023                          |
| Karsyn Kendrick       | COLT                | 2024                          |
| Amanda Sullivan-Astor | AOL                 | 2024                          |
| Josh Seeds            | DEQ                 | 2025                          |
| William Tucker        | AOC                 | 2025                          |
| Sean Stevens          | Conservation        | 2025                          |
| Stacey Detwiler       | Angling             | 2026                          |
| Julie Firman          | ODFW                | 2026                          |
| Seth Barnes           | OFIC                | 2026                          |

### Non-voting members

|            |           |
|------------|-----------|
| Adam Coble | ODF       |
| Kim Kratz  | NOAA/NMFS |
| TBD        | USFWS***  |

\*LCIS did not provide a recommendation currently. Their recommendation will be put forth for the Board's approval once it is provided to the Department.

\*\*Initial terms for voting members were randomly selected.

\*\*\* USFWS declined at this time due to staffing but intends to provide a representative in the future.

## ATTACHMENTS

(1) Information on Nominees

# **Adaptive Management Program Committee: Selection of Members**

## **1. Process for requesting nominees**

The department sent letters to the organizations specified in section 36 of Senate Bill 1501 that will be on the Adaptive Management Program Committee (AMPC). These letters requested that the organizations nominate two people to represent them on the AMPC and indicate their first preference. The department emphasized the need for diversity in representation. The department provided information to help the organizations make their nominations, including the background of the Private Forest Accord and associated Adaptive Management Program, the estimated time commitment of members, potential future funding to support members via participation grants, and the next steps in the process.

Section 37 of Senate Bill 1501 specifies that the 10 voting members on the AMPC shall have different initial terms as follows:

- Two members will have one-year initial terms;
- Two members will have two-year initial terms; and,
- Three members will have three-year initial terms.

The remaining three new members will have regular four-year terms. The department randomly selected initial terms for each voting organization (Table 1).

After the initial terms, section 36(6) of Senate Bill 1501 states that the AMPC members' terms are four years, and members may serve an unlimited number of terms. The Board may renew appointments and fill vacancies on the AMPC per OAR 629-603-0300(3).

## **2. Nominees to the Adaptive Management Program Committee**

**Table 1.** Nominees for each organization, organized by initial term. See Appendix 1 for more information on each nominee.

| <b><u>Organization</u></b>                   | <b><u>Preferred Nominee</u></b> | <b><u>Alternate Nominee</u></b> |
|----------------------------------------------|---------------------------------|---------------------------------|
| <b>One-year initial term</b>                 |                                 |                                 |
| The Oregon Small Woodlands Association       | David Bugni                     | Eric Farm                       |
| Legislative Commission on Indian Services    | Not yet provided                |                                 |
| <b>Two-year initial term</b>                 |                                 |                                 |
| The Coalition of Oregon Land Trusts          | Karsyn Kendrick                 | Wendy Gerlach                   |
| The Associated Oregon Loggers                | Amanda Sullivan-Astor           | Dave Boyd                       |
| <b>Three-year initial term</b>               |                                 |                                 |
| The Department of Environmental Quality      | Josh Seeds                      | Eugene Foster                   |
| The Association of Oregon Counties           | William Tucker                  | Courtney Bangs                  |
| <sup>1</sup> A Conservation Organization     | Sean Stevens                    | Joseph Vaile                    |
| <b>Regular term (four-year initial term)</b> |                                 |                                 |
| <sup>2</sup> An Angling Organization         | Stacey Detwiler                 | Glen Spain                      |
| The State Department of Fish and Wildlife    | Julie Firman                    |                                 |
| The Oregon Forest Industries Council         | Seth Barnes                     |                                 |

<sup>1</sup>Selected by Beyond Toxics, Cascadia Wildlands, Klamath Siskiyou Wildlands Center, Oregon League of Conservation Voters, Oregon Wild, Portland Audubon, and Umpqua Watersheds.

<sup>2</sup>Selected by Northwest Guides and Anglers Association, Pacific Coast Federation of Fishermen's Associations, Trout Unlimited, and Wild Salmon Center.

### **3. Non-Voting Members**

Section 36(5)(b) of Senate Bill 1501 states that the Board shall “Select one representative of the State Forestry Department to serve as a nonvoting member” and “Invite one representative of the National Marine Fisheries Service and one representative of the United States Fish and Wildlife Service to serve on the committee as nonvoting members.”

Adam Coble will serve as representative for the Oregon Department of Forestry. The department sent letters to our contacts with these federal agencies inviting them to propose their respective representatives. Kim Kratz will be representing The National Marine Fisheries Service. The United States Fish and Wildlife Service are unable to commit staff to this effort at this time, but they request to be informed of AMPC activities and they intend to engage in the AMPC at a later date.

### **4. Next Steps**

The department will convene the AMPC in early 2023 to begin work as outlined in OAR Chapter 629, Division 603. The AMPC’s first tasks are:

1. Develop their charter per OAR 629-603-0300(2);
2. Develop a list of candidates for the Independent Research and Science Team for subsequent Board appointment (per Senate Bill 1501, section 37(3)); and,
3. Develop the initial list of research topics including the priorities listed in OAR 629-603-0100(8).

## **Appendix 1: Biographies of Nominees to the AMPC**

### **The Oregon Forest and Industries Council**

#### **Seth Barnes**



Seth Barnes is OFIC's professional forester and came to OFIC with over 15 years of experience. From harvest layout and design to silviculture, Seth has a vast array of expertise in both field forestry and forest policy. Prior to coming to OFIC, Seth served as the Operations Manager for Washington State's Forest Practices Program at the Washington Department of Natural Resources. In addition to professional experience with both private landowners and state agencies, he also participated for many years as a wildland firefighter on an Incident Management Team. Seth has a B.S. in Forest Management from Oregon State University and attended graduate school at Washington State University for Public Administration and Natural Resource Policy.

### **The Coalition of Oregon Land Trusts**

#### **Karsyn Kendrick**



Karsyn Kendrick is the Conservation Program Manager for the Coalition of Oregon Land Trusts (COLT), a statewide non-profit whose mission is to serve and strengthen the land trust community of Oregon. COLT is made up of 32 organizations that work to conserve land. Collectively our network owns and stewards more than 370,000 acres across Oregon. In her role at COLT, Karsyn supports land trusts in identifying the program and policies they need to defend working farms and forests, protect wildlife and wild places and provide clean water for all. In addition, Karsyn supports a network of volunteer attorneys that provide free legal services to land trusts to ensure sound and lasting transactions.

She has over 6 years' of policy experience working at the state and federal levels. Before joining COLT, she worked as a policy advisor and legislative assistant for the BlueGreen Alliance, a nonprofit based in Washington D.C. The BlueGreen Alliance is a membership organization made

up of the country's largest environmental organizations and labor unions. In this role, she gained valuable experience negotiating between the interests of climate organizations and labor unions by finding common ground on difficult issues, and advocating for policies that created high-quality union jobs while building community resilience and reducing climate emissions.

She led the organization's work in policy areas such as the EPA's Methane emissions standards for the oil and natural gas industry, working closely with labor union partners to find areas of alignment on the proposed standards. This culminated in comments to the EPA with support from labor unions working in the oil and gas industry.

In addition, she worked on FEMA's Building Resilient Infrastructure and Communities program, funding for remediation and reclamation of abandoned coal mines and oil and gas wells, and with Congressional offices building policies for former coal communities including coordinating legislation to support dislocated coal and oil refinery workers by providing wage replacement, healthcare support, and training assistance.

In May of 2022, she received her Masters of Environmental Science and Policy from George Mason University in Fairfax, Virginia. Her personal interest in just transition for coal communities led to thesis research focused on public participation methods at use within the federal Abandoned Mine Land reclamation program. She also holds a B.A. in International Affairs from the University of Georgia.

### **Wendy Gerlach**



Wendy Gerlach is a lawyer in private practice based in Portland, Oregon, whose work includes advising on forest and conservation-related transactions. Her experience includes forest-based conservation finance and nonprofits advising, as well as many years as a corporate lawyer advising on finance and business issues. In that capacity, she worked with firms such as Thede, Culpepper, in Portland, Novartis Pharmaceuticals AG, in Switzerland, Ernst & Young affiliate ATAG AG in Switzerland, and Ropes & Gray, in Boston. She is a graduate of Princeton University and the University of Washington School of Law, and is a board member of Columbia Land Trust and Oregon League of Conservation Voters. She is a member of the Oregon Department of Forestry's Committee for Family Forestlands, of which she currently serves as chair. She has presented at conferences on topics ranging from conservation land acquisitions to the recent Private Forest Accord. Wendy's interest in forests is grounded in her early experiences studying botany, research on the relationship of forests to public welfare, pharmaceutical licensing of forest compounds, and recreational time spent in the forests of Oregon. As a 5<sup>th</sup> generation Oregonian, she has a deep connection to the state, knowledge of its many regions, and commitment to its welfare.



## The Associated Oregon Loggers

### **Amanda Sullivan-Astor**



Amanda Sullivan-Astor serves as one of six managers for the association, where she is a forester and environmental policy and lawmaking liaison for AOL's forest contracting members, with federal and state agencies and legislatures. She also works with partners to promote sustainable forest management across the state that enhances the forest contracting workforce and forest sector infrastructure as a whole.

Amanda consistently advocates for legally-sound and science-based management practices that acknowledge the complex tradeoffs among environmental, societal, and economic values. She also proactively pursues new opportunities for the forest contracting sector through policymaking, lobbying, and program development. Fostering effective and safe operations surrounding Oregon's Forest Practices Act & Rules is an important component of Amanda's policymaking role. Amanda takes pride in collaborating with others, seeking common-ground, and determining solutions to complex forest issues.

Amanda is a Society of American Foresters Certified Forester, and is actively engaged in the Oregon chapter. Prior professional employment experience was with American Forest Resources Council and the US Forest Service. She obtained undergraduate degrees in Forest Management and Forest Biology from Colorado State University, and a Graduate Certificate in Forest Carbon Science, Management and Policy from Michigan State University.

### **Dave Boyd**



As the association's insurance manager, Dave Boyd leads a team of seven safety management consultants, who deliver services for safe forest operations. Dave's forest career centers on managed operations and brings conventional wisdom and new perspectives from years in every aspect of the forest industry. He started with firewood collection, leading him to harvest jobs in three western states chasing, setting chokers, rigging, and timber falling for ground, cable and helicopter operations.

Dave is conversant with both Washington and Oregon Forest Practices Rules, through his experience implementing and managing forests. Dave began working as a forester with

completion of a master's degree in forest engineering. An economics undergraduate degree helped him understand the region's forest ownership and management ecosystems. Prior professional employment experience was with forest logging contractors, industrial forestland owners, and forest consulting firms. Dave has managed every aspect of forest properties for primary and secondary income streams.

Dave is a Society of American Foresters Certified Forester, and a Licensed Oregon Insurance Producer-Property & Casualty. Forest operations safety is of paramount importance to Dave. He keeps an eye for improvements in technology to improve forest work, efficiency, safety, and environmental practices in the modern forest.

### A Conservation Organization

#### **Sean Stevens**



Sean Stevens joined Oregon Wild in 2007, serving in a communications role before becoming Executive Director in 2012. He has worked on numerous campaigns at the state and federal level in the last fifteen years, including the Omnibus Public Lands Management Act of 2009 that protected over 200,000 acres of Wilderness across Oregon. Sean was a lead negotiator of the 2020 Memorandum of Understanding and the 2021 Private Forest Accord. He holds an undergraduate degree from UCLA.

#### **Joseph Vaile**



Joseph Vaile joined KS Wild in 1999. Before taking over as Executive Director in 2014, Joseph was Program Director, stewarding KS Wild's conservation policy and advocacy programs. He has helped secure protection for threatened roadless areas, old-growth forests, and wild rivers. In September 2019, Joseph revised his role and developed a new program as Climate Director. Joseph is a cum laude graduate of Edgewood College with a degree in biology and has completed graduate coursework at Southern Oregon University in conservation biology and geographical information systems. He previously worked at the Medford District Bureau of Land Management as a Wildlife Technician.

## The Oregon Small Woodlands Association

### **David Bugni**



David Bugni graduated from Oregon State University with a BS in Civil Engineering (1983) and a MS in Structural Engineering and Mechanics from the University of California, Berkeley (1984). David began his OSU studies in forest science then forest engineering prior to transferring to civil engineering in his senior year. He practiced structural engineering for over 30 years, owning his own business from 1996 - 2016 until retiring in 2016.

The Bugni family has been small woodland owners for 31 years on 83 acres in rural Estacada, Oregon. David and his wife have two grown children. David wrote the family's forest management plan and they were the 2020 Clackamas County Woodland Farmer of the Year and the 2021 State of Oregon Tree Farmer of the Year. The Bugni's last logging project, by contract, was a 20 acre thinning of 50 year old timber in 2014. Additionally, the Bugni family was awarded the joint ODF/ODFW "Fish & Wildlife Steward Award – Forest Lands" for 2019 for the Northwest Oregon region, Non-Industrial Forestlands category. David is also a Master Woodland Manager (OSU Extension Service).

David currently serves on the board of the Clackamas County Farm Forestry Association (Secretary/Treasurer) and is the incoming Board Chair of the Clackamas River Basin Council, a member of the Clackamas Stewardship Partners, a member of the Clackamas County Climate Action Task Force, the President of the Friends of the Estacada Public Library and the past chair of the Estacada School Board (term ended in 2005). David is active on the Governmental Affairs Committee of the Oregon Small Woodlands Association (OSWA). Earlier this year he also served on the OSWA Riparian sub-committee that assisted ODF during the drafting of rules for the Private Forest Accord.

The Bugni family has been active for many years in voluntary riparian area improvements and fish habitat restoration activities within the creek (a medium, type SSBT) that flows through their property and has been successful in receiving over \$500,000 in grants in support of such work on their property and adjacent neighbors' lands. In late 2021, David wrote a \$294,000 grant to the ODF Small Forestland Grant (SFG) program and was subsequently awarded funds for extensive fuels reduction work within his community under funding from SB 762. This project, "The George Community Fuels Reduction" is currently treating about 120 acres across seven adjacent forestland owners' properties to reduce fuel loads through a combination of precommercial thinning, masticating, pruning and invasive weed control. Most recently, David was awarded a \$286,000 ODFW-funded grant to remove and replace a culvert on nearby Weyerhaeuser

property (currently under construction), which was a barrier to fish passage on Little Eagle Creek, with a new, much larger culvert with stream simulation that is in conformance with the design requirements of the Private Forest Accord.

When David is not participating in these activities, he is often found walking through the family's property enjoying the beauty of the surrounding forestland.

### **Eric Farm**



Eric Farm is a small business owner and consulting forester based in Coos County, Oregon. His company, Farm Unlimited, assists landowners of all sizes accomplish their forest management goals. Farm Unlimited is a certified veteran-owned and minority-owned small business. Eric has over 18 years of forestry experience working with small, medium and large forestland owners. In a previous position, he led a team of 18 that managed over 150,000 acres of industrial forestland across SW Oregon. Eric is a licensed forest engineer and a full member of the Association of Consulting Foresters.

Eric has served on numerous boards and committees in his community where his practical natural resource experience and consensus building skills have been put to the test. Those include:

- Oregon International Port of Coos Bay Board of Commissioners since March 2013, where he has served as the Commission Vice President focused on economic development and revitalization of southwest Oregon.
- Southwest Regional Forest Practices Advisory Committee since September 2013, helping inform the Oregon Board of Forestry on practical application/impacts of rule revisions and changes.
- Department of State Lands' Elliott State Forest Advisory Committee from April 2019 until August 2022, advising the DSL and State Land Board as they worked to set the conditions to transition the Elliott State Forest to a research forest.

Prior to starting work as a forester, Eric graduated from the University of Washington with a degree in Forest Engineering. After receiving his degree, he served for 4.5 years in the US Army as a combat engineer officer, stationed in Germany, Bosnia, and Kosovo.

Eric is married to his wife Judy, and their family includes three children and one spoiled French bulldog. Eric enjoys spending his free time with family and friends, traveling and tending to his three beehives.

#### A Recreational or Commercial Angling Organization

##### **Stacey Detwiler**



Stacey Detwiler joined the Wild Salmon Center in 2022 as the Oregon Policy Manager. She brings more than twelve years of experience in clean water policy and river protection. Prior to taking this position, she worked as the Conservation Director for Rogue Riverkeeper in southern Oregon where she led multiple campaigns to protect and restore clean water in the Rogue watershed. Stacey earned her M.S. in Water Resources Policy and Management from Oregon State University where she researched the management of forest roads on private industrial forest lands to reduce chronic sediment pollution to streams. Before moving west, she worked for American Rivers in Washington, DC for five years on federal clean water policy.

##### **Glen Spain**



Glen Spain is the Northwest Regional Director for the Pacific Coast Federation of Fishermen's Associations (PCFFA) and the Institute for Fisheries Resources (IFR) located in the Eugene, OR office. For decades, Glen has advocated for watershed and riparian protections on private and public lands and has served on advisory committees

The Association of Oregon Counties

**Courtney Bangs**



Courtney Bangs was elected to the Board of Commissioners in May 2020 to a term that expires December 2024.

Bangs was raised in the Willamette Valley and has lived in Clatsop County since 2007. She is married to a fifth-generation Clatsop County resident and is the mother of three children.

Bangs received an undergraduate degree in Animal Science and master's of science degree in Agriculture Education at Oregon State University. She is currently a math and science teacher at a newly accredited private school, Encore Academy of Performing Arts PreK-12 in Warrenton.

She is vice-president for the Clatsop County chapter of Oregon Women in Timber, an educational outreach program, and volunteers with Immanuel Community Preschool board and the Encore Performing Arts Foundation scholarship program.

**William Tucker**



Linn County Commissioner

- Elected to 4-year terms in 2009, 2013 and 2017
- Appointed to complete another 2 years of a term in 2021 to current

Re/Max Integrity 2004 – 2010 Real Estate Broker

- Broker focused on farms, forest and acreage
- Received Distinguished Realtor of the Year award

Core Communications/Cascade Printing – 2001 -2004

- Vice-President of Sales and Marketing
- Rebranded company from being a printer to a marketing and communication company
- Hired sales staff, wrote marketing plan



Hewlett Packard – 1972 – 2001

- Identified as one of the Top 100 Managers at HP
- Opened calculator operations in Germany, Brazil, Singapore
- Managed HP's Notebook and PC power supplies manufacturing in Taiwan
- Patents for Business Processes on the use of the Web and advertising
- Managed operations with multi-million budgets, managing at times over 100 employees on three shifts

Oregon State Parks

- County Parks Assistance Advisory Committee appointed by Parks Director Wood and later Director Sumption – 2011 to 2019. Evaluate and recommend grant proposals
- Local Government Grant Program Stakeholders appointed by Director Wood to review the effect of Ballot Measure 76 and Senate Bill 342 on the Oregon Administrative Rule – 2011.

BLM RAC Eugene RAC and now BLM NW Oregon RAC

- Appointed by Secretary of Interior Salazar to represent my County's interest, but I also represent the interests of counties in Northwest Oregon
- Made sure investments made to protect watersheds and allow access while managing the timber per O & C Act

US Forest Service – Willamette National Forest

- Worked on "Roads Investment Plan" to respond to reducing road maintenance support money while balancing the need for access for management and the public

Elected by my commissioner peers in Linn, Benton, Lincoln, Polk and Marion Counties to represent them on the Forest Trust Lands Advisory Committee. Represent Linn County on the Council of Forest Trust Lands.

I still help many local Community Service organizations raise money – Calapooia Middle School, CASA, ABC House, Albany Helping Hands, Furniture Share and many more. Still serve on the SW Oregon Boards for the American Red Cross and teach for them. Member of American Legion Post 10. Past Chair of Community Services Consortium. Past member of the Board Of directors of Cascades West Council of Government.

Chair of the Board of Directors for Court Appointed Special Advocate. Certificate of Appreciation by the Oregon National Guard for work with families of troops deployed. Received the Community Member of the Year by ABC House. Served on the local Salvation Army Board. Volunteer of the Year for Center Against Rape & Domestic Violence. Served 11 years on the United Way of Linn County Board. Past 15 yr member of Optimist.

Served in the United States Navy both active and as a reserve, as an Anti-submarine Warfare Officer, earned Aircrew wings. Served 1 year United States Army Reserve.



## The Oregon Department of Fish and Wildlife

### **Julie Firman**



Julie completed her PhD in Marine Biology and Fisheries in 1996 and joined the Oregon Department of Fish and Wildlife the following year. She has worked on a variety of salmonid species and issues around the state including posts in Charleston, La Grande, Enterprise, Starbuck, WA, and Corvallis. Over the past three years Julie has served on the Scoping Committee for the Oregon Department of Forestry's Habitat Conservation Plan in consultation with NOAA and the USFWS. During this process both the mediation consultants and ODF leadership commended Julie's pragmatism and ability to distill information and help the group to find consensus. Julie currently works with the ODFW REDD group (Research, Evaluation, Data and Decision Support). This group provides analytical support to agency biologists and is frequently called upon to generate analysis in response to emerging challenges and for conservation and recovery plans. In the past, Julie served as a Liaison for the Oregon Plan Integrated Monitoring Program for coastal coho salmon, as a Project Leader for monitoring under the Willamette River Biological Opinion for chinook and steelhead, as an Assistant Project Lead for the Coastal Spawning Inventory Project, and for the Aquatic Inventory Project which evaluates stream habitat. Julie's background in salmon ecology is both broad and deep, and her ability to work well with a wide variety of people should be an asset to the Adaptive Management Committee.

## The Department of Environmental Quality

### **Josh Seeds**



Josh Seeds is DEQ's Lead Forest Water Quality Analyst. Josh is the staff lead for DEQ's work on forest science, policy, and regulation to implement the Private Forest Accords and the related Habitat Conservation Plan on private forests, as well as implement similar work on state forests, and support federal forest management to protect and restore water quality on forestlands in Oregon. He coordinates forest ecology and management related water quality issues within DEQ

and with other state and federal agencies. In addition, he leads the agency's work to address private forest gaps identified by EPA and NOAA for the State of Oregon's Coastal Nonpoint Source Control Plan under the Coastal Zone Amendments and Reauthorization Act (CZARA). He has worked for DEQ since 2007 in the Nonpoint Source and Drinking Water Protection programs before starting his current role in June, 2022.

Josh grew up in southwest Idaho on a Christmas tree farm before moving to Boise for high school. He received a Bachelor's of Science in Biochemistry from Washington State University and worked as laboratory biochemist in virology and neurobiology research. Later, he received his Master's of Science in Environmental Science from Washington State University-Vancouver by doing research on primary succession and forest regrowth in the Mount St. Helens blast zone. Josh lives with his partner, two of his children (the other two having grown up), and Zoe the dog outside Washougal, Washington, on a small homestead. He serves on the Board of Fire Commissioners for his rural fire district (East County Fire and Rescue) and on the Clark County Clean Water Advisory Commission. He enjoys parenting, raising plants and animals, playing games, chopping firewood, hiking, and hunting.

### **Eugene Foster**



Gene is manager of the Watershed Management Section at DEQ which is responsible for: modeling and policy development during TMDL development and implementation; nonpoint source policy and coordination with DEQ Programs, state and federal agencies; drinking water source water protection; Pesticide Stewardship Partnership; and Columbia River water quality management. Gene has been with DEQ since 1987 working mostly in water quality on such issues as: water quality standard development; contaminated sediment policy and evaluation; toxic chemical effects on aquatic life and human health; and Pesticide Stewardship Partnerships. He has been adjunct faculty at Portland State University since 1998 teaching and advising graduate students in the Environmental Science & Management Department. He has a Ph.D. in Toxicology from Oregon State University and a B.S. in Fisheries and Wildlife from University of Missouri.

### The Oregon Department of Forestry



Adam Coble currently manages the Forest Health and Monitoring Unit at ODF, which includes programs focused on compliance monitoring of forest practices and monitoring of forest insects, disease, and invasive species. Adam has been with ODF for five years working in both compliance and effectiveness monitoring and has served in leadership roles in post-fire recovery efforts and rule-drafting following the Private Forest Accord. Prior to ODF, Adam has extensive experience in developing and leading research studies in tree physiology, dendrochronology, forest management, and forest hydrology. Earlier in his career, Adam also worked as a seasonal employee for the USFS and BLM conducting rangeland plant surveys and treating invasive plant species. Adam has a Ph.D. in Forest Science from Michigan Technological University, a M.S. in Forestry from Northern Arizona University, and a B.S. in Turfgrass Science from Pennsylvania State University.

### The National Marine Fisheries Service

Kim Kratz (*no photograph or biography provided*)

### The United States Fish and Wildlife Service

The USFWS was invited to participate on the AMPC. They are unable to commit staff to this effort at this time, but they request to be informed of AMPC activities and they intend to engage in the AMPC later.

### Legislative Commission on Indian Services

LCIS did not provide a recommendation currently. Their recommendation will be put forth for the Board's approval once it is provided to the Department.

## STAFF REPORT

|                       |                                                                                                                                                                                        |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | D                                                                                                                                                                                      |
| Work Plan:            | Forest Resources Division                                                                                                                                                              |
| Topic:                | Board Updates                                                                                                                                                                          |
| Presentation Title:   | Annual Forest Practices Monitoring Update                                                                                                                                              |
| Date of Presentation: | November 16, 2022                                                                                                                                                                      |
| Contact Information:  | Josh Barnard, Division Chief, Forest Resources, ODF,<br>josh.w.barnard@oregon.gov<br>Adam Coble, Forest Health and Monitoring Manager, Forest<br>Resources, ODF, adam.coble@oregon.gov |

### SUMMARY

This agenda topic summarizes Forest Resources Monitoring activities since staff reported to the Board in November 2021. This includes projects that assess compliance monitoring, other monitoring work, and work on revising Forest Practices Act (FPA) rules directed by the legislature in Senate Bills 1501 and 1502, and House Bill 4055.

### CONTEXT

The Board's 2011 Forestry Program for Oregon supports an effective, science-based, and adaptive FPA as a cornerstone for protecting forest resources on private lands (Objective A.2). Goal A recognizes that the FPA includes best management practices to help ensure that forest operations meet state water quality standards. The Board's objectives promote management practices that protect forest soil productivity from losses due to human-induced landslides, soil erosion, and soil compaction (Objective D.8). The Board's guiding principles and philosophies includes a commitment to continuous learning, evaluating and appropriately adjusting forest management policies and programs based upon ongoing monitoring, assessment, and research (Value Statement 11). The Board adopted administrative rules that emphasize effectiveness monitoring for riparian management areas, landslides and public safety, and pesticides.

### BACKGROUND

In November 2021, staff updated the Board on the Division's compliance and effectiveness monitoring work. Topics included drafting of a memorandum of understanding (MOU) with the Department of Environmental Quality (DEQ) to improve water quality, the Mount Hood Environmental (MHE) assessment of past studies, and revising the reforestation pilot study.

### ANALYSIS

Many new Monitoring Unit staff were hired since the last update to the Board. The unit has one monitoring specialist position left to be filled, it will be filled by January 2023. The unit will focus on compliance monitoring projects given the new Compliance Monitoring Program (CMP) and Independent Research and Science Team in effectiveness monitoring.

High-priority Forests Practices projects over the last year include:

- Pilot reforestation project implementation and report.
  - Implemented 2021 MHE report recommendations
  - Monitored reforestation rules at 37 private industrial harvest units
  - Planning for a reforestation project covering private industrial and non-industrial
- Developing new CMP as laid out in the Private Forest Accord report and OAR 629-678
  - Drafting protocols to assess compliance with FPA rules prioritized by Accord
  - OAR 629-678 describes forming the CMP stakeholder committee.
  - Drafting Request for Proposal for CMP statistical review, which aligns with the MHE recommendation.
- Implementing DEQ MOU. See July 2022 Agenda Item 6 for more details.
  - Development of a draft Willamette Mercury TMDL implementation plan
  - Participation in the Upper Yaquina Watershed TMDL Rule Advisory Committee
  - Reviewed and provided comment on draft DEQ Nonpoint Source Plan
  - Attended Aquatic Life Rule Making Advisory Committee meetings

#### Private Forest Accord Associated Work

Monitoring Unit staff led drafting of FPA rules for two divisions mandated in Senate Bill 1501: Division 678 Compliance Monitoring and Division 603 Adaptive Management Program. Staff also edited draft FPA rules for other rule divisions and used GIS to create stream layers to aid in implementation of new riparian rules. Monitoring staff worked with other units on identifying data collection/information tracking needs for revised rules and newly required reporting. Staff are participating on the HCP steering committee to support HCP planning and provide feedback on the draft HCP. Staff also helped in writing a grant proposal for the HCP Planning Assistance Grants through the U.S. Fish and Wildlife Service to support the Private Forests HCP work.

#### Other Work

Monitoring staff worked on additional projects, including:

- Onboarding new staff members
- Oregon Plan Monitoring Team (OPMT) grant review team participation
- OWEB 2020 Post Fire Recovery grant review team participation
- Tribal Government-to-Government Natural Resources Work Group
- Climate Smart award planning
- Seed orchard support, including Oregon Ash seed collection
- STREAM Team – participating in a State natural resource agencies coordination planning, monitoring, and communication of water-related data
- FERNs data visualization and reporting

#### **RECOMMENDATION**

This agenda item is informational only.

|                              |                                                                                                                                                                                                                                                                                                                                           |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item No.:</b>      | E                                                                                                                                                                                                                                                                                                                                         |
| <b>Work Plan:</b>            | Forest Resources Division                                                                                                                                                                                                                                                                                                                 |
| <b>Topic:</b>                | Board Updates                                                                                                                                                                                                                                                                                                                             |
| <b>Presentation Title:</b>   | 2022 Forest Health Report                                                                                                                                                                                                                                                                                                                 |
| <b>Date of Presentation:</b> | November 16, 2022                                                                                                                                                                                                                                                                                                                         |
| <b>Contact Information:</b>  | Christine Buhl, Forest Entomologist, ODF, christine.j.buhl@odf.oregon.gov<br>Wyatt Williams, Invasive Species Specialist, ODF,<br>wyatt.williams@odf.oregon.gov<br>Gabriela Ritokova, Forest Pathologist, ODF,<br>gabriela.ritokova@odf.oregon.gov<br>Adam Coble, Forest Health and Monitoring Manager, ODF,<br>adam.coble@odf.oregon.gov |

## SUMMARY

This agenda item provides an overview of the Oregon Department of Forestry (ODF) Forest Health work on major insect, disease, and other damaging agents affecting Oregon forests in 2022, as required by Oregon Revised Statute (ORS) 527.335.

## CONTEXT

The Board of Forestry's (Board) 2011 Forestry Program for Oregon defines a healthy, vital forest landscape as one that maintains its functions, diversity, and resiliency within the context of natural and human disturbances and can provide people with the array of values, uses, and products desired now and in the future. The Board supports protecting and improving the health and resiliency of Oregon's dynamic forest ecosystems, watersheds, and airsheds (Goal F). The Board's objectives for Goal F include promoting resilient forest landscape conditions and management practices that will lead to reductions in adverse impacts from forest insects and diseases (Objective F.7). The Board's guiding principles and philosophies include a commitment to continuous learning, evaluating and appropriately adjusting forest management policies and programs based upon ongoing monitoring, assessment, and research (Value Statement 11).

## BACKGROUND

Topics included in the 2021 Forest Health Report: review of the Forest Health program, aerial survey program and other monitoring projects, impacts of abiotic stress events (heatwave, drought, storm damage, climate change), and a brief update on current outbreaks.

## ANALYSIS

Core business and high-priority Forest Health projects over the last 12 months include:

- **Annual aerial detection surveys for insects and disease:** The annual statewide aerial survey and biennial Swiss Needle Cast survey was conducted in 2022. The program hired a new aerial survey specialist who is training to survey starting in Spring 2023.
- **Abiotic stressors:** As climate change progresses, we continue to see the impacts on our landscape from chronic droughts and acute storm events. Wildfire-damaged areas, particularly in our state forests are being monitored for post-fire beetle attack resulting in

tree mortality or defect. Evidence of the 2021 heat dome was still visible in some areas as a brown tinge in conifers. Dieback in historical ranges of less drought-tolerant species such as western redcedar are still being mapped, although evaluation of the climate-related causes has concluded and can be reviewed in a Storymap: <https://tinyurl.com/WRCStorymap>. Guidance on how to manage western redcedar dieback areas is being developed with Public Affairs.

- **Biotic stressors:**

- **Insects:** Most of the tree damage and mortality from insects and disease as detected by aerial and ground surveys is from bark beetles attacking mostly Douglas-fir, true fir, and pines – often because of pre-existing drought stress or poor site conditions. The invasive, but established, balsam woolly adelgid continues its spread unchecked, particularly in true fir at higher elevations of NE Oregon.
- **Diseases:** The department has been working with partners on detecting, delimiting, and treating an expanding Sudden Oak Death (SOD) infestation in the northern extent of the disease occurrence near Port Orford, Oregon. Nearly 600 acres have been identified for treatment. A total of 270 samples have been collected and 52 of those samples tested positive for SOD. Test results indicated that most of the infections have been the relatively new North American 2 (NA2) variant of the disease. Over 500 acres have been slated for treatment of the disease. ODF received \$1.7 million from the State General Fund for SOD detection and treatments in HB 2663 for FY21-23 and most of the \$1.7 million is being used to treat the NA2 variant.

- **High priority invasive species:**

- **Emerald ash borer/Oregon ash:** Emerald ash borer, was detected in Oregon in June 2022. Staff continues to participate on the EAB Task Force convened by the Oregon Department of Agriculture and coordinated through the Oregon Invasive Species Council. Staff continue to identify and engage with key partners, monitoring the extent of the EAB infestation, and identifying vulnerable areas and options for EAB prevention and management. Native Oregon ash seed continues to be collected across western Oregon by ODF and the U.S. Forest Service to create a genetic repository and to test for resistance to this pest.
- **Mediterranean oak borer (MOB).** An emerging pest in central California continues to be detected in increasing numbers in Oregon traps. The ambrosia beetle, which vectors a plant wilt pathogen, has been responsible for killing thousands of valley oak in Napa County and surrounding areas since 2019, and more recently has spread to Sacramento. The beetle and pathogen are thought to be spread via infested firewood. ODF traps first detected MOB in 2018 near Troutdale. Subsequent trapping by ODA has detected the beetle in small numbers in Marion County in 2021 and 2022. While no oak damage due to MOB has been reported in Oregon, an early detection training was conducted by the ODF Forest Health Unit in Grants Pass and delivered to interagency partners who assess tree health.

- **Worked with landowners, cooperators, and other agencies to provide technical assistance, support, and education.**



- **Annual and other reports, publications:** 2021 Annual Forest Health Highlights, fact sheets and technical documents (see Attachments).
- **Attendance at local, state, and national forest health meetings and conferences.**

#### **RECOMMENDATION**

This agenda item is informational only.

#### **ATTACHMENT**

- (1) 2021 Forest Health Highlights



Forest Service  
United States Department of Agriculture



Oregon Department of Forestry  
Forest Health

Pacific Northwest Region

# Forest Health Highlights in Oregon - 2021





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*(1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: [program.intake@usda.gov](mailto:program.intake@usda.gov). USDA is an equal opportunity provider, employer, and lender.*

**AGENDA ITEM E**

**Attachment 1**

**Page 2 of 39**

# FOREST HEALTH HIGHLIGHTS IN OREGON - 2021

Joint publication contributors:



Christine Buhl  
Gabi Ritokova  
Wyatt Williams



Karen Ripley  
Danny DePinte

## Cooperative Aerial Survey: 2021 coverage area



Map above: Aerial survey flightlines of the 2021 forest health data collection coverage area. The typical general survey coverage area includes about 28 million acres but was reduced to about 25 million acres in 2021. Parts of southwest Oregon and the Cascades weren't covered in 2021 due to wildfire, COVID-19 complications and staff shortages.

Front cover: Heat dome damage observed during aerial survey east of Newport (Danny DePinte, USFS).



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# LANDOWNER RESOURCES

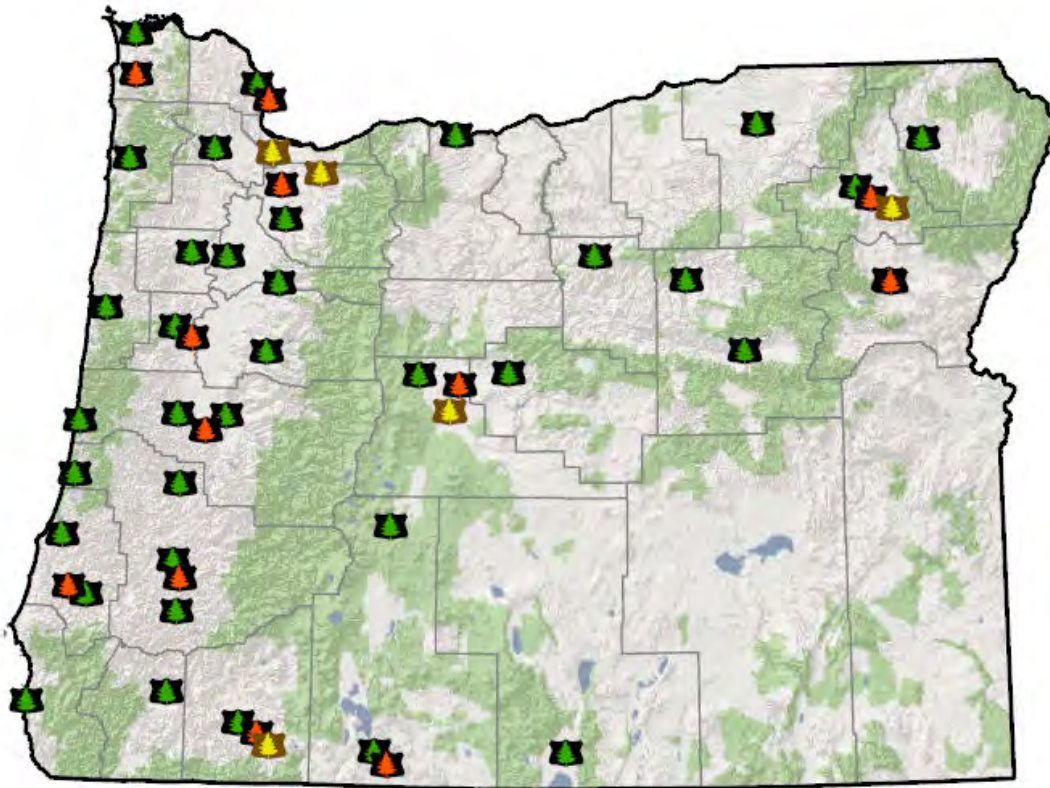


Figure 1. Map of ODF (black badge with green tree), USFS (brown badge with yellow tree), and OSU (black badge with orange tree) unit offices.



## **OREGON DEPARTMENT OF FORESTRY (ODF):**

Connect with your local ODF stewardship forester to get stand management guidance, diagnose and troubleshoot issues and learn about incentive programs: <https://tinyurl.com/ODF-forester>

Connect with the ODF Forest Health team to diagnose and manage abiotic stressors, insects, diseases, weeds and other invasive species. Visit the ODF Forest Health website for fact sheets and training videos: <https://tinyurl.com/odf-foresthealth>



## **USDA FOREST SERVICE (USFS):**

(Federal agencies and Tribes only) Connect with USFS Forest Health Protection specialists to diagnose and manage abiotic stressors, insects, diseases, weeds and other invasive species: <https://www.fs.usda.gov/goto/r6/foresthealth>



## **OREGON STATE UNIVERSITY (OSU) FORESTRY EXTENSION SERVICE:**

Connect with your local OSU Forestry Extension agent to get stand management guidance and to diagnose and troubleshoot forest health issues: <https://tinyurl.com/OSU-forester>

# FORESTRY IN OREGON

Forestry has a long and storied history in the Pacific Northwest, especially in Oregon which, at 30 million acres, is almost 50% forestland. These numbers have remained unchanged since 1953. These forests take many forms: family-owned forests that are handed down across generations; large tracts of productive industrial land; and untouched wilderness. Oregon offers a diversity of forests ranging from mossy, rain-drenched coastal ecosystems to arid ecosystems of central Oregon to reliably snow-covered high elevations along the Cascades and northeast mountain ranges (Fig. 2). Oregon's forests consist of federal (60%), private (35%), state (3%), tribal (1%), and other public (1%) ownerships.



Figure 2. Diversity of Oregon forests (Christine Buhl, ODF).

Oregon strives to ensure that timber production does not come at a cost to our natural resources and was first to create laws regulating forest practices. The Forest Practices Act (OAR 629, Est. 1971) guides landowners on how best to manage their forestlands to preserve ecosystem function and sustainability while utilizing this renewable resource. There are also certification processes (Sustainability Forestry Initiative, American Tree Farm System, Forest Stewardship Council) available to help consumers identify products grown and harvested under specific standards.

In recent years Oregon forests have been pushed to the limit due to climate change, but they also offer the opportunity of carbon capture. Fallout from climate change includes shrinking tree species' ranges, increased wildfire intensity, and accumulation of stressed and pest-susceptible trees. We can't slow climate change overnight, but we can mitigate its toll on our forests by promoting their resilience. Ensuring that trees have the best chance for success results from a healthy start and promoting ongoing resiliency:

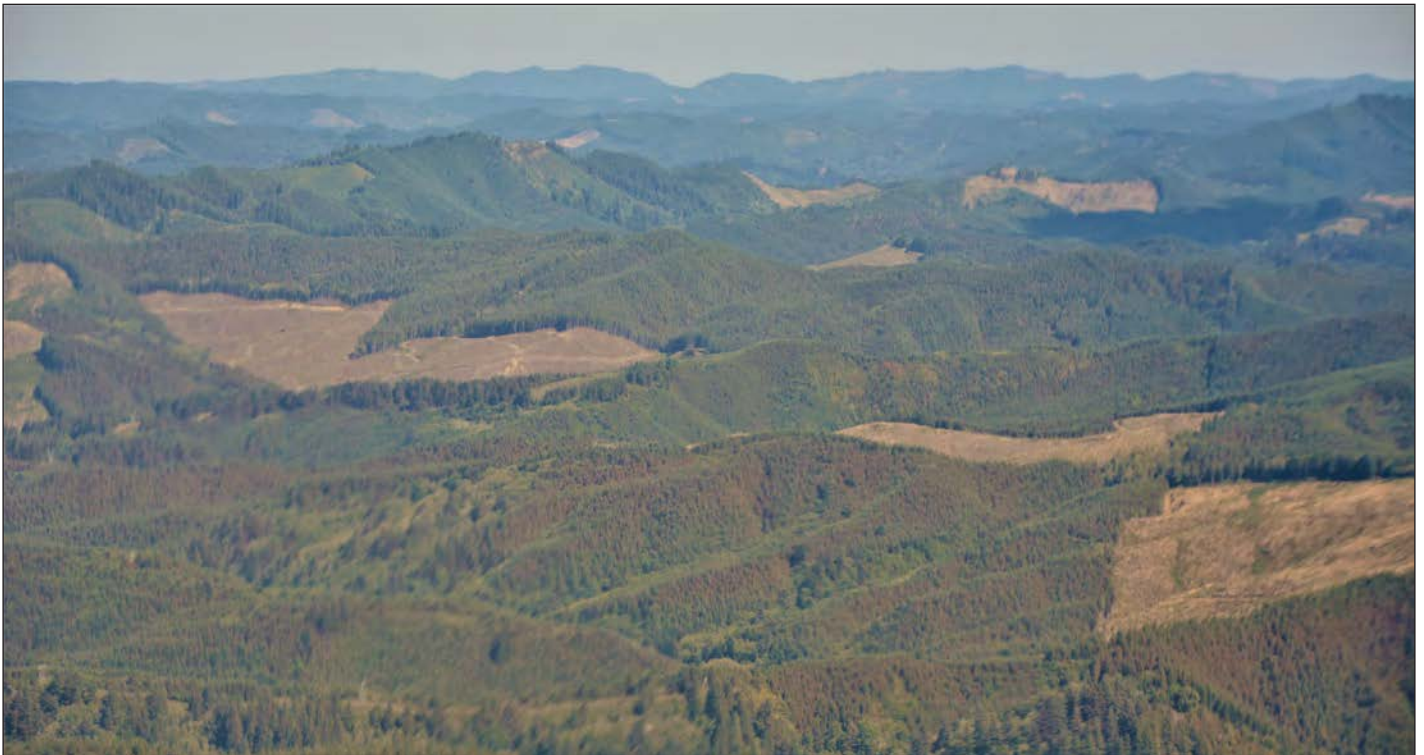
- Know the genetic lineage of your seed source. E.g., do you have Douglas-fir from a dry or wet site?
- Stay within your seed zone as much as possible. It may be okay to go outside of seed zones slightly if necessary (east-west 1-2 zones; north-south 1 zone; from down slope (but not up)). Updated seed zone maps: <https://tinyurl.com/seedzone>
- Plant species/cultivars in the right microclimate (soil type, soil moisture range, sun exposure, etc.).
- Plan stand density that can tolerate climate change and extreme weather events. Discuss spacing with ODF, OSU or other forestry consultants to account for a warming climate, inconsistent precipitation, and realistic pre-commercial thinning and harvest timelines.
- Manage fuels. Reducing unnatural wildfire risk prevents fire-damaged and beetle-susceptible trees.
- Know what major insects and diseases occur on your tree species (pg. 32) and how to prevent or mitigate their impacts by improving tree health.



# 2021: YEAR IN REVIEW

2021 was again a difficult year for forestry but a lot of lessons were learned and plans came together for improving future resiliency and preparedness. COVID-19 impacts continued to present challenges. We navigated this hardship with increased literacy in remote technologies such as virtual and recorded meetings and trainings, which reduce geographic barriers, time constraints, and unavailability, and generally allow for greater flexibility.

Other challenges in 2021 included another intensive wildfire season and a record-setting heatwave (Fig. 3). Multiple interagency committees and working groups have developed post-fire recovery plans that establish necessary connections, improve resource availability, and reduce response times. Although we have become accustomed to ongoing hot, dry conditions, the heat wave / heat dome event was novel. We do not know what the long-term impacts of this event will be, although natural resource agencies and local universities acted quickly to understand the cause, quantify the amount of damage, and initiate discussions about how to predict and respond to this type of event in the future.



*Figure 3. Landscape-level damage from heat dome in late June 2021 (Danny DePinte, USFS).*

# FOREST HEALTH SUMMARY

Insects, diseases, and abiotic disturbance agents cause significant tree mortality, growth loss, and damage in Oregon forests each year. Many of these insects and diseases are native. They are always present on the landscape but only become a problem when populations increase, often enabled by a buildup of trees weakened by some other primary stressor. In recent years a major stress for trees has been hot droughts, which make trees less tolerant or resistant to insects and diseases.

Normally, native insects and diseases can play a critical role in maintaining healthy, functioning forests by weeding out unhealthy trees, contributing to decomposition and nutrient cycling, and creating openings that enhance forest diversity and wildlife habitat.

## A healthy forest is never totally free of insects, diseases, and other disturbances

Western Oregon is characterized by high rainfall and dense coniferous forests along the Pacific coastline, the Coast Range, and western slopes of the Cascade Range. Eastern Oregon largely consists of lower density, semi-arid forests and higher elevation desert. Oregon forests are primarily dominated by conifers such as Douglas-fir, true fir, western redcedar, western hemlock, lodgepole and ponderosa pine, among others. The most abundant hardwoods are bigleaf maple, red alder, Oregon white oak, and black cottonwood.

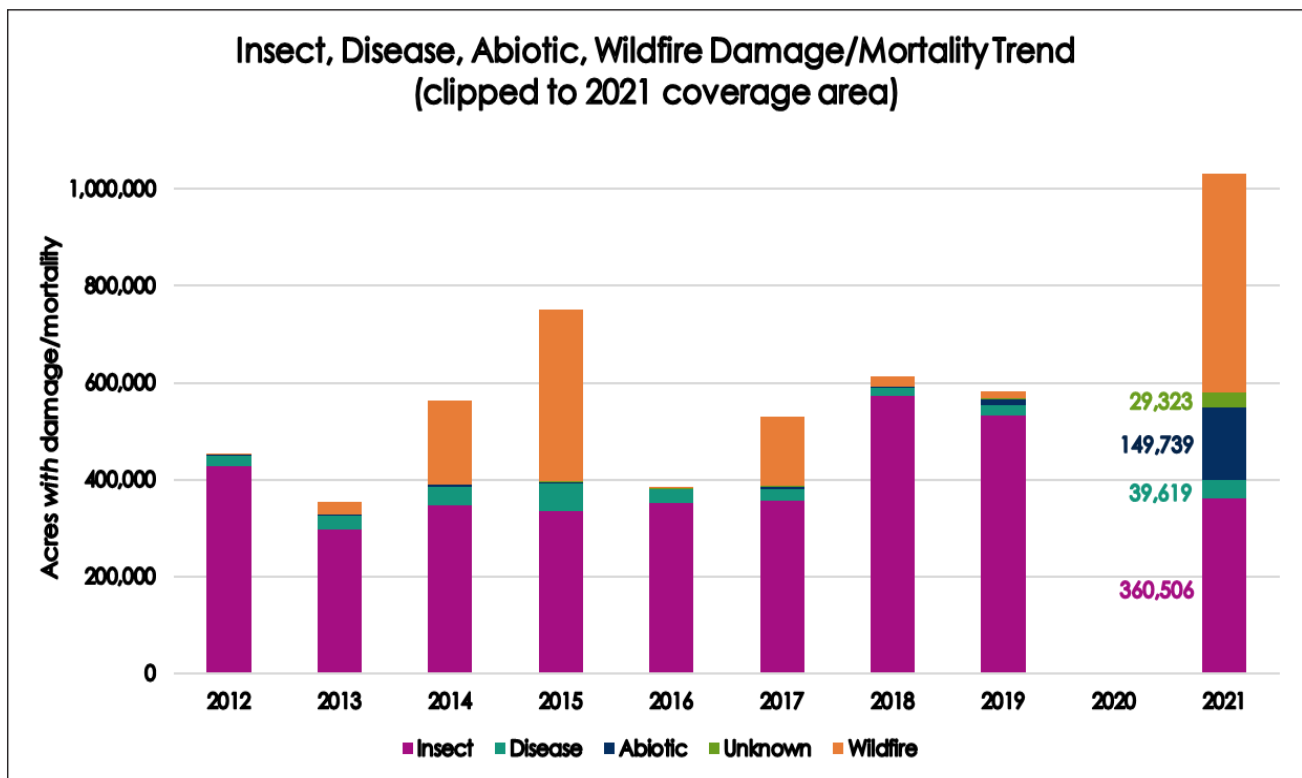


Figure 4. Tree damage and mortality were collected by aerial detection surveys (ADS) across 24,800,000 acres in 2021. For more accurate, direct comparison of annual totals, the table above shows ADS data from 2012-2021 that were confined to the geographic areas we were able to cover in 2021. Data from 2020 are not directly comparable and were excluded because they were collected across a much smaller geographic area and collected via a different method (Scan and Sketch, see the 2020 Forest Health Highlights: [https://www.fs.usda.gov/Internet/FSE\\_DOCUMENTS/fseprd947558.pdf](https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd947558.pdf)).

The metric is acres “with” not “of” damage because undamaged trees are often intermixed within a mosaic of damaged and dead trees. Damage/mortality from some agents such as many diseases (e.g., root diseases, Swiss needle cast) is not shown here because it is either difficult to identify via aerial survey or is captured in specialty aerial or ground surveys covered elsewhere in this report. Wildfire damage/mortality (data obtained from Northwest Interagency Coordination Center) is an influential factor on current and future forest health conditions and is shown, in addition to other forms of abiotic damage, for comparison. Wildfire totals shown here are also confined to the 2021 survey area. See pg. 16 for the full statewide wildfire totals and trends.

This report highlights major agents of damage or mortality in Oregon forests over the past year and provides updates on chronic issues. Much of this information is typically obtained from aerial and ground surveys.

In addition to aerial surveys, we collect data via ground checks, traps, and reporting from ODF and USFS Forest Health staff, as well as foresters from both agencies and OSU which have unit offices and coverage areas throughout the state (pgs. 1 and 31). We also rely on ground reports from public and private landowners and land managers, and other members of the public. Site visits can provide more information to form an awareness of what is happening on the landscape.

Damage trends (Fig. 4) observed from data obtained from a combination of aerial surveys (Fig. 5) and site visits indicate that drought stress is one of the main underlying causes of tree dieback and decline, often followed by subsequent attack by opportunistic insects such as bark beetles. Many of our bark beetle species are native and, at normal population levels, bark beetles are not major tree killers. Landscape-level stress conditions from hot droughts produce a pulse of susceptible trees to feed these insects and may result in a beetle population outbreak that allows individuals to spill over into healthier trees and overwhelm their defenses. Another widespread stressor that sets the stage for tree damage and mortality is root disease, which can go unchecked for years because it is hard to verify from aerial surveys and delineation relies on extensive ground surveys. Many of our tree species are predisposed to abiotic stress and where we are putting them on the landscape must be re-evaluated to assure that their needs will be met in spite of increasingly changing future conditions.

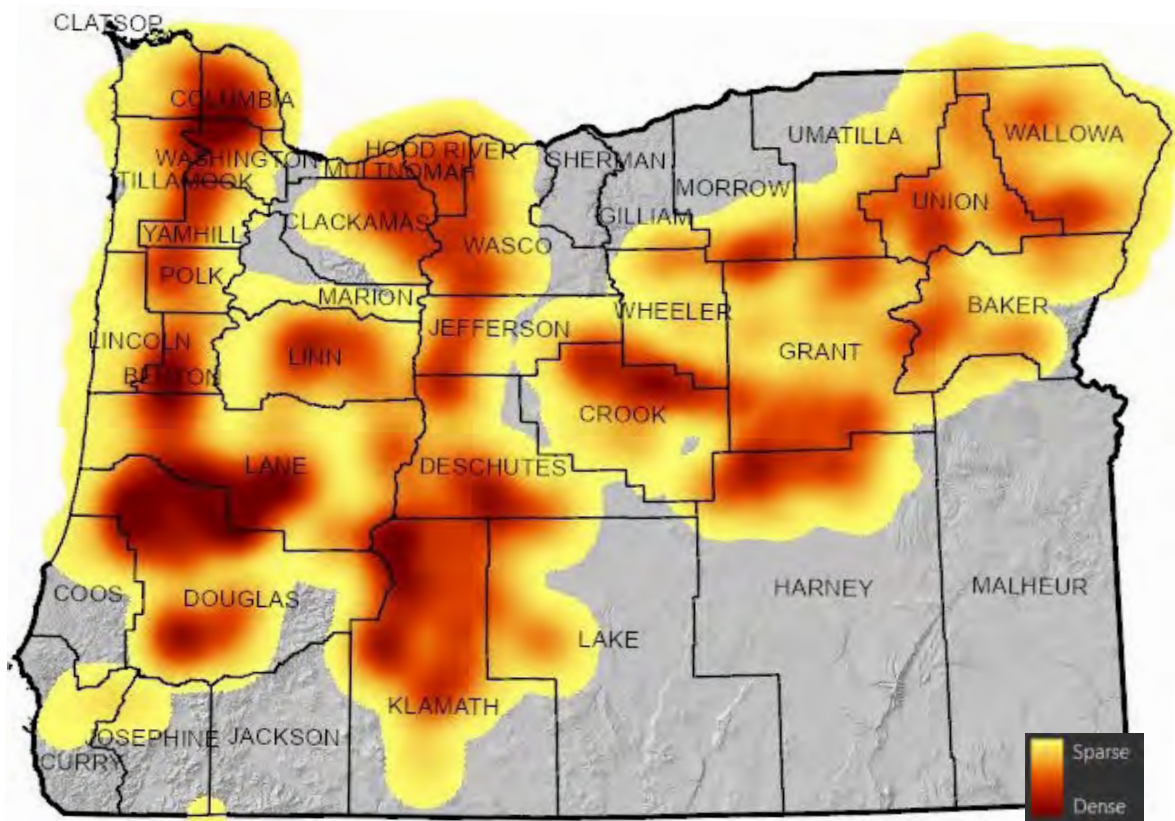


Figure 5. "Heat map" indicating areas of highest damage/mortality as caused by insects, diseases and abiotic (excluding wildfire) agents as identified by the 2021 aerial survey.



# SURVEYS, MONITORING AND OTHER PROJECTS

## **Aerial Detection Survey (ADS)**

The USFS and ODF cooperatively conduct forest health surveys each year to detect and appraise insect infestations, disease conditions, weather, and climate-related and man-made stressors affecting trees. Together we monitor the forests of Oregon to determine detrimental changes or improvements that occur over time. Aerial detection surveys are currently the most efficient and economical method of collecting and reporting timely data on forest disturbances across State, Private, and Federal lands. In Oregon (and Washington), this annual aerial survey began in 1947 and is one of the oldest continuous forest health aerial surveys in the nation. Trained specialists from each agency ride in low flying aircraft and conduct surveys through a process called sketch-mapping. With technical experts looking out each side of the plane, the extent of the observable damage on a forest is drawn on a digital map. Then each area of forest damage is given a severity rating and assigned a probable cause of the damage based on the observer's training, complementary ground surveys, local knowledge, and the best available science.

In a typical year, the general forest health survey covers roughly 28 million acres to assess most insect, disease and abiotic agents that can be identified from the air. Additional surveys are periodically flown for damage agents like Swiss needle cast, sudden oak death, and pandora moth. Separate surveys are necessary because the damage these other agents cause peaks outside of the summer general survey season and may be only periodic. With the addition of these special surveys our agencies typically monitor 35 million to 41 million acres each year. As we all know, 2020 and 2021 were not typical due to the COVID-19 pandemic. To keep staff safe from infection, no aerial surveys were completed in 2020. Instead, efforts were focused on visually scanning high-resolution imagery of Oregon to map damage rather than observing damage directly from a plane (summary of Scan and Sketch on pgs. 8-10 of 2020 Forest Health Highlights: [https://www.fs.usda.gov/Internet/FSE\\_DOCUMENTS/fseprd947558.pdf](https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd947558.pdf)). Aerial survey resumed in 2021.

The 2021 Oregon aerial survey started on June 28th and ran through September 22nd. During the 2021 survey, we resumed regular data collection from an aircraft using tablets running Digital Mobile Sketch Mapper software to collect data on the health of treed areas. We completed aerial survey across approximately 80% of our normal coverage area. This reduction in survey area was due to COVID-19 complications, smoke from wildfires, and staff shortages. Additionally, we used high resolution imagery to supplement the quality of data collected. Geospatial data collected with these systems are stored in a Regional and National Insect and Disease Survey (IDS) database and made available to the public. A variety of forest health data products are available online for downloading or to interact with, including regional Insect and Disease Detection Survey Maps, IDS Geospatial Data, and IDS Acre Summaries: <https://tinyurl.com/FHAerialSurvey>

Drought conditions affected most of Oregon by the end of June and the effects on the forest were noticeable during our June-September survey timeframe. Drought often serves as a catalyst for insect and diseases to take advantage of weakened trees. Additional abiotic damage appeared the last week of June during the heat dome event. Approximately 230,000 acres of heat scorched trees were mapped by the aerial survey effort in the Pacific Northwest with most of the damage occurring on Oregon's Coastal Range. Some saplings were killed outright by the heat dome event and foliage on older trees was shed prematurely. The observed damage within trees occurred mostly on their west and southern sides. Furthermore, this pattern continued at the landscape scale with the heat damage being more severe on west and south aspects. Southern- and western-facing aspects face the highest intensity of thermal heat, due to the position of summer sun later in the day, and are thus more at risk of heat damage.

Data trends (Fig. 6) of forest damage and mortality (Fig. 7) are impacted by the reduced extent of survey efforts in 2020 and 2021. Although those years appear to show less damage, in reality, they simply have less data. Given these caveats with forest damage trends, we can still share what information was collected. Based on aerial detection survey data, the historical trend in forested acres with mortality in Oregon has been slightly increasing over the past ten years. Most of the mortality observed in Oregon in 2021 was attributed to bark beetle feeding, often following precursor stressors, namely ongoing damage from hot droughts, which weaken tree defenses and allow opportunistic insects to infest and build their populations to epidemic levels. When looking at areas of mapped damage, it is important to understand the metric is acres *with* damage and not *of* damage (i.e., not all the trees in the indicated areas experience mortality or defoliation; polygons drawn during surveys often include a mosaic of damaged and undamaged trees). The severity levels of the associated damage indicate how bad the damage is, based on the percent of trees affected within each area of forest disturbance. Additional information about severity level of damaged areas can be found on quadrangle maps: <https://www.fs.usda.gov/detail/r6/forest-grasslandhealth/insects-diseases/?cid=fseprd997700>



Figure 7. Tree damage (left) versus tree mortality (right) (Christine Buhl, ODF).

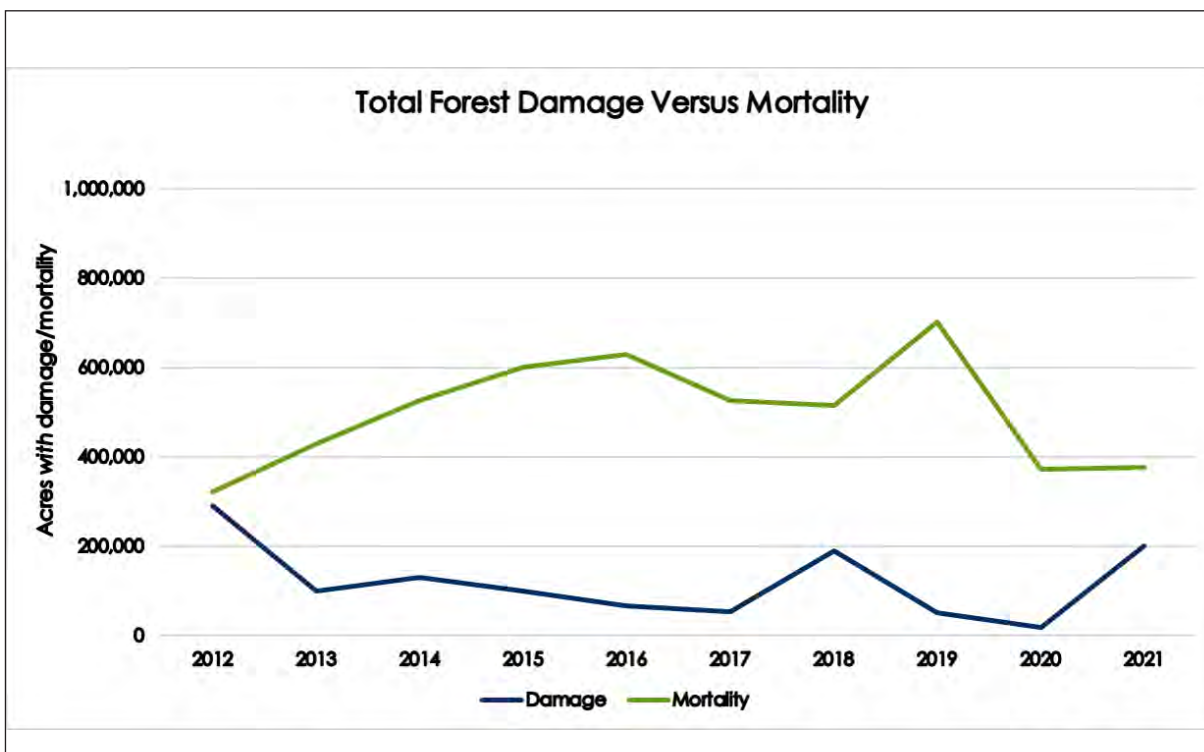


Figure 6. Trends in forest damage (defoliation, topkill, branch or stem breakage) versus mortality caused by insects, diseases, and abiotic agents (excluding wildfire). Note years 2020 and 2021 collected data from smaller areas than in previous years and likely under-represent totals across the same coverage area as previous years.

# SURVEYS, MONITORING AND OTHER PROJECTS

## Hazard Tree

Pathologists with ODF and the USFS evaluate tree hazards and provide regular trainings to ensure that trees at risk of failure, due to root and stem rots or other defects, are removed to protect those working and recreating in the woods. ODF annually assesses state forest lands for hazards in recreation areas and assists the Oregon Parks and Recreation Department with hazard tree training to ensure that state parks have trained staff available to identify hazard trees.

## Bark beetle landowner incentives cost share program

Each year, federal funds are allocated for bark beetle prevention and mitigation treatments such as thinning, pine slash management, and anti-aggregation pheromone application. Some of these funds are applied on federal lands and others are allocated to ODF for non-federal landowners at a 1:1 match. In 2021, USFS applied bark beetle mitigation treatments on 1,447 acres on federal lands and ODF added another 357 acres across 22 non-federal ownerships. This cost share program may also support removal of living trees that were recently damaged by wildfire to prevent their subsequent infestation by bark beetles. Apply for cost share funds on non-federal lands: <https://tinyurl.com/ODFcostshare>

## Douglas-fir tussock moth (DFTM) trapping

This ongoing monitoring trap system (est. 1979; Fig. 8) detects increases in moth numbers and can predict building outbreaks or determine status of current outbreaks of DFTM in eastern Oregon. More on DFTM on pg. 23.



Figure 8. DFTM trap (Christine Buhl, ODF).

## Oregon Forest Pest Detector program

Since 2013, the USDA-funded Oregon Forest Pest Detector (OFPD) program, coordinated and led by OSU Extension Forestry, has trained arborists, landscapers, park workers, and other professionals to identify the early signs and symptoms of priority invasive forest insects (<http://pestdetector.forestry.oregonstate.edu>). Using a combination of online presentations, face-to-face seminars, and field training courses, over 500 professionals have been trained as “First Detectors” of emerald ash borer, Asian longhorned beetle, and other exotic forest insects. The OFPD works with the Oregon Invasive Species Council to utilize the Oregon Invasive Species Online Hotline reporting system (<https://oregoninvasiveshotline.org>) to submit a report and photograph of potential invasive species while in the field. The overall goal is to detect key forest invaders early in their invasion when eradication is still feasible. The success of OFPD has been the result of in-person training at field courses where students can test their knowledge on trees that have been simulated with false insect attack symptoms. Additionally, the in-person training offers hands-on experience with tree and insect samples and a chance to have Q&A dialogue with course instructors and participants. Due to statewide closures of campgrounds and state offices and other complications surrounding COVID-19, as well as the 2020-2021 Oregon fire seasons, the OFPD has been significantly impacted. In 2019 and 2020, COVID-19 policies prevented in-person training. However, in April 2021, ODF and OSU hosted a OFPD training in Ontario in partnership with technical specialists from USFS-Boise and the Idaho Department of Lands that focused on emerald ash borer (*Agilus planipennis*, a pest of ash) and the eastern 5-spined engraver beetle (*Ips grandicollis*, a pest of pine).

## Forest Health education

OSU Tree School courses are now available online with the help of Oregon Forest Resources Institute;

All courses: <https://extension.oregonstate.edu/tree-school/tree-school-online-class-guide>

Forest insect pests: <https://tinyurl.com/TreeSchool-insectpests>

Forest bees: <https://tinyurl.com/TreeSchool-bees>

Forest diseases: <https://tinyurl.com/TreeSchool-diseases>



## Forest Pollinator Projects

Over 800 species of native, wild bees occur in Oregon, many of which can be found in forests (Fig. 9). There are many interagency efforts to increase our understanding and enhance and conserve habitat for native, wild bees and other pollinators on forest landscapes.

House Bill 2531 was passed in 2021, and formally includes Departments of Forestry, Transportation, and Fish and Wildlife in the Oregon Bee Project, a pollinator protection effort started by OSU and ODA in 2015. This interagency program works to enhance bee health and habitat through outreach, pesticide training, research, and landowner projects. ODF voluntarily joined this effort in 2016.

The Forest Practices Act Wildlife Food Plots rule (ORS 527.678) allows a small portion of timberland to be allocated toward habitat enhancement for wildlife without re-zoning (<https://www.oregonlaws.org/ors/527.678>). Landowners may formulate plans with the ODF entomologist and their local ODF stewardship forester: <https://tinyurl.com/ODF-forester>

A silver lining for forests damaged by intensive wildfire, is that wildfire replicates an early seral forest stage which is attractive to forest bees. Opening the canopy increases light exposure to germinate forage plants and increase thermal environments, and burning clears ground debris to expose soil for ground-nesting bees. Consider opportunities during post-wildfire reforestation to also provide pollinator habitat (flowering plants, exposed soil, and stem and wood cavities for nesting).

More information on enhancing forest bee habitat: <https://woodlandfishandwildlife.com/publications/insect/forest-bee-pollinators>

Learn more about forest pollinator topics and become a Woodland Pollinator Steward: <https://extension.oregonstate.edu/pollinator-steward>

The Oregon Bee Project (OSU, ODA, ODF) maintains the Oregon Bee Atlas, a voluntary wild bee monitoring program that collects data on bee presence, abundance, and diversity across the state. Many private forest landowners are involved in this effort. More information: <https://www.oregonbeeproject.org/bee-atlas>



Figure 9. Pollinator foraging (top) and ground nest openings (bottom, circled) in forest understory (Christine Buhl, ODF).

# SURVEYS, MONITORING AND OTHER PROJECTS

## Western redcedar dieback monitoring

From Oregon through Canada to Alaska, western redcedar (*Thuja plicata*) has been dying (Fig. 10) in areas where it should be thriving, such as along streams and within closed canopies. The cause for this sometimes sudden and expanding dieback is currently unknown. Insects and diseases known to attack western redcedar are typically secondary, meaning that they are opportunistic pests and can only attack dead and dying trees. Redcedar can tolerate endemic levels of bark beetles and stem rots for many years. These known pests are not always found in dieback pockets nor have novel pests been observed.

The predominant theory for this sudden mortality is that these trees are being impacted by a changing climate that includes increasing average temperatures and drought stress in the form of reduced and inconsistent precipitation. Even shaded sites along streams are at risk due to higher than usual average temperatures and reduced stream flow. Western redcedar is sensitive to slight changes in climate and, in some areas, may be crossing the lower limits of where they can thrive, which may eventually result in a range reduction or shift. Sites with microclimates that are less preferable for western redcedar (e.g., soils with lower water-retention capacity, south-facing or high sun-exposure, high density of trees and other plants competing for moisture) are especially prone to losing this Species. A shift to more drought-tolerant species is suggested. Species such as incense cedar, redwoods or sequoias, Willamette Valley pine, Oregon white oak, etc. may be good options for these locations.

In 2021, ODF, Washington Department of Natural Resources, and USFS continued year two of a project to map the distribution of western redcedar dieback in Oregon and Washington and determine its cause(s) through patterns and relationships emerging from tree and stand data, cross-referenced with climate data. Also in 2021, researchers at Washington State University conducted more intensive dendrochronology assessments to determine whether variations in annual ring growth were associated with western redcedar dieback.

More information:

Storymap: <https://tinyurl.com/WRCStorymap>

GIS Dashboard: <https://tinyurl.com/WRCDashboard>

Fact sheet: <https://www.oregon.gov/odf/Documents/forestbenefits/TreeDeclinesRedcedar.pdf>

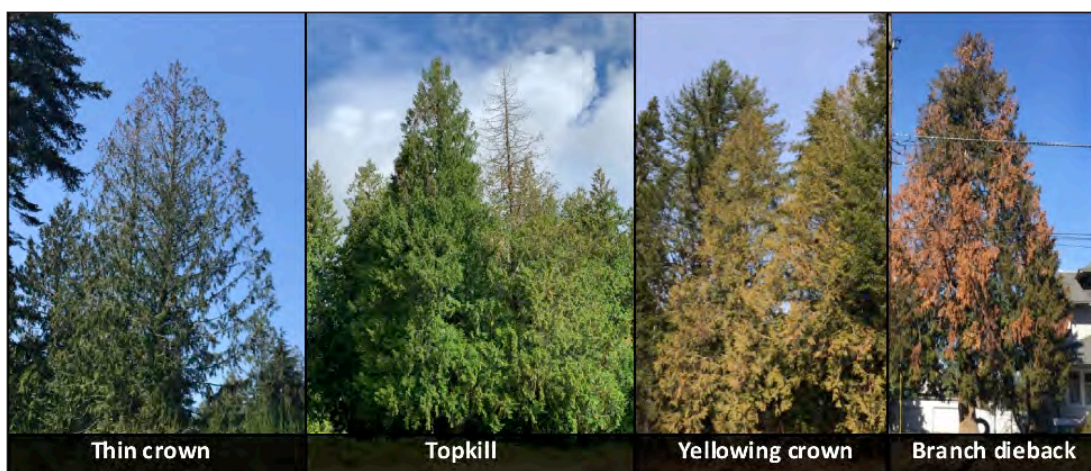


Figure 10. Western redcedar dieback symptoms (Christine Buhl, ODF).



# ABIOTIC AGENTS

Climate and weather are often primary contributors to tree health and forest conditions. Events that stress trees reduce growth and decrease their ability to defend themselves or rebound from insects, diseases, and additional stressors (e.g., Climate change and insect pests: [https://www.youtube.com/watch?v=TlIH8UftdqE&ab\\_channel=NorthwestNaturalResourceGroup](https://www.youtube.com/watch?v=TlIH8UftdqE&ab_channel=NorthwestNaturalResourceGroup)).

Healthy trees can defend themselves from insects and diseases with pitch and compartmentalization, which are forms of mechanical and chemical defenses. Attacking insects get stuck in or drowned by pitch, or are repelled by the chemical compounds it contains. Similarly, pitch is a defense against some fungi by sealing wounds that can be entry points for spores. Trees alter the physical and anti-microbial properties of tissue around diseased areas, creating compartments that prevent additional spread.

## HEALTHY TREES = RESILIENT TREES

One of the major reoccurring stressors in Oregon forests has been ongoing drought because of climate change. Oregon has a diversity of forest ecosystems due to variations in latitude, elevation, topography, and proximity to the ocean and mountains (rain shadow effects). All these factors play a role in determining the impacts of altered temperature and precipitation (rain and snow) levels. Additionally, soil and ground cover type, local water use, and watershed dynamics can place different pressures on water storage capacities. Tree stocking levels influence the competition among trees for the availability of water resources. Some tree species have strategies to tolerate drought better than others.

There are many climate change models for the Pacific Northwest and most echo the same prediction: warmer average temperatures resulting in warmer winters and longer summers, more erratic precipitation events, and winter precipitation in the form of rain rather than snow. The fact that we are experiencing a change is not unprecedented. Earth experiences naturally alternating periods of cooling and warming and we are currently in a warmer phase. However, the rate at which that change has been occurring is extreme. Additionally, El Niño and La Niña are natural occurrences that further affect temperature and precipitation. 2021 is the second year of La Niña, which, in the Pacific Northwest, usually manifests as cooler and wetter than normal winter conditions. Temperatures have already risen an average of 1.0 – 2.0°F along the west coast over the last 60 years and are predicted to increase by an average of 5.0°F by the 2050's and 8.2°F by the 2080's. In relation to forestry, many of these climate change projections predict change well within the span of a stand rotation or two. Therefore, management decisions such as species mix and density must be made in anticipation of these projections.

Changing climate also means increasing frequency and/or intensity of storm events. In 2020/2021 a late winter storm event created strong winds, snow, and ice which broke and toppled trees (Fig. 11). In early winter 2021 bouts of heavy rains swept across the northern part of the state and contributed to landslides and flooding. These large influxes of winter precipitation are more damaging than helpful for trees, when soils may already be saturated. Trees benefit from long and slow drinks of water as they grow in spring in summer.



Figure 11. Severe tree damage in mid-Willamette Valley (Wyatt Williams, ODF).

# ABIOTIC AGENTS

## Drought

Other than the 2021 heatwave event (pg. 14), it is tempting to think temperature and precipitation levels for much of 2021 were returning to normal. However, almost every county in Oregon experienced above average temperature and below average precipitation for the entire year (Fig. 12). It is also tempting to assume that La Niña conditions in the Pacific Northwest (cooler, wetter weather and more snowpack in the mountains) will resolve damage done by ongoing hot droughts. But La Niña is a temporary circumstance and it takes more than a year or two of slight temperature reductions and increased precipitation for forest recovery following years of declining conditions.

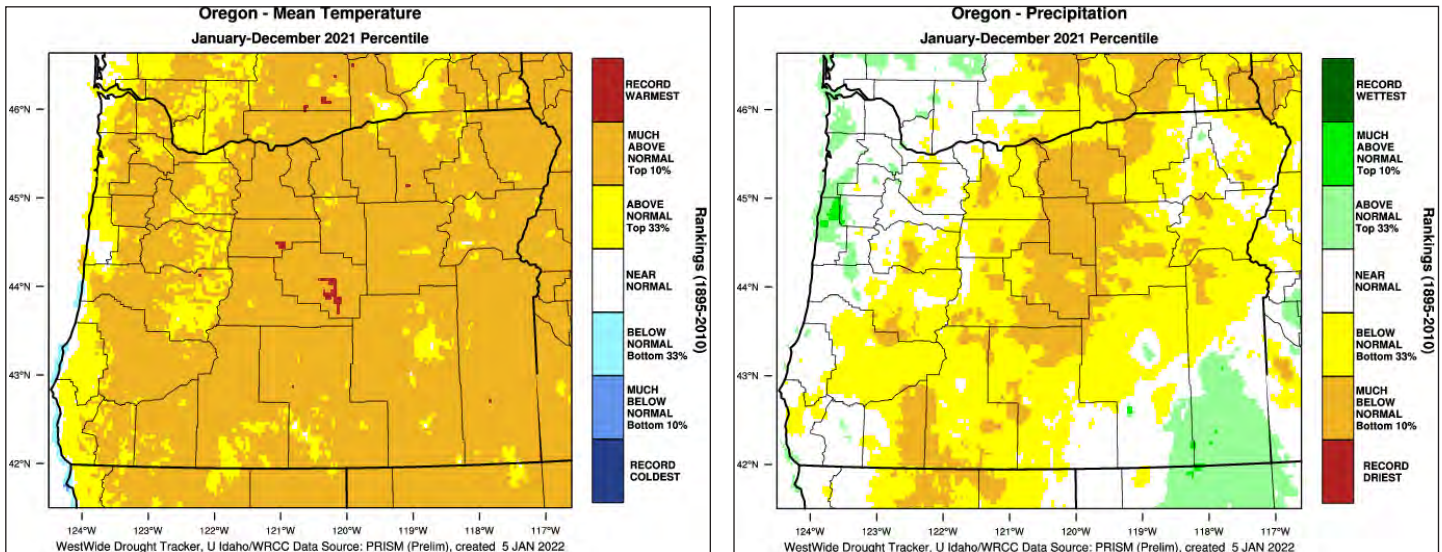


Figure 12. Average temperature and precipitation levels from January-December 2021, relative to the average normal based on 115 years spanning from 1895 to 2010 (Western Regional Climate Center).

In 2021, drought conditions accelerated after March. Oregon averages about 10.58 inches of rain from March through August statewide, but in 2021 received only 4.91 inches during this timeframe. Water basins in central Oregon and the Klamath region were hit particularly hard. Total snowpack (SNOTEL data) was above average in the north Cascades but not the south Cascades, and snowpack melted earlier than normal. Reduced precipitation contributed to a higher evaporative demand index which drives the drying of wildfire fuels. Intensive wildfires once again in southern Oregon can be directly linked to persistent hot drought conditions.

Since the U.S. drought monitor began weekly drought classifications in 2000, Oregon has had only two D4 rankings ("exceptional drought" - which is the highest ranking). The second D4 ranking was in 2021 and covered 27% of Oregon. 2021 also received the most extensive D3 ("extreme drought" - which is second highest ranking) across the state. Precipitation in Oregon ranked 16th lowest out of the last 127 years. In 16 out of the last 22 years Oregon has received below average precipitation and the last two years have been well-below normal. Temperatures also spiked across the state and exceeded 90°F for 24 days in Portland, 41 days in Salem, 74 days in Medford, 57 days in Redmond, and 61 days in Burns.



### *How are trees impacted by drought?*

Water is collected by roots and transported throughout the tree via a network of straws (vascular tissues) then released from pores in leaves (stomata) into the atmosphere. Dry or windy conditions can increase water loss. Drought stress can strain or collapse vascular tissues or cause dieback of roots. It can take many years for trees to rebuild these tissues during which time they have fewer tissues to actively collect and transport water for the tree. Trees combat drought by closing stomata to reduce water loss to the atmosphere, but this stops photosynthesis which starves the tree and is thus only a short-term solution. Trees may also prematurely drop leaves to reduce the amount of tissues that both need and release moisture, which also reduces photosynthesis. Reduced photosynthesis reduces both growth processes and resources allocated toward defense which makes trees less resilient to other stressors such as insects, diseases, mechanical damages, etc. For most trees, there are no long-term drought tolerance solutions and prolonged or repeated droughts often result in mortality, sometimes years later (Fig. 13).



*Figure 13. Symptoms of drought (left to right): flagging (dying branches), thinning crown and stress cones, asymmetrical crown (from uneven foliage then twig and branch loss), and topkill (note the progression of mortality) (Christine Buhl, ODF).*

### *How to manage for future drought stress:*

1. Plant: native species, seed sources local to your region, and species adapted to the various conditions and micro-climates (soils, aspect, sun or wind exposure, etc.) at your site. Pay attention to which species are doing well where. Do not continue to replant with species that are struggling to survive or don't naturally regenerate.
2. Maintain: thin trees early and leave enough space between trees to handle future droughts. Reduce competition from other competing plants especially grasses and invasive species. Do not fertilize during droughts because increased growth increases moisture requirements.
3. Prevent and control: be aware of the major insects and diseases that occur in your tree species and in your region (pg. 32). Follow management guidance. Remove weak, injured or extremely stressed trees.

### *Climate change and drought resources:*

- Oregon Water Resources Department's monthly drought summary email: <https://tinyurl.com/drought-report>
- Oregon Climate Change Assessment (published every two years): <https://blogs.oregonstate.edu/occri/oregon-climate-assessments>
- Drought impacts on forests and pests: <https://youtu.be/wHZ1G5wH4r8>
- National Drought Mitigation Center drought symptoms reporting survey: [https://go.unl.edu/cmor\\_drought](https://go.unl.edu/cmor_drought)



# ABIOTIC AGENTS

## Heat wave / Heat dome

In 2021 Oregon experienced an anomaly that has been termed a “heat dome” resulting in a multi-day record level heat wave across the state. Portland broke its previous all-time record high temperature (107°F in August 1981) with a new high of 108°F on June 26th. That record was broken the next day at 112°F and again, by reaching 116°F on June 28th. For comparison, the all-time temperature record across the U.S. is (of arguable validity because measurement methods have varied over the years) 134°F in July of 1913 in Death Valley, California.

Impacts of this heat wave were immediately apparent in vegetation across the state from backyards to forests. The heat damaged trees so severely because it was extreme, happened quickly, and persisted over multiple days. Therefore, trees were unable to adjust to such a significant temperature change. Damage was manifested as scorched foliage. The greatest intensity of damage (Figs. 14 and 16) appeared on the:

- Youngest and most succulent foliage, often at branch tips
- South- and west-facing aspects and along exposed forest edges where solar radiation was most intense
- Trees along roads where thermal radiation heated trees from below
- Coastal trees and trees in other areas that are unaccustomed to higher temperatures, or that develop sensitive young foliage later in the season which coincided with the heatwave



*Figure 14. Scorch was highest in young foliage and in trees along roadsides due to radiant heat from pavement (Christine Buhl, ODF).*



Aerial (Fig. 15) and ground surveys were able to map some of this damage. Although whole crowns were not affected and often buds were left intact, many trees prematurely shed scorched foliage which will impact photosynthesis (and thus growth and defenses) in subsequent years. We also do not know how much this event resulted in damage to other tissues such as roots and vascular tissues. We will not know if this event will result in direct tree mortality until spring 2022 or beyond. Meteorologists have attempted to understand how this anomaly occurred but have determined it would have been virtually impossible without climate change (Philip et al. 2021 & <https://www.worldweatherattribution.org/western-north-american-extreme-heat-virtually-impossible-without-human-caused-climate-change>. It is predicted that this was a 1/1000-year event, although those odds get worse with changing climate, and will likely occur again sometime in the future. Forecasting is especially difficult because our climate continues to change rapidly.

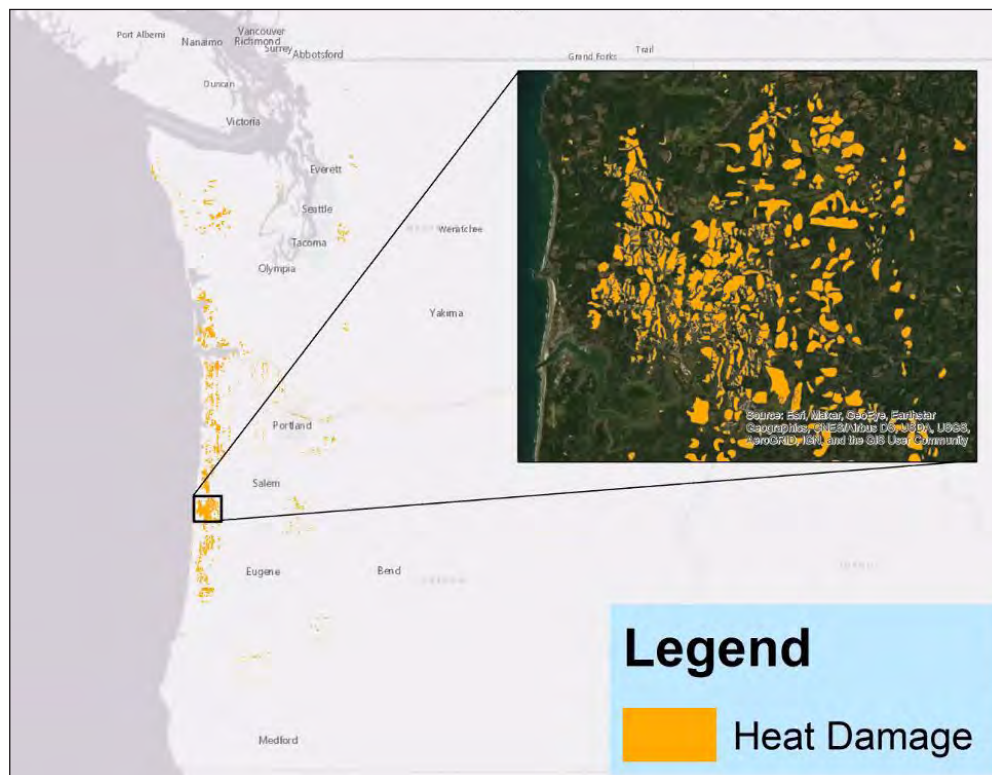


Figure 15. Example of some of the heat damage observed and mapped during the 2021 aerial detection survey (Danny DePinte, USFS).

[worldweatherattribution.org/western-north-american-extreme-heat-virtually-impossible-without-human-caused-climate-change](https://www.worldweatherattribution.org/western-north-american-extreme-heat-virtually-impossible-without-human-caused-climate-change). It is predicted that this was a 1/1000-year event, although those odds get worse with changing climate, and will likely occur again sometime in the future. Forecasting is especially difficult because our climate continues to change rapidly.



Figure 16. On a landscape level (left) and within trees (right), scorch damage was most apparent on south- and west-facing exposures which experienced the greatest intensity of solar radiation (Danny DePinte, USFS).



# ABIOTIC AGENTS

## Wildfire

Despite a 40% reduction from 2021 relative to 2020 (and being 3% below the 10-year average) of total acres damaged by wildfire across all ownerships (Fig. 18), Oregon experienced one of the largest wildfire complexes in recent history with the Bootleg fire in Klamath and Lake counties. This fire was ignited by lightning in a particularly drought-stressed part of Oregon on the Fremont-Winema National Forest. It burned more than 413,000 acres over 39 days and was the third largest fire in Oregon's recorded history. In contrast, 94% of ODF wildfires were kept at 10 acres or less, in large part due to early detection from heat detection monitoring from Forward Looking InfraRed (FLIR) cameras affixed to survey planes.



Figure 17. Wildfire creeping up a hillside (Kyle Kaupp and Jason Pettigrew, ODF).

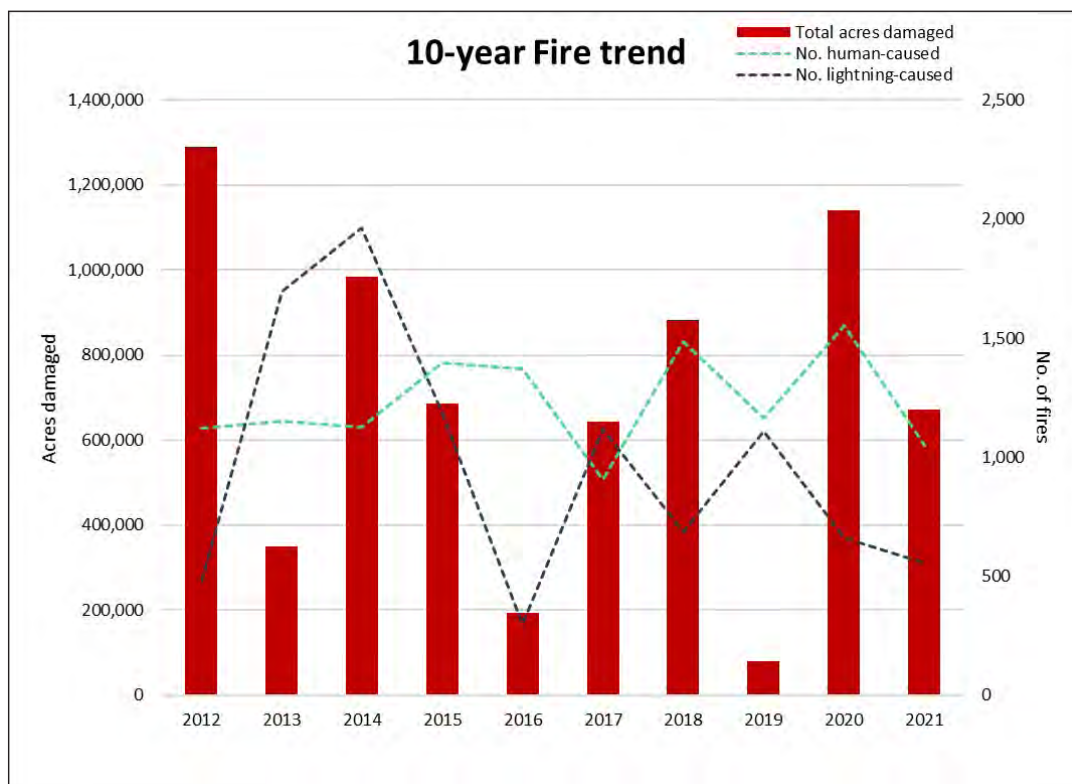


Figure 18. 10-year wildfire trends, across all ownerships.

### More information:

- Post-fire mortality estimation guide (summary): <https://tinyurl.com/ODFpostfire>
- Post-fire mortality estimation guide (full): <https://tinyurl.com/postfireguide>
- ODF fuels reduction cost share program: <https://tinyurl.com/ODFcostshare>
- ODF "Help After Wildfire": <https://www.oregon.gov/odf/fire/Pages/afterafire.aspx>
- OSU Extension Fire Program info: <https://extension.oregonstate.edu/fire-program>
- OSU Extension wildfire webinars: <https://extension.oregonstate.edu/fire-program/online-webinar-guide>
- Oregon Statewide Wildfire Response & Recovery: <https://wildfire.oregon.gov>
- Make your home Firewise: <https://www.nfpa.org/Public-Education/Fire-causes-and-risks/Wildfire/Firewise-USA>
- ODF KOG Reduce risk of wildfire starts: <https://keeporegongreen.org>

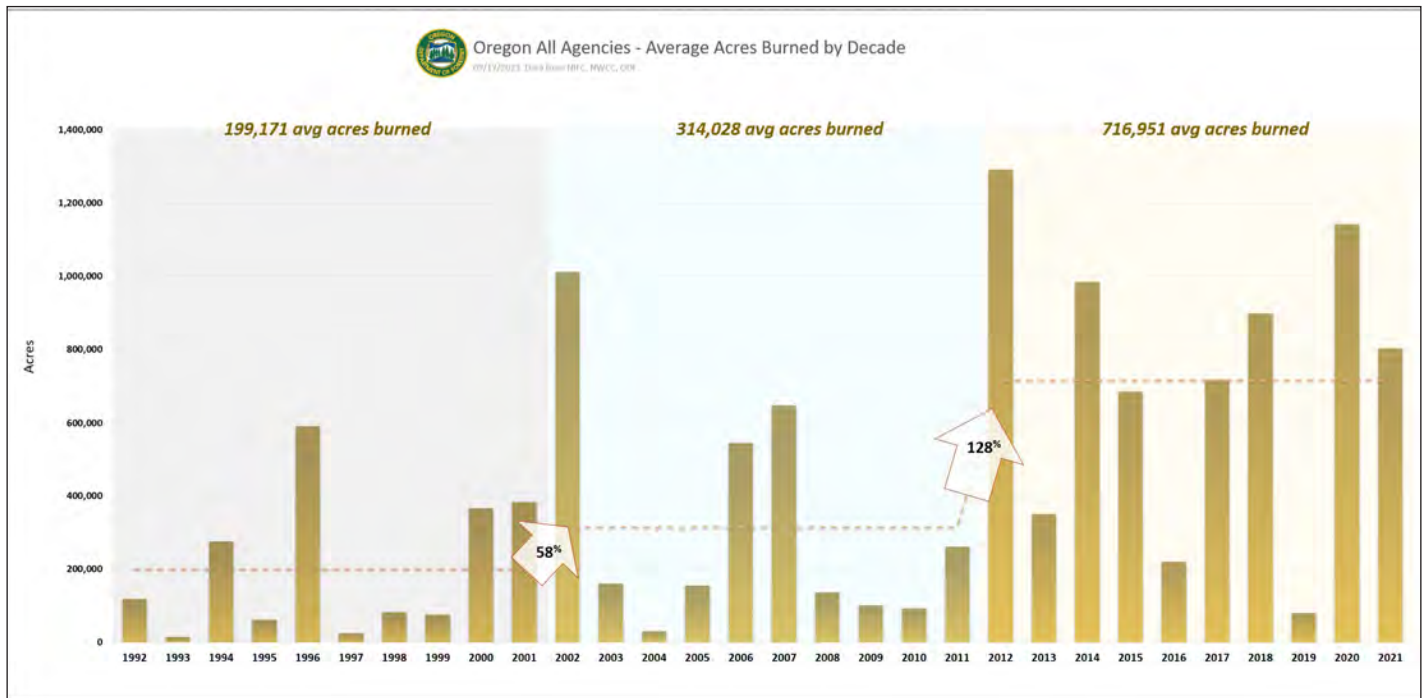


Figure 19. Annual number of acres burned in Oregon across all ownerships (1992-2021), grouped by decade to indicate increasing trends (Teresa "TzA" Alcock, ODF).



Figure 20. Patton Meadows fire (left, Tyson Schultz) and smoke from 413,000 acre Bootleg fire (right, Tyler Ramos, ODF).



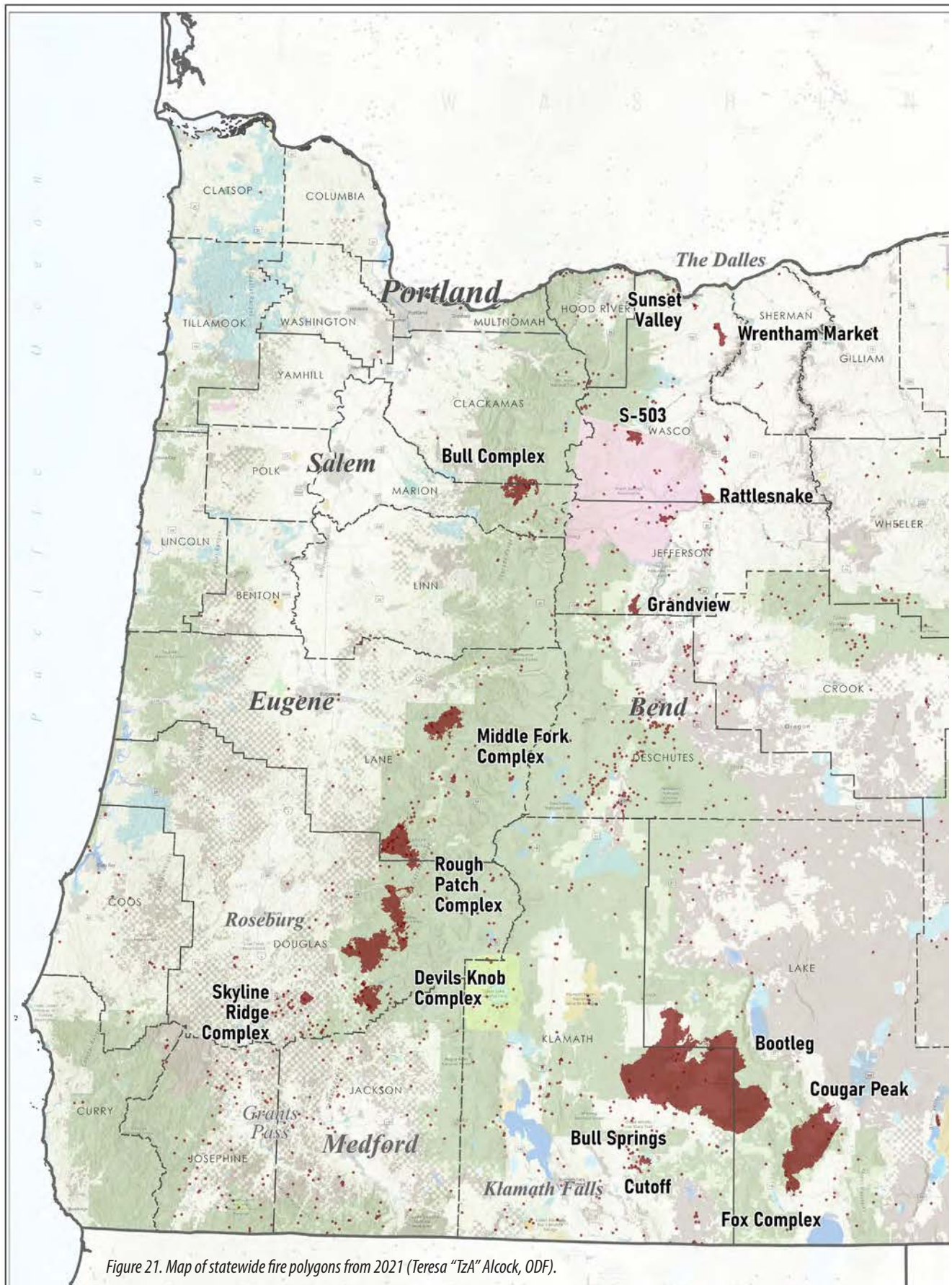
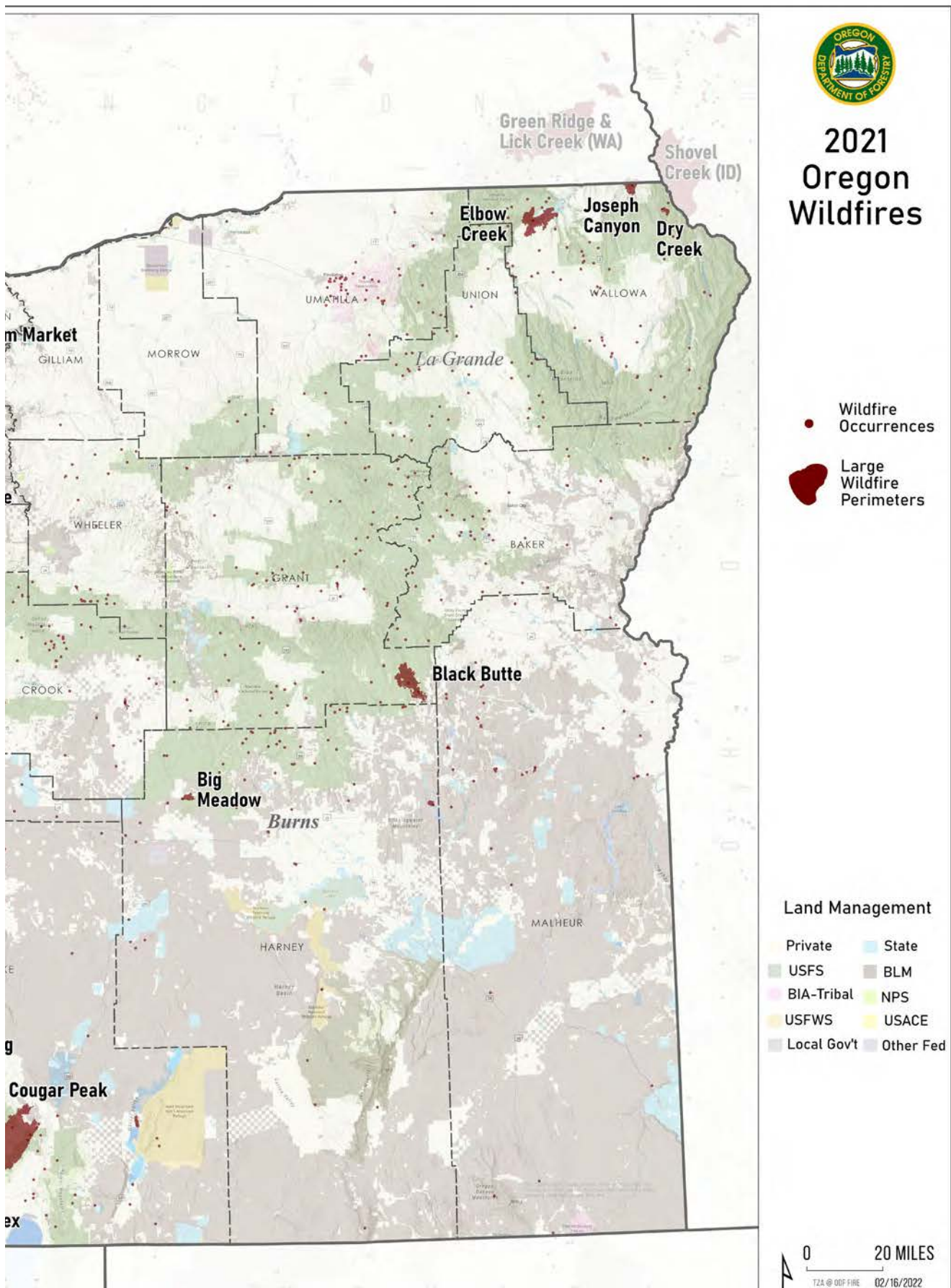


Figure 21. Map of statewide fire polygons from 2021 (Teresa "TzA" Alcock, ODF).





# FOREST INSECTS

**Healthy trees are defended trees.** Tree defenses include mechanical and chemical defenses in foliage and wood that prevent infestation, mitigate damage, or kill insects. For trees to produce these defenses they must have their growth requirements met, sparing additional resources that producing defenses require. Droughts, in particular, impact defenses because trees require moisture for tree sap, their main defense, which acts as a mechanical barrier that traps insects and also contains chemicals that are repellent or toxic to insects and the microbes and fungal pathogens that insects may vector.

## Beetles

Within the area of the state aerially surveyed in 2021 we observed beetle-caused mortality (Fig. 22) on about:

- 148k acres of true fir, attributed mostly to fir engraver
- 122k acres of pine, attributed to mountain pine beetle, western pine beetle, and Ips beetles
- 58k acres of Douglas-fir, attributed mostly to Douglas-fir bark beetle and flatheaded fir borer

All the above insects are native and widely present on the landscape at endemic levels. They are, however, opportunistic on stressed or damaged trees and their populations can build into unnaturally large levels that may spill over into healthier trees. In recent history, the statewide ongoing hot drought has predisposed trees to infestation and mortality from these beetles. Other landscape-level stressors such as storms and wildfires also damage trees and increase susceptibility to pests.

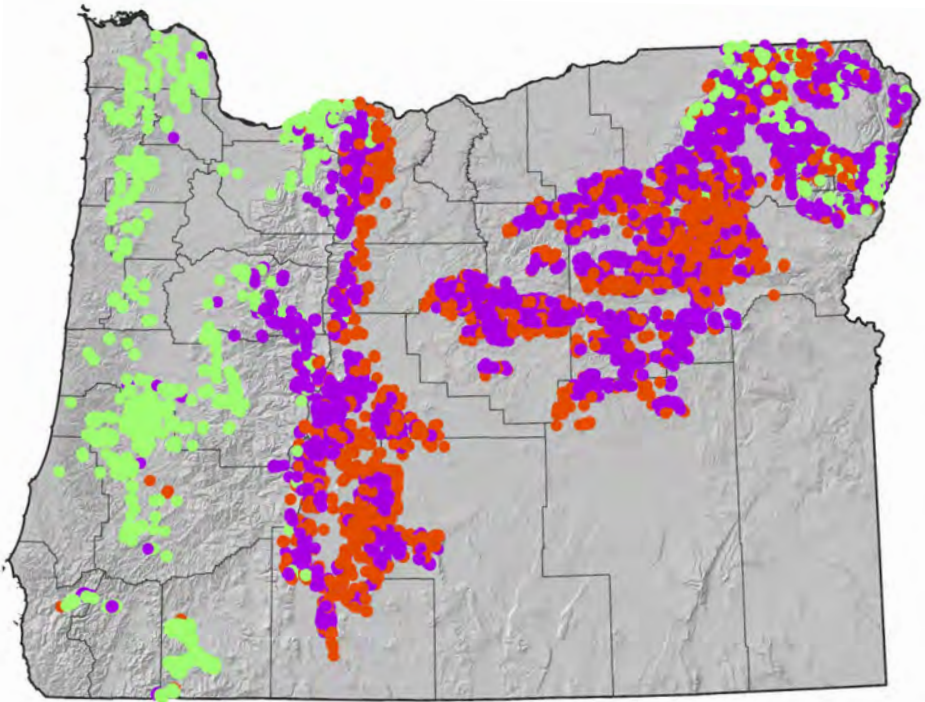


Figure 22. Beetle-caused mortality in true fir (purple), pine (red), and Douglas-fir (green).

The primary methods of management or mitigation of these pests is preventative because control measures are far too expensive or not efficacious at the stand-level. To reduce pest susceptibility, management strategies should target enhancement of tree resiliency to drought and wildfire by reducing stand density and fuels buildup. Other suggested prevention strategies are to prevent beetle population buildup by managing root diseases (e.g., alternate species, buffer cuts, etc. in root rot pockets), destroying pine slash to prevent Ips (*Ips* spp.) outbreaks, and applying MCH anti-aggregant pheromone (Fig. 23) in wildfire or storm-damaged areas to prevent Douglas-fir beetle (*Dendroctonus pseudotsugae*) outbreaks. These strategies are far more effective than attempting to control the insect pests directly. Cost share funds are available for bark beetle prevention and mitigation treatments such as thinning, pine slash management, and anti-aggregation pheromone application. Cost share for fuels reduction is also available. Apply for cost share funds on non-federal lands: <https://tinyurl.com/ODFCostshare>



Figure 23. MCH pheromone packet that reduces Douglas-fir beetle aggregations (Christine Buhl, ODF).



*More information:*

Slash management:

MCH: [https://www.oregon.gov/odf/Documents/forestbenefits/MCH\\_2016.pdf](https://www.oregon.gov/odf/Documents/forestbenefits/MCH_2016.pdf)

ODF Insect pest guide: <https://www.oregon.gov/odf/Documents/forestbenefits/InsectPestDiagnosis.pdf>

ODF forest pest fact sheets and videos: <http://tinyurl.com/ODF-ForestHealth>

*Are beetles still present?*

Bark beetles infest only living trees and cycle very quickly, so it is important to recognize the signs and symptoms (Fig. 24) of current infestation when planning sanitation efforts. Sanitation can be useful at smaller scales, but be advised, it is hard to stay ahead of outbreaks through this method alone.

When bark beetles enter a tree, they kick out brown (not white) sawdust or “frass”. If the tree has enough moisture to produce sap, there may be small, individual pitch drops, streams, or tubes depending on the tree species. Adult offspring then chew their way out of the tree, leaving many tiny perfectly round exit holes about the size of the tip of a ballpoint pen. If you peel back the bark, you will see that these holes do not penetrate the wood. Bark beetles girdle only the outside of sapwood and they have leave intricate gallery patterns that are usually repeated along the bole. Often, by the time a tree’s foliage has turned red, the bark beetles have already matured and left.



Figure 24. Left to right: bark beetle frass, pitch streams, pitch tubes, and bark beetle exit holes (Christine Buhl, ODF).

### *Defect*

Salvage logging has increased in recent years following intense and widespread wildfires. For trees that are being removed for timber, tree mortality from bark beetles is not a concern although defect from woodboring beetles can be costly. Woodborers range widely in size. Signs and symptoms of woodborers include white (not brown) frass and holes and tunnels in the wood (Fig. 25). Most of our native woodboring beetles are not tree killers and infest in large number only when trees are dead or dying, as part of the natural decomposition process. Removing logs and getting them processed quickly can reduce the amount of woodborer infestation and activity, thereby reducing extent of defect.



Figure 25. Woodborer exit hole (Christine Buhl, ODF).

*Non-established exotic pest: Emerald ash borer*

There is a significant risk of emerald ash borer (EAB; *Agrilus planipennis*) invading Oregon's riparian forests. EAB (Fig. 26) has not yet been detected in Oregon or in other western states. Oregon ash (*Fraxinus latifolia*), a native and susceptible ash, grows widely across the western part of the state in riparian habitats often occupied by rare, threatened, or endangered species. Rapid mortality of this native tree caused by EAB is expected to cause changes in riparian plant communities, increase stream temperatures and alter food webs. Oregon ash is also grown by some tree farmers as a specialty niche crop for forest products or for conservation and restoration efforts. Because of its ability to grow in saturated soils where other woody plants simply cannot, pockets of ash often occur in areas unsuitable for our other native tree species and the loss of these stands would reduce the ecological and aesthetic value of these areas. If patterns follow eastern states, EAB will likely decimate this small but important market, as well as wild ash stands, within approximately 10 years. Moreover, rapid ash mortality in Oregon's cities and urban forests will cause significant economic strain on local governments and property owners.

Multiple state and federal agencies have been surveying the state for EAB since 2008 and have not yet found evidence that EAB is in Oregon. In 2020 and 2021, due to complications surrounding COVID-19, no statewide surveys were conducted.

In 2018, ODF Forest Health received funding from the USFS to collect and store seeds of Oregon ash before the arrival of EAB to the state. The seeds will be stored in freezers for genetic conservation (USDA Seed Lab, Fort Collins) and grown for resistance research (USFS Dorena Genetic Resource Center). In 2019, approximately 350,000 seeds were collected from over 100 "mother" trees across 12 populations in western Oregon. Because of the record-setting 2020-2021 fire seasons and the impact on agency resources, ODF plans for collecting and storing another 600,000 seeds from an additional 200 mother trees were delayed until 2022.

For more on the risk and mitigation of EAB, visit Oregon's EAB Readiness and Response Plan: <https://www.OregonEAB.info>



Figure 26. EAB larvae (top) and galleries (bottom) in ash trees in Maryland (Wyatt Williams, ODF).



## Defoliators

Within the area of the state aerially surveyed in 2021 we observed defoliator-caused damage and some mortality on about (Fig. 27):

- 14k acres of true fir, attributed mostly to balsam woolly adelgid
- 13k acres of Douglas-fir and true fir, attributed to Douglas-fir tussock moth
- 3k acres of pine, attributed to sawflies

In recent years the highest levels of tree mortality have been detected in true fir which is growing in areas that either have unchecked root disease or are becoming marginal due to hot droughts. Often these true fir are killed by fir engraver

beetles. In addition to root disease, drought, and fir engraver beetle complexes, true fir are also suffering from high levels of damage and mortality from balsam woolly adelgid (*Adelges piceae*). This insect is a non-native but long-established pest particularly in higher elevation trees where control and/or sanitation are difficult.

Since around 2018, true fir and Douglas-fir in eastern Oregon have been defoliated by scattered outbreak populations of Douglas-fir tussock moth (*Orgyia pseudotsugata*) caterpillars. These outbreaks have generally collapsed which is typical after 2-3 years.

Pine defoliation from sawfly larvae was observed in south central Oregon. Outbreaks from sawflies in Oregon tend to be short-lived and not widespread. Ground observations of pandora moth (*Coloradia pandora*) populations in central Oregon indicate declining populations and possibly the end of an outbreak that started around 2013; these outbreaks tend to collapse after 8 years. Pandora moth caterpillars feed only during “even” years so forest damage was not visible during 2021.

### *Non-established exotic pest: Spongy moth (formerly gypsy moth)*

Spongy moth (formerly called gypsy moth) is an exotic defoliating insect that feeds on several hundred species of trees and shrubs, including conifers. If it were to establish in the western U.S., it has the potential to dramatically change forest management and ecology, and would likely increase aerial pesticide use and timber harvest costs through increased regulation to prevent the further spread of this forest pest. European spongy moth (ESM; *Lymantria dispar dispar*) is established in the eastern U.S. and is regularly detected in Oregon; Asian spongy moth (ASM; *Lymantria dispar asiatica*) is not established in the U.S. but is occasionally detected in western states from overseas imports. All detections of both types of spongy moth have been successfully eradicated in Oregon since monitoring began in the 1970s. Today, there are no established populations of spongy moth in Oregon due to our effective early detection and rapid response system.

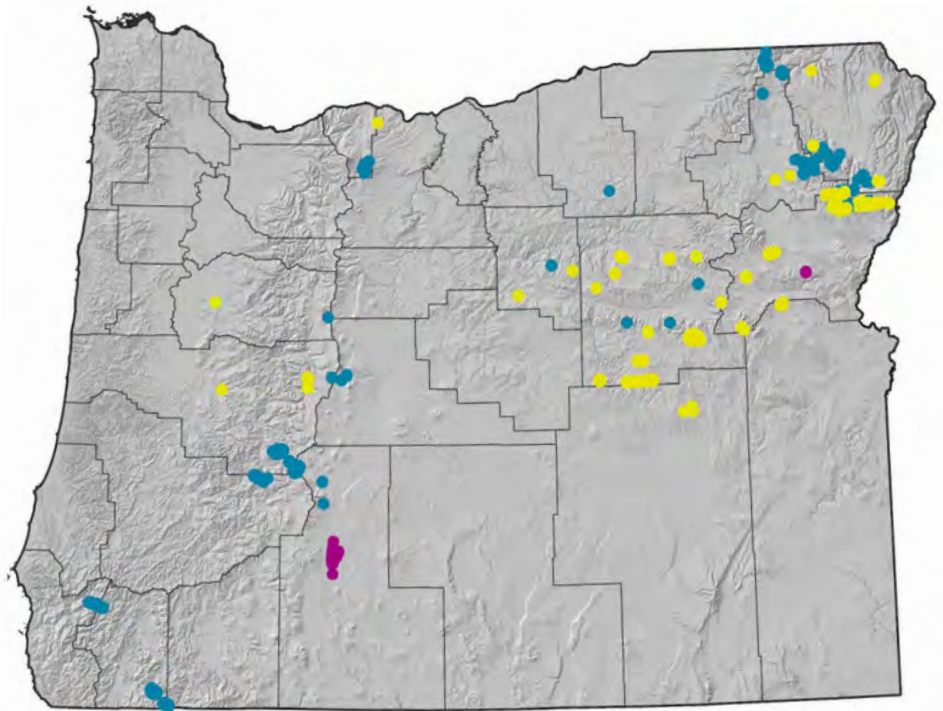


Figure 27. Defoliator damage/mortality in true fir from balsam woolly adelgid (blue), Douglas-fir and true fir from Douglas-fir tussock moth (yellow), and pine from sawflies (purple).

# FOREST INSECTS

Since the 1970s, ODA has been the agency responsible for surveying the state for spongy moth and deploys approximately 15,000 detection traps annually. In the last several years, state funding for this large trapping program has been generated from the Oregon Lottery.

In 2021, ODA requested in-kind assistance from ODF at a forested site near Rainier, where spongy moth was detected in 2020. ODF reached out to local forest landowners and over 150 traps were placed across roughly 60 properties. Traps were in place June to September to catch and monitor spongy moth adult populations. No spongy moths were captured in any of the traps. Capturing no moths in 2022 will indicate that the small population from 2020 declined to extinction. No eradication projects occurred at this site or others in Oregon in 2021. *More information:* <https://www.oregon.gov/odf/Documents/forestbenefits/fact-sheet-spongy-moth.pdf>

## *Non-established exotic pest: Asian giant hornet*

Asian giant hornet aka “murder hornet” (*Vespa mandarinia*) is an exotic species that has not yet been found in Oregon. It was first reported in northern Washington in 2019, and has been found in Canada in previous years. This insect is often mistaken for many other species that are found in Oregon such as cicada killers (Sphecidae), sawflies, bald-faced hornets, and yellow jackets (Fig. 28). Features that distinguish Asian giant hornet are its large head and its huge size (1.25 - 2 inches long). There is concern around this insect establishing due to its aggression toward honey bees. Additionally, this insect creates large underground nests. Due to its potent venom and large nest populations, it can become a human health hazard.

If you think you have found Asian giant hornet please report it to the Oregon Department of Agriculture: [plant-entomologists@oda.state.or.us](mailto:plant-entomologists@oda.state.or.us) or 503-986-4636

## *More information:*

Online identification form: <https://oda.direct/InsectID>

<https://www.oregon.gov/odf/Documents/forestbenefits/asian-giant-hornet-1.pdf>

<https://www.oregon.gov/odf/Documents/forestbenefits/asian-giant-hornet-2.pdf>

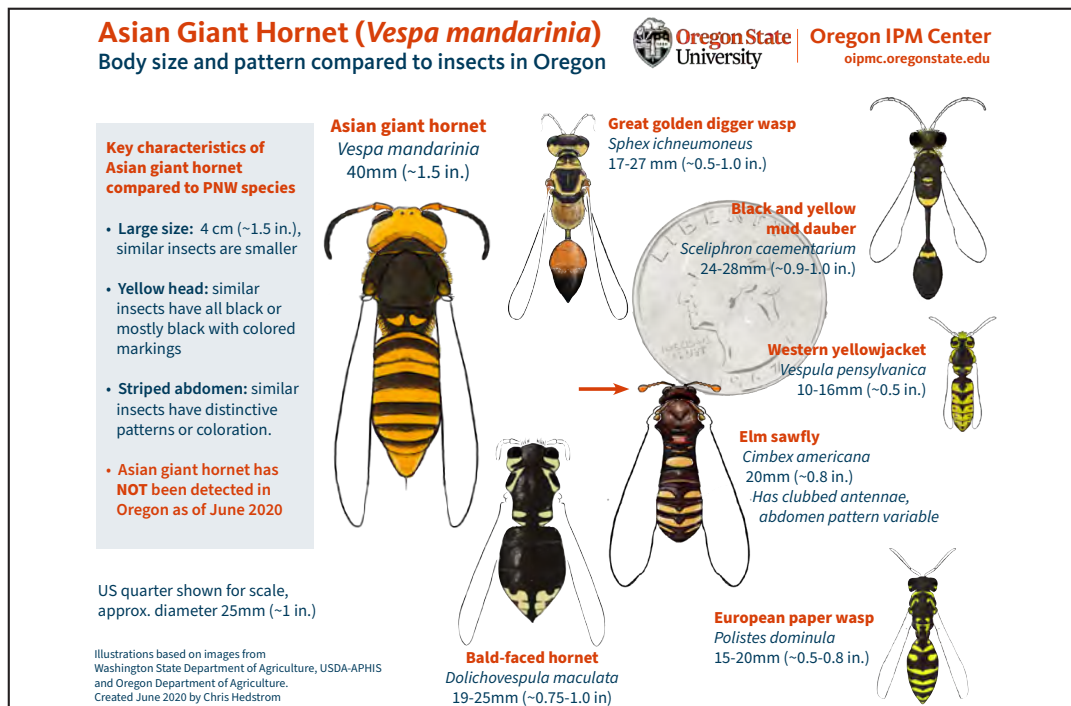


Figure 28. Asian giant hornet and similar looking insects (Oregon State University publication EM 9297).



# FOREST DISEASES

Sudden oak death (SOD), caused by the non-native invasive pathogen *Phytophthora ramorum*, is lethal to tanoak (*Notholithocarpus densiflorus*) and threatens this species throughout its range in Oregon. *P. ramorum* spreads during rainy periods when spores produced on infected leaves or twigs are released into the air and washed downward or transported in air currents. The disease can also be spread by humans transporting infected plants or infested soil. *P. ramorum* can kill highly susceptible tree species such as tanoak, coast live oak, and California black oak by causing canker lesions on their main stems (Fig. 29).



Figure 29. Bleeding on the exterior of tanoak bark (left) and cankers (dead lesions) underneath the bark (right) are symptoms of SOD infection (Sarah Navarro, USFS).

The disease was first discovered in coastal southwest Oregon forests in July 2001. Since then, an interagency team has continued to slow the spread of the pathogen through a program of early detection and treatments of infected and nearby host plants. Treatments include cutting and burning infected and potentially exposed host material. Spread of *P. ramorum* is managed through the designation of a SOD Generally Infested Area (GIA) and SOD quarantine area (Fig. 32) under the authorities of the Oregon Department of Agriculture (ORS 603-052-1230) and the USDA Animal Plant Health Inspection Service (7 CFR 301-92). These state and federal quarantines regulate the intrastate and interstate movement of host plant material outside the quarantine area. Oregon regulations require infested sites on state and private lands outside the GIA to undergo eradication treatment.

In 2021, the Oregon SOD Program found two new infestations of *P. ramorum* outside the state SOD quarantine area (Fig. 30). The first, detected in March, was on the Rogue River Siskiyou National Forest along the north bank of the Rogue River, six miles north of any previously known infestation. Infected trees were identified by interpretation of high-resolution aerial imagery as a part of the annual USFS and ODF Aerial Detection Survey. Cutting and piling of all tanoaks within the 600-foot treatment buffer was completed mid-May and burning is ongoing as weather conditions permit.

The second infestation, just outside Port Orford, 21 miles northwest of the Rogue River and 13 miles south of Coos Co., was detected on April 27, 2021, along Highway 101 by an Oregon State University (OSU) researcher. All samples collected have tested positive for the NA2 variant of *P. ramorum*. Previously found only in nurseries, this is the first time the NA2 variant has been found in wildlands. Since April, this infestation has been the program's top priority with ODF, USFS, and OSU surveying over 400 acres of ground transects and collecting over 200 samples, resulting in 154 positive detections. The samples were identified as SOD at two independent laboratories (OSU and USDA ARS), and specifically as the NA2 variant by the USDA lab.



Figure 30. Researcher sampling a canker on a recently cut NA2 positive tree (Sarah Navarro, USFS).



# FOREST DISEASES

Given the number of infected trees and a new variant, Oregon SOD pathologists believe this to be a unique introduction to Oregon forests that has been intensifying in the area for at least four years. A tentative 600-foot treatment buffer has been placed around the confirmed positive trees totaling 581 acres. ODF has begun treatment on 208 acres within the proposed treatment area and will continue treatments as weather and fire risk conditions allow.

Other SOD survey and detection efforts continued in and adjacent to the SOD quarantine area throughout 2021, including monitoring 58 stream bait sites, aerial imagery interpretation of 379,000 acres, and 662 acres of ground transect surveys for the harvesting of disease-free tanoak. ODA put two separate 3-mile emergency quarantines into place until the extent of the new infestations could be determined. Oregon's SOD Program will consult with stakeholders regarding the expansion of quarantine boundaries in early 2022. The Oregon State Legislature appropriated \$1.7 million to ODF to carry out an integrated pest management program to combat SOD with \$50,000 set aside to fund the OR SOD Task Force. The goal of Oregon's SOD program since 2010 has been to slow the spread of the disease, recognizing that eradication in the generally infested area of Curry Co. is not feasible. To date, eradication treatments (Fig. 31) have been completed on more than 7,900 acres at an estimated cost of over \$34 million.



Figure 31. Contract crews starting work in a treatment area. Treatments include cutting and burning infected and potentially exposed host material (Sarah Navarro, USFS).

More information:

SOD GIS data dashboard: <https://tinyurl.com/2p8vdp3x>

Forest operations guide within SOD quarantine areas: <https://tinyurl.com/9zvmdbht>

<https://www.oregon.gov/oda/programs/PlantHealth/Pages/SODProgram.aspx>

<https://catalog.extension.oregonstate.edu/em9216>

[https://www.aphis.usda.gov/plant\\_health/plant\\_pest\\_info/pram](https://www.aphis.usda.gov/plant_health/plant_pest_info/pram)

<https://www.suddenoakdeath.org>



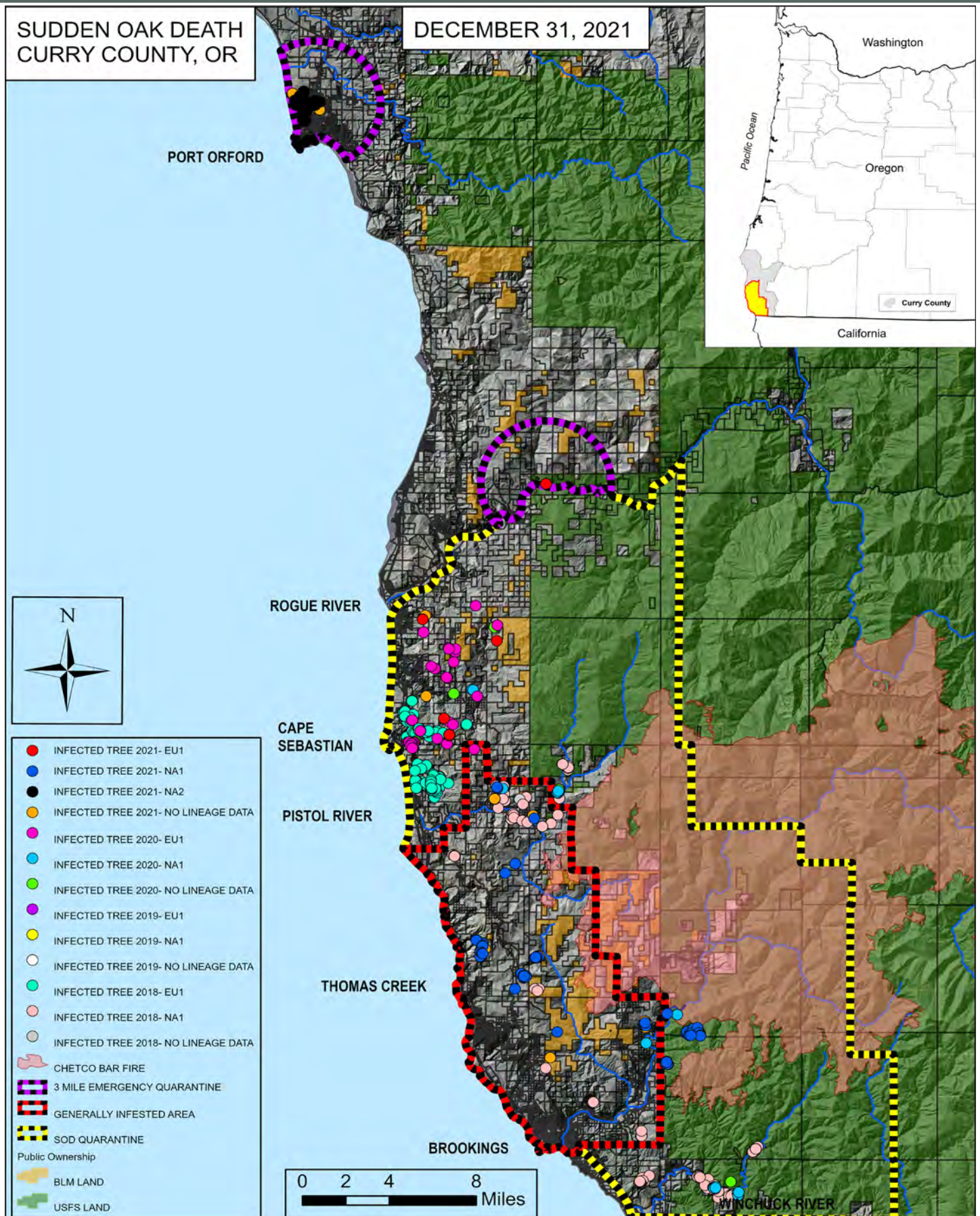


Figure 32. Map of SOD infection area (red) and quarantine area (yellow). EU1 and NA1 are two different lineages of *P. ramorum*. In Europe, the EU1 lineage kills or damages conifer tree species and is considered more aggressive than the NA1 lineage.



# FOREST DISEASES

Swiss needle cast (SNC), a foliar disease affecting Douglas-fir in the Pacific Northwest, is caused by the native fungus *Nothophaeocryptopus gaeumannii*. The fungus is common where its only host, Douglas-fir, is grown. It has become particularly damaging to Douglas-fir forests on the western slopes of the Oregon Coast Range. SNC was first noted in coastal Douglas-fir in the 1980's, emerged as an epidemic in the 1990's, and has continued to persist. The host-pathogen interaction is interesting because both the fungus and the host tree are native to the Pacific Northwest (PNW).

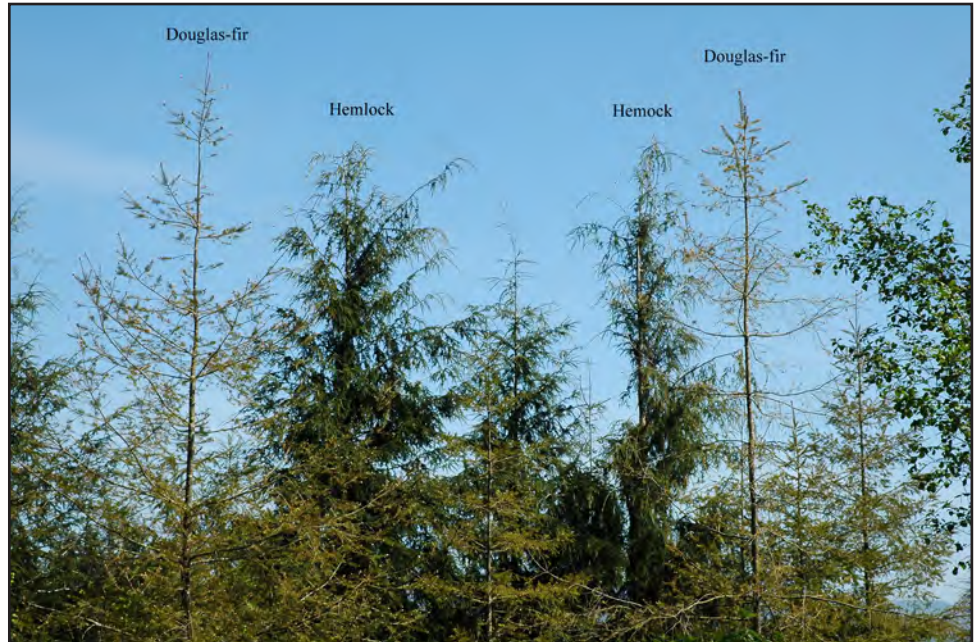


Figure 33. SNC causes foliage loss and sparse yellow crowns in Douglas-fir in Oregon's Coast Range. Low foliage retention can reduce tree volume growth by more than 50%. Western hemlock is unaffected (Alan Kanaskie, ODF).

Trees affected by SNC exhibit chlorotic foliage in the late spring and drop ("cast") needles prematurely, resulting in sparse crowns (Fig. 33). Disease severity and growth impacts are assessed using the number of years of retained foliage. Uninfected trees generally have a minimum of 3 years of retained foliage, and trees with severe infections may retain needles for less than two years. SNC rarely kills trees but reduces diameter and height growth due to foliage loss.

Previous analyses (Maguire et al. 2011 ten-year study from 1998-2008) have shown that cubic volume growth in the most heavily infected stands is less than half of the volume growth in uninfected stands. Growth loss due to SNC in 10-70-year-old Douglas-fir in the Oregon Coast Range is estimated at more than 190 million board feet per year. SNC also negatively affects the properties of milled lumber such as by increasing the percentage of knots (pers. comm. Stimson Lumber), slows the development of stand structure and wildlife habitat, and limits stand management options.

Over three years, starting in 2013, the SNC Cooperative (SNCC) at OSU established a 106-plot research network in 10-25-year-old Douglas-fir stands (Fig. 34). The plots are distributed from the Oregon-California border to southwest Washington and 35 miles inland. The SNCC will collect data from these plots for at least ten years. The first five-year period of plot re-measurement has been completed. It has provided information about disease severity, growth loss, and geographic distribution on 102 surviving plots throughout the Coast Range. Analysis of these new data showed that cubic volume growth in the most heavily infected stands is about two-thirds of that expected in uninfected stands. The diminished growth losses (relative to the 1998-2008 period) are thought to be due to post-harvest replacement of Douglas-fir with western hemlock in coastal zones subject to the greatest disease pressure and demonstrating the poorest growth performance.

A special SNC aerial survey (Fig. 35) is conducted by ODF and USFS every other year (the survey was annual until 2018). It was canceled in 2020 and 2021 due to COVID-19 restrictions and reduced staff, but is planned to resume in spring 2022: <https://tinyurl.com/35dv2p33>



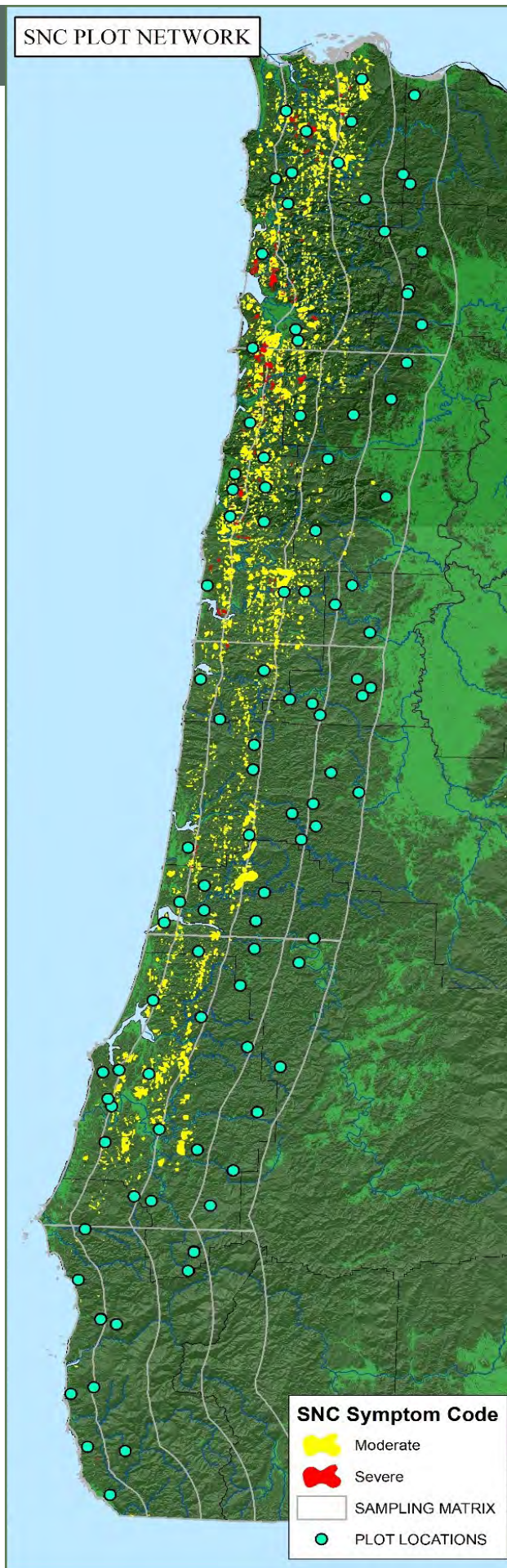


Figure 34. (left) Map of SNC plot locations and SNC damage observed in Douglas-fir during the 2018 SNC aerial survey. The next aerial survey will take place in late spring of 2022.

Figure 35. (right) During recent SNC aerial surveys, observers have noted that SNC infected Douglas-fir stands appear more brown with thin crowns (top) compared to previous years when symptomatic stands appeared more yellow in color (bottom) (ODF).



# EXOTIC INVASIVE PLANTS

ODF has been a cooperator in the development of new control strategies for Japanese knotweed (*Fallopia japonica*), a noxious weed that grows rapidly and chokes out native plants along rivers and streams (Fig. 37) in northwest and southern Oregon. In 2020, ODF Forest Health and ODF State Forests assisted Oregon State University (OSU) researchers and Oregon Department of Agriculture (ODA) in locating sites on the Nehalem River for release of a new biological control agent, the knotweed psyllid (Fig. 36) is an insect from Japan that feeds solely on knotweed. This insect was tested for several years in a quarantine facility at OSU, and in 2020 was deemed safe for open field releases by the USDA. Included in the field sites selected by OSU researchers was a site on the Tillamook State Forest and another on nearby private land. At both sites, the insects successfully established and produced a second generation. Introduction of this biocontrol agent shows promise for the development of a sustainable, eco-friendly control tactic for this damaging weed.



Figure 36. Knotweed psyllid (inset; CABI) and damage to knotweed leaf (main; Joel Price, ODA)

ODF supports safe and proven biological control as part of a comprehensive Integrated Pest Management (IPM) program. This is especially important for Japanese knotweed, which is extremely difficult to control with chemical pesticides. Biological control also significantly reduces the amount of chemical pesticides being applied near streams and rivers.

Japanese knotweed is one of the species on the state's official noxious weed list, a list comprising over 130 species of exotic pest plants, deemed a "menace to the public". Over 30 of the weeds on this list occur in Oregon's forests. Two of these pest plants (Himalayan blackberry and Scotch broom cost an estimated \$80 million dollars annually to Oregon's forestland owners and farmers. ODA administers the noxious weed list and has a robust program focusing on early detection and rapid response, as well as sound IPM strategies. ODF Forest Health supports and cooperates with ODA Noxious weed program.



Figure 37. Japanese knotweed along Siuslaw River near Mapleton (Wyatt Williams, ODF).

Oregon noxious weeds: <https://www.oregon.gov/oda/programs/weeds/oregonnoxiousweeds/pages/aboutoregonweeds.aspx>

# FOREST HEALTH CONTACTS

## **Oregon Department of Forestry - Forest Resources | Forest Health**

2600 State Street, Salem, OR 97310

<https://tinyurl.com/odf-foresthealth>

|                |                        |                |                                  |
|----------------|------------------------|----------------|----------------------------------|
| Christine Buhl | Entomologist           | (503) 798-7739 | christine.j.buhl@odf.oregon.gov  |
| Gabi Ritokova  | Pathologist            | (503) 798-2404 | gabriela.ritokova@odf.oregon.gov |
| Wyatt Williams | Invasive Species Spec. | (503) 798-5436 | wyatt.williams@odf.oregon.gov    |
| Vacant         | Aerial Observer        |                |                                  |

## **USDA Forest Service – Forest Health Protection and Forest Health Monitoring Programs**

1220 SW Third Avenue, Portland, OR 97204

<https://www.fs.usda.gov/main/r6/forest-grasslandhealth/insects-diseases>

|                 |                          |                |                          |
|-----------------|--------------------------|----------------|--------------------------|
| Chad Davis      | Region 6 Director        | (503) 808-2340 | chad.davis2@usda.gov     |
| Karl Dalla Rosa | Region 6 Asst. Director  | (503) 808-2913 | karl.dallarosa@usda.gov  |
| Iral Ragenovich | Entomologist             | (503) 808-2915 | iral.ragenovich@usda.gov |
| Karen Ripley    | Forest Health Monitoring | (503) 808-2674 | karen.ripley@usda.gov    |
| Blakey Lockman  | Pathologist              | (503) 808-2997 | irene.lockman@usda.gov   |
| Sarah Navarro   | SOD Pathologist          | (503) 808-2257 | sarah.navarro@usda.gov   |
| Vacant          | Aerial Survey Manager    |                |                          |
| Justin Hof      | Aerial Observer          | (503) 668-1646 | justin.hof@usda.gov      |

## **USDA Forest Service – Westside Oregon Service Center**

Mount Hood National Forest, 16400 Champion Way, Sandy, OR 97055

|                  |              |                |                             |
|------------------|--------------|----------------|-----------------------------|
| Beth Willhite    | Entomologist | (503) 668-1477 | elizabeth.willhite@usda.gov |
| Kristen Chadwick | Pathologist  | (503) 668-1474 | kristen.chadwick@usda.gov   |
| Holly Kearns     | Pathologist  | (503) 668-1475 | holly.kearns@usda.gov       |

## **USDA Forest Service – Southwest Oregon Service Center**

Medford Interagency Office, 3040 Biddle Rd, Medford, OR 97504

|              |              |                |                           |
|--------------|--------------|----------------|---------------------------|
| Laura Lowrey | Entomologist | (541) 858-6125 | laura.lowrey@usda.gov     |
| Josh Bronson | Pathologist  | (541) 858-6126 | joshua.j.bronson@usda.gov |

## **USDA Forest Service – Central Oregon Service Center**

Deschutes National Forest, 63095 Deschutes Market Road, Bend, OR 97701




|                |                 |                |                               |
|----------------|-----------------|----------------|-------------------------------|
| Robbie Flowers | Entomologist    | (541) 383-5788 | robbie.flowers@usda.gov       |
| Brent Oblinger | Pathologist     | (541) 383-5701 | brent.oblinger@usda.gov       |
| Max Wahlberg   | Fire Ecologist  | (503) 319-9582 | maximillian.wahlberg@usda.gov |
| Danny DePinte  | Aerial Observer | (541) 840-2311 | daniel.depinte@usda.gov       |




## **USDA Forest Service – Blue Mountains Service Center**

3502 Highway 30, La Grande, OR 97850

|                    |              |                |                             |
|--------------------|--------------|----------------|-----------------------------|
| Vacant             | Entomologist |                |                             |
| Mike Johnson       | Entomologist | (541) 962-8538 | jay.m.johnson@usda.gov      |
| Michael McWilliams | Pathologist  | (541) 962-8510 | michael.mcwilliams@usda.gov |

# IMPORTANT INSECT AND DISEASE PESTS





|          | DOUGLAS-FIR                                                                                                                                                                                                                                                                                                                                               | TRUE FIR                                                                                                                                                                                                                                                                | PINE                                                                                                                                                                                                                                                                                                                                                                      |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INSECTS  |  <ul style="list-style-type: none"> <li>• Douglas-fir beetle</li> <li>• Douglas-fir tussock moth</li> <li>• Western spruce budworm</li> <li>• Flatheaded fir borer</li> <li>• Cooley spruce gall adelgid*</li> <li>• Douglas-fir pole &amp; engraver beetles*</li> </ul> |  <ul style="list-style-type: none"> <li>• Douglas-fir tussock moth</li> <li>• Western spruce budworm</li> <li>• Fir engraver beetle</li> <li>• <b>Balsam woolly adelgid</b></li> </ul> |  <ul style="list-style-type: none"> <li>• Ips beetles (pine engraver &amp; California five-spined)</li> <li>• Mountain pine beetle</li> <li>• Western pine beetle (ponderosa only)</li> <li>• Pine butterfly</li> <li>• Black pineleaf scale</li> <li>• Sequoia pitch moth*</li> </ul> |
| DISEASES | <ul style="list-style-type: none"> <li>• Laminated root rot</li> <li>• Blackstain root disease</li> <li>• Armillaria root disease</li> <li>• Swiss needle cast</li> <li>• Rhabdocline needle cast</li> <li>• Douglas-fir dwarf mistletoe</li> <li>• Heart and stem decays</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>• Annosus root disease</li> <li>• Interior needle blight</li> <li>• Fir needle rust</li> <li>• Fir broom rust</li> <li>• Heart and stem decays</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>• <b>White pine blister rust</b> (5-needle pines)</li> <li>• Diplodia tip blight</li> <li>• Dothistroma needle blight</li> <li>• Western gall rust</li> <li>• Blackstain root disease</li> <li>• Armillaria root disease</li> <li>• Pine dwarf mistletoe</li> </ul>                                                                |





|          | TANOAK                                                                                                                                                     | WHITE OAK                                                                                                                                                                                                                                            | MAPLE                                                                                                                                                                                                                                  |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INSECTS  | <ul style="list-style-type: none"> <li>• <b>Spongy moth</b></li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Spongy moth</b></li> <li>• Oak looper*</li> <li>• Gall-making wasps &amp; flies*</li> <li>• Leaf miners*</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Asian longhorned beetle</b></li> <li>• <b>Spongy moth</b></li> <li>• Various defoliators*</li> </ul>  |
| DISEASES | <ul style="list-style-type: none"> <li>• <b>Sudden oak death</b> (<i>Phytophthora ramorum</i>)</li> <li>• Armillaria root disease</li> </ul>               | <ul style="list-style-type: none"> <li>• Armillaria root disease</li> <li>• Inonotus trunk rot</li> </ul>                                                                                                                                            | <ul style="list-style-type: none"> <li>• Tar spot</li> <li>• Ganoderma trunk rot</li> <li>• Armillaria root disease</li> </ul>                                                                                                         |

\* Secondary or aesthetic pests that are not typically tree-killers

**BOLD:** non-native, exotic insects and diseases

# IN NATIVE OREGON TREES

| HEMLOCK                                                                                                                                                                     | SPRUCE                                                                                                                                                                                                                    | 'CEDARS'                                                                                                                                                                                                             | LARCH                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <ul style="list-style-type: none"> <li>• Western hemlock looper</li> </ul>                |  <ul style="list-style-type: none"> <li>• Spruce beetle</li> <li>• <b>Spruce aphid</b></li> <li>• Cooley spruce gall adelgid*</li> </ul> |  <ul style="list-style-type: none"> <li>• Cedar bark beetles*</li> <li>• Amethyst borer*</li> <li>• Western cedar borer*</li> </ul> |  <ul style="list-style-type: none"> <li>• <b>Larch casebearer</b></li> </ul> |
| <ul style="list-style-type: none"> <li>• Annosus root disease</li> <li>• Hemlock dwarf mistletoe</li> <li>• Hemlock needle rust</li> <li>• Heart and stem decays</li> </ul> | <ul style="list-style-type: none"> <li>• Spruce broom rust</li> <li>• Heart and stem decays</li> </ul>                                                                                                                    | <ul style="list-style-type: none"> <li>• <b>Port-Orford-cedar root disease</b> (POC only)</li> <li>• Cedar leaf blight (western redcedar only)</li> </ul>                                                            | <ul style="list-style-type: none"> <li>• Larch needle cast</li> <li>• Larch needle blight</li> <li>• Larch dwarf mistletoe</li> </ul>                           |

| ALDER                                                                                                                                                                                                                         | ASH                                                                                                                                                                                            | POPLAR                                                                                                                                                                                                         | MADRONE                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Spongy moth</b></li> <li>• Western tent caterpillar*</li> <li>• Alder flea beetle*</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Emerald ash borer</b></li> <li>• <b>Spongy moth</b></li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Spongy moth</b></li> <li>• <b>Satin moth*</b></li> <li>• Webworm*</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Spongy moth</b></li> </ul>  |
| <ul style="list-style-type: none"> <li>• Armillaria root disease</li> <li>• Nectria canker</li> <li>• Alder collar rot</li> <li>• Heart and stem decays</li> </ul>                                                            |                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Heart and stem decays</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>• Madrone leaf blight</li> <li>• Madrone branch dieback</li> <li>• Madrone stem cankers</li> </ul>                    |

**Don't know your tree? ID here:**

Oregon tree ID: [https://oregonstate.edu/trees/name\\_common.html](https://oregonstate.edu/trees/name_common.html)



|                       |                                                                                                                                       |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | F                                                                                                                                     |
| Work Plan:            | Overarching Issues Work Plan                                                                                                          |
| Topic:                | Board of Forestry Administration                                                                                                      |
| Presentation Title:   | Outcomes from Board of Forestry October Retreat                                                                                       |
| Date of Presentation: | November 16, 2022                                                                                                                     |
| Contact Information:  | Ryan Gordon, Planning Branch Director<br>503-945-7393, <a href="mailto:Ryan.P.Gordon@odf.oregon.gov">Ryan.P.Gordon@odf.oregon.gov</a> |

## **SUMMARY**

The Board of Forestry (Board) and the Oregon Department of Forestry Executive Team (ET) discussed the following topics at the annual Board retreat in October: Board self-evaluation, agenda development, meeting cadence, work plan modifications, Board advisory committees, and Board governance. Additionally, a full day was devoted to beginning the development of a new strategic plan for the agency, which will replace the current *Forestry Program for Oregon* (2011). Discussion was facilitated by Robin Harkless from the National Policy Consensus Center at Portland State University. This staff report is primarily informational, providing a summary of key takeaways from the conversation and next steps; however, staff does seek a decision on the following items:

- Intervals for Board meetings in the 2023 and 2024 calendar years; and
- Moving forward with the development of board governance and a board policy manual.

## **CONTEXT**

The annual fall retreat is typically a time when the Board and department staff discuss and begin to plan the next year's Board meetings and topics. The Board has expressed interest in re-evaluating how they collaborate with staff to plan and execute board meetings. Some of these changes relate to process, others to board governance. The totality of this discussion lies within the context of a full revision of the *Forestry Program for Oregon*, which has been the Board's strategic plan and was last updated in 2011. Based on the dialog between the Board and ET, there is support for managing meetings and agendas to be more adaptive and responsive to emerging policy issues, while allowing space for more interaction with the public and staff, particularly around the development of the new strategic plan.

## **BACKGROUND AND ANALYSIS**

The Board retreat and community spotlight events were well-received, offering an opportunity for the Board to interface formally and informally with department staff, community leaders, and policymakers. The following is a summary of key takeaways, next steps, and decision items:

### **Areas of consensus with proposed Board and department actions**

- **New meeting cadence:** Discussion focused on fewer, longer duration meetings, creating space for more dialog around key decision points, enabling the inclusion of information items relevant to decisions before the board, and allowing dialog with staff for the strategic plan revision. The proposed format is also intended to decrease the overhead associated with planning and executing Board meetings, making more efficient use of Board and staff time. Intent is to test this format in 2023 and purposely plan three out of the four meetings to be held outside of Salem.
  - **Decision:** Board to approve the 2023 and 2024 calendars as presented (see attachments 1 and 2).

- **Iterative agenda-setting process:** Discussion focused on the importance of a mechanism for board members and staff to provide regular suggestions and feedback for agenda development. The process is to be developed and formalized.
  - **Action:** Department staff to work with Board to develop an updated agenda-setting workflow to be presented at January 2023 Board meeting.
  
- **Work plan lite:** Board work plans have traditionally been completed each biennium, with one plan per operating program, but within the past two years, issue-specific work plans were developed as they spanned across multiple programs and policy areas. Historically these work plans drive agenda development, as well as provide a nexus to internal planning and external accountability. The value, process, and cycle of the work plans were discussed, resulting in the following observations: Modifying the work plan tool to include standing items, long-term projects, policy/rulemaking needs, and emerging interests; Maintaining work plan matrices to display the iterative tracking, progress, and achievements of the agency during a calendar year; and Recognizing the work plan tool acts as a nexus of accountability for the agency's internal and external communications, as well as feeds into the strategic direction of the Board.
  - **Action:** Department staff will work to simplify the work planning process by developing a single matrix to track planned board meeting items, which includes a mechanism for tracking progress on key initiatives. Draft matrix to be presented for discussion at the January 2023 Board meeting. Matrix to be refined the fully implemented by June 2023.
  
- **Board governance:** Discussion focused on the tenets and value of formalizing Board governance, intended to clearly identify roles, responsibilities, and communication pathways for the board-staff relationship. This effort would be memorialized in a board policy manual.
  - **Decision:** Board to support the State Forester in securing a contractor to coordinate, draft, and complete the proposed governance tool over the next 12-18 months.

### **Areas of interest that require more development**

- **Board Advisory Committees:** There are several standing committees that are advisory to the Board of Forestry, with some under the Board's authority to create and disband as business needs dictate. The structure, scope, policy relevance, and contribution to the Board and agency work by committees were explored at the retreat, resulting in the following observations:
  - Recognition that committees are either statutorily established or established by need; consider developing a process to formally stand up, modify, and sunset an advisory committee.
  - Diversifying the composition of advisory committees with appointments and reappointments affirmed by the Board.
  - A need to provide more guidance to the committees, enabling them to provide more meaningful input to the Board.
  - There is need to engage with this body of work, but capacity is limited – suggest incorporating into the board governance and board policy manual discussion.



- **Forestry Program for Oregon Revision:** The Board, in collaboration with staff, has initiated the process of revising the FPFO, which has traditionally served as the Board's strategic plan. A three-member subcommittee has been formed to assist with this process. Planned discussions explored the vision and values, including the plan's relevance and connection to the department's operations.

- **Vision Statement:** The vision statement was conceptualized through the lens of articulating a future state for Oregon's forests. The Board and ET worked in small groups to develop draft vision statements, which were presented for discussion by the full group. Key tenets offered by each group included the following:

- 1) Healthier and more resilient forests.
- 2) Diverse functional ecosystems that are able to persist and adapt.
- 3) Strive for resilient forests that persist over time.
- 4) Healthy and resilient forests benefiting all Oregonians current and into the future.

The full group discussed these alternatives and developed the following draft:  
"Complex and resilient forest ecosystems that endure and adapt."

- **Values Brainstorming.** The values discussion between Board and executive team members was generative regarding different and perceived values that surround and are attached to forests. During the retreat, 118 individual values were offered by Board Members and staff. Organizing these in the context of a Climate Smart lens, responses fell into the following thematic areas:

|             |    |
|-------------|----|
| Adaptation  | 40 |
| Communities | 33 |
| Economy     | 23 |
| Mitigation  | 21 |

- **Proposed Next Steps – FPFO revision:**

- **Vision:** The Executive Team will review and offer further refinements to the proposed vision, and also consider the development of draft mission and purpose statements. These refinements will be discussed with the subcommittee and presented for discussion with the full board at their January 2023 meeting.
- **Values:** Projecting forward, revisiting values with Board and agency staff in the lens of Climate Smart Forestry, as well as the incorporation of broader public perspectives. Staff will design a process for iterative review and incorporation of new thematic elements as values are discussed at subsequent meetings.
- **Internal & External Engagement:** Staff will work with the National Policy Consensus Center to design processes for the engagement of internal staff and external communities around the development of the new strategic plan over the next year. The intent is to use the proposed Board meeting schedule to garner community input over the next calendar year and look for opportunities to engage staff through leadership meetings and other available forums on that timeline.

## **NEXT STEPS**

As outlined in this staff report, next steps include the following:

- Implementation of a new meeting cadence in 2023 and 2024 (decision item).
- Development of formalized board governance and a board policy manual, with completion anticipated near the end of 2023 (decision item).
- Collaborative work with the Board to develop new mechanisms for planning and implementing meetings, including a new agenda development workflow and planning matrix for consideration at the January 2023 meeting.
- Continued discussion of Board advisory committees, potentially incorporated into the board governance effort.
- Further development of the new strategic plan, with the anticipated discussion at the January 2023 Board meeting to focus on the following:
  - Confirmation of the subcommittee's continued role;
  - Additional discussion of Mission, Vision, Values, and Purpose; and
  - Review of internal and external community engagement options

## **RECOMMENDATION**

Staff recommends approval of the 2023 and 2024 Board meeting calendars, as well as the plan to engage a consultant for the development of a board policy manual.

## **ATTACHMENTS**

- (1) 2023 Board of Forestry Calendar
- (2) 2024 Board of Forestry Calendar



# Oregon

## Board of Forestry

Oregon Department of Forestry  
2600 State Street  
Salem, OR 97310  
503-945-7200  
FAX 503-945-7212  
<https://www.oregon.gov/ODF>

## 2023 BOARD OF FORESTRY EVENTS

Field tours, work sessions, and special meetings may be organized throughout the calendar year

|                    |         |                                |
|--------------------|---------|--------------------------------|
| January 4* and 5   | Meeting | Department Headquarters, Salem |
| March 8* and 9     | Meeting | Location to be determined      |
| April 26 and 27    | Retreat | Location to be determined      |
| June 7* and 8      | Meeting | Location to be determined      |
| September 6* and 7 | Meeting | Department Headquarters, Salem |
| October 18 and 19  | Retreat | Location to be determined      |

**\*Statutorily required by ORS 526.016.** The Board is mandated to hold public meetings on the first Wednesday after the first Monday in January, March, June, and September, at places designated by the chairperson of the board or the State Forester. The board may meet at other times and places in this state on the call of the chairperson or the State Forester. To conduct business, a majority of the voting members of the board must be electronically or physically present to vote on an item.

**Effective Jan. 1, 2022** - ORS 192.670 amended to allow access and attendance to public meetings by telephone, video, or other electronic or virtual means. Included with the enrollment of HB 2560 provisions to provide oral and written testimony if elected by the governing body.



# Oregon

## Board of Forestry

Oregon Department of Forestry  
2600 State Street  
Salem, OR 97310  
503-945-7200  
FAX 503-945-7212  
<https://www.oregon.gov/ODF>

## 2024 BOARD OF FORESTRY EVENTS

Field tours, work sessions, and special meetings may be organized throughout the calendar year

|                    |         |                                |
|--------------------|---------|--------------------------------|
| January 3* and 4   | Meeting | Department Headquarters, Salem |
| March 6* and 7     | Meeting | Location to be determined      |
| April 24 and 25    | Retreat | Location to be determined      |
| June 5* and 6      | Meeting | Location to be determined      |
| September 4* and 5 | Meeting | Department Headquarters, Salem |
| October 16 and 17  | Retreat | Location to be determined      |

**\*Statutorily required by ORS 526.016.** The Board is mandated to hold public meetings on the first Wednesday after the first Monday in January, March, June, and September, at places designated by the chairperson of the board or the State Forester. The board may meet at other times and places in this state on the call of the chairperson or the State Forester. To conduct business, a majority of the voting members of the board must be electronically or physically present to vote on an item.

**Effective Jan. 1, 2022** - ORS 192.670 amended to allow access and attendance to public meetings by telephone, video, or other electronic or virtual means. Included with the enrollment of HB 2560 provisions to provide oral and written testimony if elected by the governing body.



**State Forester, Board Member, and Public Comments**

## STAFF REPORT

|                       |                                                                                                                                                                                                                                                              |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | 2                                                                                                                                                                                                                                                            |
| Work Plan:            | State Forests Work Plan                                                                                                                                                                                                                                      |
| Topic:                | Marbled Murrelet Management                                                                                                                                                                                                                                  |
| Presentation Title:   | Endangered Species Management Plan                                                                                                                                                                                                                           |
| Date of Presentation: | November 16, 2022                                                                                                                                                                                                                                            |
| Contact Information:  | Vanessa Petro, Wildlife Biologist<br>503-945-7366, Vanessa.Petro@odf.oregon.gov<br>Nick Palazzotto, Resource Unit Manager<br>503-945-7366, Nick.Palazzotto@odf.oregon.gov<br>Justin Butteris, Policy Analyst<br>503-945-7481, Justin.Butteris@odf.oregon.gov |

### SUMMARY

- Division staff developed the final draft Endangered Species Management Plan (ESMP) for the marbled murrelet in accordance with requirements detailed in OAR 635-100-0140 and consultations with Oregon Department of Fish and Wildlife staff.
- The plan provides justification for the Board approved role, “contribution to conservation”, that ODF-managed lands play in marbled murrelet conservation in Oregon.
- Division staff will submit the final ESMP to the Oregon Fish and Wildlife Commission in January 2023.

### CONTEXT

In July 2021, the Oregon Fish and Wildlife Commission (Commission) reclassified the marbled murrelet (*Brachyramphus marmoratus*) from threatened to endangered under the Oregon Endangered Species Act (Oregon Revised Statute 496.171 to 496.192; ORS). This decision triggered a statutory requirement for state land-owning or managing agencies to develop an ESMP for the listed species. The Oregon Endangered Species Act (OESA) establishes a process of plan development and approval (ORS 496.182), and plan content requirements have been established by the Commission in Oregon Administrative Rule (OAR 635-100-0140).

In November 2021, the Commission identified the Oregon Department of Forestry (ODF) as an agency that can play a role in the conservation of this species due to existing management of terrestrial marbled murrelet habitat in Oregon (OAR 635-100-0140). Following this finding, ODF was tasked with determining the role ODF managed lands play in the conservation of marbled murrelets (ORS 496.182(8)(a)(B)). This role may include, but is not limited to conservation, contribution toward conservation, or take avoidance. In determining the role, ODF was obligated to balance: (1) the statutory requirements, rules, and policies applicable to the management of ODF lands; (2) the social and economic impacts that conservation would have on the state; (3) the conservation needs of the species; (4) the purpose of the land; and (5) the roles of other ownership categories

when determining the role of ODF lands in the conservation of marbled murrelets. These factors needed to be balanced consistent with the biological aspects of species management identified by the Oregon Department of Fish and Wildlife (ODFW) and the statutory or constitutional obligations of ODF including the land's statutory purpose.

In March 2022, the Board of Forestry (Board) approved the Division's recommendation for the role ODF lands play in marbled murrelet conservation. The final ESMP will then be submitted to the Commission for review and approval in January 2023. The Commission must approve the ESMP as submitted or modified by July 2023, as a final decision is required within 2 years of the reclassification decision (ORS 496.182).

## **BACKGROUND AND ANALYSIS**

The Commission voted to reclassify the marbled murrelet (*Brachyramphus marmoratus*) from threatened to endangered (uplist) under the OESA in July 2021. The uplisting decision triggered a statutory requirement for state landowners and land managing agencies to develop an ESMP for the listed species. In November 2021, the Commission identified ODF as an agency that manages terrestrial marbled murrelet habitat in Oregon that can play a role in the conservation of this species.

ODF State Forest lands play a disproportionate role in marbled murrelet conservation in Oregon. ODF state lands comprise less than 4% of the forest cover in the Coast Range. Yet just over 16% of existing terrestrial murrelet habitat is on these lands. Marbled murrelet life history stages require both terrestrial and marine habitat types. ODF has no capacity to influence the marine habitat threats (e.g., forage fish availability, oil spills, gillnet entanglement, ocean acidity) that can affect adult murrelet survival and breeding success, in addition to global drivers of climate change on either habitat type. These limitations are such that ODF managed lands can't recover murrelets in Oregon but do contribute to conservation since protection of occupied habitat helps ensure the agency is not directly contributing to any population impacts or declines of known occupied marbled murrelet habitat.

ODF's Marbled Murrelet Operational Policies (ODF 2013) and current Northwest Oregon State Forests Management Plan (FMP; ODF 2010), are consistent with ODFW's stated conservation needs for the species and the contributions of nonfederal lands to the larger goal of murrelet conservation and recovery. Therefore, ODF has determined these policies in conjunction with agency implementation of the ODFW survival guidelines, provide a substantial contribution to conservation of the species. However, other statutory mandates and environmental factors limit State Forests' capacity to provide for conservation as defined under the OESA. The purpose of the land includes a full range of social, economic, and environmental benefits.

ODF's development of an ESMP was concurrent with design of a draft Western Oregon Forests Habitat Conservation Plan and associated Forest Management Plan. The ESMP aligns with the current FMP (ODF 2010), which is not connected to an incidental take permit issued under Section 10 of the federal ESA. Thus, ODF provided descriptions for plan implementation, monitoring, and reassessment for both current and future management planning approaches within the ESMP. A Commission approved ESMP for the marbled murrelet will supersede survival guidelines for the species on ODF lands.

Furthermore, an incidental take permit or statement issued by a federal agency for a species listed under the federal Endangered Species Act shall be recognized by the state as a waiver of any state protection measures or requirements otherwise applicable to the actions allowed under the federal permit. In the event, ODF is issued an incidental take permit associated with an approved Habitat Conservation Plan, this federally issued permit will supersede the ESMP requirements.

## **RECOMMENDATION**

Information only.

## **NEXT STEPS**

1. The ESMP will be submitted to the Oregon Fish and Wildlife Commission by January 16, 2023.
2. The Fish and Wildlife Commission will have six months to approve the plan as submitted or modified (i.e., by July 16, 2023).

## **ATTACHMENT**

1. Marbled Murrelet Endangered Species Management Plan, Oregon Department of Forestry, State Forests Division





Photo Credit: Brett Lovelace and Oregon State University

# MARBLED MURRELET ENDANGERED SPECIES MANAGEMENT PLAN

11/16/2022

**Oregon Department of Forestry  
State Forests Division**

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## Executive Summary

The Oregon Fish and Wildlife Commission (Commission) voted to reclassify the marbled murrelet (*Brachyramphus marmoratus*) from threatened to endangered (uplist) under the Oregon Endangered Species Act (OESA) in July 2021. The uplisting decision triggered a statutory requirement for state landowners and land managing agencies to develop an Endangered Species Management Plan (ESMP) for the listed species. In November 2021, the Commission identified the Oregon Department of Forestry (ODF) as an agency that manages terrestrial marbled murrelet habitat in Oregon that can play a role in the conservation of this species.

ODF-managed State Forest lands include Board of Forestry Lands (BOFL) and Common School Forest Lands (CSFL). These lands play a disproportionate role in marbled murrelet conservation in Oregon. ODF lands comprise less than 4% of the forest cover in the Coast Range. Yet just over 16% of existing terrestrial murrelet habitat is on these lands. Marbled murrelet life history stages require both terrestrial and marine habitat types. ODF has no capacity to influence the marine habitat threats (e.g., forage fish availability, oil spills, gillnet entanglement, ocean acidity) that can affect adult murrelet survival and breeding success, in addition to global drivers of climate change on either habitat type. These limitations are such that ODF managed lands cannot recover murrelets in Oregon, but do contribute to conservation since protection of occupied habitat helps ensure the agency is not directly contributing to any population impacts or declines of known occupied marbled murrelet habitat.

ODF's Marbled Murrelet Operational Policies (ODF 2013) and current Northwest Oregon State Forests Management Plan (FMP; ODF 2010), are consistent with the Oregon Department of Fish and Wildlife's (ODFW) stated conservation needs for the species and the contributions of nonfederal lands to the larger goal of murrelet conservation and recovery. Therefore, ODF has determined these policies in conjunction with agency implementation of the ODFW survival guidelines, provide a substantial contribution to conservation of the species. However, other statutory mandates and environmental factors limit State Forests' capacity to provide for conservation as defined under the OESA. The purpose of the land includes a full range of social, economic, and environmental benefits.

The ODF's development of an ESMP was concurrent with design of the Western Oregon Forests Habitat Conservation Plan (HCP) and associated Forest Management Plan. The ESMP aligns with the current FMP (ODF 2010), which is not connected to an incidental take permit (ITP) issued under Section 10 of the federal Endangered Species Act (ESA). Thus, ODF provided descriptions for plan implementation, monitoring, and reassessment for both current and future management planning approaches within the ESMP. A Commission approved ESMP for the marbled murrelet will supersede survival guidelines for the species on ODF State Forests. Furthermore, an ITP or statement issued by a federal agency for a species listed under the federal Endangered Species Act, shall be recognized by the state as a waiver of any state protection measures or requirements otherwise applicable to the actions allowed under the federal permit.

In the event the ODF is issued an ITP associated with an approved HCP, this federally issued permit will supersede the ESMP requirements.

## Background

In July 2021, the Oregon Fish and Wildlife Commission (Commission) reclassified the marbled murrelet (*Brachyramphus marmoratus*) from threatened to endangered under the OESA (Oregon Revised Statute 496.171 to 496.192; ORS). This decision triggered a statutory requirement for state landowners and land owning or managing agencies to develop an Endangered Species Management Plan for the listed species. The state OESA establishes a process of plan development and approval (ORS 496.182), and plan content requirements have been established by the Commission in Oregon Administrative Rule (OAR 635-100-0140).

In November 2021, the Commission identified the Oregon Department of Forestry (ODF) as an agency that can play a role in the conservation of this species due to existing management of terrestrial marbled murrelet habitat in Oregon (OAR 635-100-0140). Following this finding, ODF was tasked with determining the role State Forests play in the conservation of marbled murrelets (ORS 496.182(8)(a)(B)). This role may include, but is not limited to conservation, contribution toward conservation, or take avoidance. In determining the role, ODF was obligated to balance: (1) the statutory requirements, rules, and policies applicable to the management of State Forests; (2) the social and economic impacts that conservation would have on the state; (3) the conservation needs of the species; (4) the purpose of the land; and (5) the roles of other ownership categories when determining the role of State Forests in the conservation of marbled murrelets. These factors needed to be balanced consistent with the biological aspects of species management identified by the Oregon Department of Fish and Wildlife (ODFW) and the statutory or constitutional obligations of the ODF including the land's statutory purpose.

In March 2022, the Board of Forestry (Board) approved ODF's recommendation for the role State Forests play in marbled murrelet conservation. ODF developed an ESMP consistent with the Board approved "contribution to conservation" role in accordance with requirements detailed in OAR 635-100-0140 and consultations with Oregon Department of Fish and Wildlife staff. The ESMP will be submitted to the Commission for review and approval by January 16, 2023. The Commission must approve the ESMP as submitted or modified by July 2023, as a final decision is required within 2 years of the reclassification decision (ORS 496.182).

## Factors Influencing Marbled Murrelet Recovery

### *2021 State Review*

ODF's statutory obligation to provide a full range of social, economic, and environmental benefits to the people of Oregon must be balanced with the conservation needs of the species. ODFW (2021) provided a biological assessment to the Commission to determine if the species was in danger of extinction based on the likelihood of survival. This assessment was informed by peer



reviewed scientific information and other best available data relevant to the species' biological and legal status in Oregon. This review identified the following conclusions:

- Marbled murrelets occupy a limited geographic distribution that is divided between terrestrial and marine habitat types. The species' dual habitat needs to support various life history stages leads to uncertainty for understanding how various impacts from both environments, including climate change, forage fish population dynamics, habitat loss through forest fragmentation, and predation, affect marbled murrelet survival and reproduction (ODFW 2021).
- From 1993-2017, the federal Northwest Forest Plan's Marbled Murrelet Effectiveness Monitoring Program noted a 9.9% increase in net change of higher probability nesting habitat across all land ownerships in Oregon (Lorenz et al. 2021). The gains in nesting habitat primarily occurred on state (43.4% net change) and federal lands (13.0% net change) while nesting habitat losses (-10.2% net change) were noted on all other lands (private, tribal, county, and municipal; Lorenz et al. 2021).
- Remaining habitat is highly fragmented and primarily exists on federal lands in Oregon (Lorenz et al. 2021). Yet, conserving nesting habitat on these lands may not be sufficient to achieve long-term murrelet conservation and recovery. Incorporation of nonfederal (additional) lands is necessary to provide large, unfragmented, and contiguous nesting habitat to benefit this species, including any increases to core habitat size (Lorenz et al. 2021).
- From 2000-2019, the Northwest Forest Plan's Marbled Murrelet Effectiveness Monitoring Program documented an annual 2.2% increase in murrelet at-sea abundance in Oregon (McIver et al. 2019). However, it remains unclear if population changes in Oregon are explained by interannual movements of murrelets between Washington and California. Despite these apparent increases, murrelet survival will likely experience increased predation rates resulting from additional forest fragmentation and edge effects (ODFW 2021).
- Habitat edges created by forest fragmentation increase predation risk/pressure that contribute to murrelet nest failure (ODFW 2021). This issue is exacerbated in areas where human activities (e.g., campgrounds, trails, parks) occur in murrelet habitat and anthropogenic sources of food are available to corvid species that depredate murrelet nests such as Steller's jay (*Cyanocitta stelleri*), common raven (*Corvus corax*), and American crows (*Corvus brachyrhynchos*; Goldenberg et al. 2016; ODFW 2021). Additional sources of adult and juvenile predation include recovering raptor populations

of bald eagles (*Haliaeetus leucocephalus*) and peregrine falcons (*Falco peregrinus*; ODFW 2021).

- Marbled murrelet survival and reproductive success is dependent on sufficient prey resources in marine habitat (Betts et al. 2020). It remains unclear how ocean and weather conditions, competition with commercial or recreational fisheries, and other oceanic factors may impact murrelet recruitment (ODFW 2021).
- Marbled murrelets were determined to be highly sensitive to climate change effects (USFWS 2009; Case 2014) that will influence loss of available nesting habitat from increased potential of wildfires, insect and disease outbreaks, in addition to impacts to marine habitat from increases in water temperature and acidity (Tillman and Siemann 2011).
- Implementation of state and federal programs and regulations has decreased the threat to marbled murrelets on public lands (state and federal); however, murrelet habitat continues to decline on private lands (Lorenz et al. 2021, ODFW 2021).

#### *2012 Federal Review*

In 2012, the Marbled Murrelet Recovery Implementation Team identified the top five mechanisms, ranked in order of importance, contributing to sustained low recruitment of murrelets in Oregon and the south coast of Washington (ODFW 2021):

1. Loss of terrestrial habitat
2. Nest predation
3. Changes in marine forage
4. Cumulative and interactive effects
5. Post-fledging mortality

#### *1995 State Review*

In 1995, ODFW listed marbled murrelets as state-threatened based on the following combination of natural and human-induced factors that would affect the species' "natural reproductive potential" (ODFW 2021):

- Limited geographic distribution
- Nesting habitat alteration (habitat loss and degradation)
- Natural large-scale disturbances (e.g., fires, windstorms)
- Small population size
- Declining population
- Predation
- Adverse ocean and weather conditions (effects of variability on prey resources)

- Gillnet fisheries (i.e., entanglement)
- Other fisheries (i.e., competition for prey resources with fisheries)
- Oil spills
- Pollution (mainly, effluent discharges from pulp and paper mills)

## Overview of ODF Marbled Murrelet Policies

Prior to the approval of a Commission-approved ESMP, ODF has been implementing the Commission's mandatory survival guidelines (OAR 635-100-0137) and existing agency operational policies (ODF 2013; Appendix A) for activities occurring on lands managed by ODF. The survival guidelines are considered necessary to ensure the survival of individual members of the species (ORS 496.182(2)(a)) in the absence of an ESMP and were voluntarily implemented by ODF prior to their adoption as mandatory in 2021. ODF currently surveys all potential nesting habitat that is within or adjacent to an operation or forest activity using a widely accepted standardized survey protocol (Evans et al. 2003).

ODF's development of an ESMP was concurrent with the design of a draft Western Oregon State Forests Habitat Conservation Plan (HCP; ICF 2022) and companion Western Oregon State Forests Management Plan. The ESMP aligns with the current Northwest Oregon State Forests Management Plan (FMP; ODF 2010), which is not connected to an ITP. A Commission-approved ESMP for the marbled murrelet will supersede survival guidelines for the species (OAR 635-100-0140(8)). Furthermore, pursuant to ORS 496.172(4), an Incidental Take Permit (ITP) or statement issued by the U.S. Fish and Wildlife Service for a species listed under the federal Endangered Species Act, is recognized by the state as a waiver of any state protection measures or requirements otherwise applicable to the actions allowed under the federal permit. In the event ODF is issued an ITP associated with an approved HCP, this federally issued permit will supersede the ESMP requirements.

## Endangered Species Management Plan Requirements

This plan presents ODF's response to the statutory requirement for land owning or managing agencies to develop an ESMP for marbled murrelets and addresses the following seven minimum requirements for contributing to the conservation of this species:

### *1. What state land is covered by the plan?*

The ESMP will cover all lands managed by ODF within the extent of the inland breeding range of marbled murrelets (Fig. 1). These lands fall within the following ODF State Forests districts: Astoria, Forest Grove, Tillamook, West Oregon, and Western Lane (including Coos and Southwest units). This does not include the Elliott State Research Forest, former Common School Forest Lands (CSFL) that have been decertified or current CSFL that may be decertified in the future (ORS 530.450 to 530.520).



Figure 1. Distribution of lands managed by the Oregon Department of Forestry State Forests Division within extent of the marbled murrelet inland breeding range.

2. What role that state land is to play in conservation of the species and how the agency defined that role?



As defined in ORS 496.171, “conservation” means the use of methods and procedures necessary to bring a species to the point at which the measures provided under ORS 496.171 to 496.182 are no longer necessary. Acknowledging this definition, ODF determined the role lands managed by the agency play in conservation of murrelets as a “contribution to conservation.” This decision is supported by the agency’s protection of occupied habitat to ensure there are no direct impacts to known occupied marbled murrelet habitat. ODF’s operational policies (ODF 2013) for take avoidance (i.e., compliance with Section 9 of the federal ESA) under the agency’s current FMP (ODF 2010) are largely aligned with ODFW’s mandatory survival guidelines, and ODF is taking measures to implement any requirements therein that are additive to existing policy (e.g., project-specific consultation with ODFW, trash management at public use areas). Taken together, the policies and survival guidelines represent actions that surpass measures for meeting compliance requirements with the state and federal ESAs.

*a. The statutory or constitutional requirements, rules and policies applicable to the agency’s programs*

The majority of State Forests managed by ODF are owned by the Board of Forestry and commonly referred to as Board of Forestry Lands (BOFL). The statutory requirements and rules applicable to BOFL include ORS 530.050, OAR 629-035-0020, 629-035-0030, and 629-035-0105, among others. The purpose of these lands is to manage for “Greatest Permanent Value” (GPV). As provided in OAR 629-035-0020, GPV means “healthy, productive, and sustainable forest ecosystems that over time and across the landscape provide a full range of social, economic, and environmental benefits to the people of Oregon.” OAR 629-035-0020 establishes that “to secure the greatest permanent value of these lands to the state, the State Forester shall maintain these lands as forest lands and actively manage them in a sound environmental manner to provide sustainable timber harvest and revenues to the state, counties, and local taxing districts. This management focus is not exclusive of other forest resources and must be pursued within a broader management context that includes protection, maintenance, and enhancement of native wildlife habitats.” In addition, the goal for management of CSFL is the maximization of income to the Common School Fund over the long-term and within the context of other applicable state and federal mandates (ORS 530.450 through 530.520).

ODF’s FMP (OAR 629-035-0105, ODF 2010) takes a multi-resource approach to forest management, and presents guiding principles, a forest vision, and resource management goals that set the long-term direction for these lands. The resource management goals and strategies are intended to achieve a balance between the resources and achieve the greatest permanent value through a system of integrated management that will likely benefit murrelets and other species of concern. The FMP provides management direction for ODF managed lands and is

founded upon an approach called structure-based management. Structure-based management is designed to produce and maintain an array of forest stand structures across the landscape in a functional arrangement.

The integrated management strategies are intended over time to result in habitat conditions on the landscape and in aquatic and riparian areas that will provide functional habitat conditions for native species. The long-range desired future condition envisions 30-50% complex forest (this includes 15-25% of older forest structure and 15-25% layered forest structure); both stand types have the potential to provide suitable habitat for marbled murrelets (ODF 2010). The FMP also includes requirements for retention of existing old-growth trees and patches, other leave trees in harvest units, and management of riparian areas for mature forest conditions. These strategies may not result in marbled murrelet habitat; however, the FMP represents a substantial contribution to conservation beyond using a take avoidance approach to compliance for ESA-listed species. The context of other relevant mandates and external factors precludes the ODF's ability to define the role for agency managed lands as conservation of marbled murrelets exclusively.

*b. The social and economic impacts that conservation would have on the state*

The social and economic impacts conservation would have on the state relate primarily to timber revenue produced from ODF managed lands. The agency is required to distribute 63.75% of the gross revenue from timber sales to the counties and local taxing districts where harvest occurs on Board of Forestry lands. ODF retains the remaining 36.25%, which is used to fund the management of the lands. The counties, schools, and local taxing districts in turn provide critical services to local communities. Timber sales on ODF managed lands further support local economies by providing job opportunities in the woods and at local mills. Conservation of marbled murrelets on ODF lands must be balanced with these important economic contributions mandated in statute and rule.

Public interest in recreating on ODF lands has increased in recent years and continued growth is expected. Some recreational activities may be incompatible with conservation and protection of marbled murrelet nesting habitat including activities such as camping and off-highway vehicle use. These activities are already restricted in designated occupied murrelet habitat under current policy and ODFW's survival guidelines. However, they might reasonably be expected to be curtailed, or eliminated entirely, across much larger areas under a conservation framework as defined above.

c. *The purpose of the state land*

ODF's current marbled murrelet policies (2013) and FMP (2010), in conjunction with the survival guidelines (OAR 635-100-0137), provide a substantial contribution to conservation of the species. However, other statutory mandates and environmental factors limit State Forests' capacity to provide for conservation as defined under the OESA. The purpose of the land includes a full range of economic, social, and environmental benefits. ODF is directed to provide these benefits in the context of an actively managed forest landscape that includes the harvest of timber and other forest products (See statutory requirements and rules in Section 2a).

ODF lands represent a relatively small portion of the total range of the species in Oregon. The Tillamook and Clatsop State Forests play an important role in marbled murrelet conservation on the North Coast, but lands managed by ODF are scattered and smaller in size elsewhere. Federal lands provide larger habitat patches in the remainder of the species range. Ocean conditions, particularly the availability of forage fish, can affect adult survival and breeding success. ODF has no capacity to influence ocean conditions. Likewise, effects of at-sea predators are beyond our control. Large-scale disturbances, either on land (e.g., fires, windstorms) or at-sea (e.g., oil spills), are difficult to predict or prevent. As are the effects of climate change on habitat and resources on land or in the ocean. These limitations are such that ODF managed lands can't recover murrelets in Oregon, but do contribute to conservation since protection of occupied habitat helps ensure the agency is not directly contributing to any population impacts or declines of known occupied marbled murrelet habitat.

d. *The roles that land other than state land will play in the conservation of the species*

*Overview*

The majority of high probability marbled murrelet nesting habitat currently persists on federal lands (312,027 of 517,686 acres; 60%), including the Siuslaw and Rogue River-Siskiyou National Forests, and forests owned by the Bureau of Land Management (ODFW 2021). ODF lands play a limited but important role in marbled murrelet conservation in Oregon. ODF managed lands comprise less than 4% of the forest cover in the Coast Ranges (i.e., the range of the murrelet in Oregon), yet just over 16% of existing marbled murrelet habitat is on ODF lands. The remaining 24% persists across all other ownerships (e.g., private, county, tribal).

*Federally Managed Lands*

Management of marbled murrelet nesting habitat on federal lands has been implemented with conservation and restoration strategies identified in the 1994 Northwest Forest Plan (NWFP; USDA and USDI 1994a, b). Federally managed lands affected by the adopted plan included 18 national forests and 7 Bureau of Land Management (BLM) districts (ODFW 2021). This plan provided substantially more habitat for marbled murrelets than existed at the start of the plan, securing large contiguous blocks of murrelet nesting habitat, while improving or maintaining the distribution of populations and habitat (Lorenz et al. 2021). The most recent monitoring effectiveness report determined the plan was successful at conserving murrelet nesting habitat on federally managed lands 25 years after implementation (Lorenz et al. 2021). In 2016, the BLM Resource Management Plan (RMP) for Northwestern and Coastal Oregon replaced the 1995 RMP developed to align with the NWFP.

ODF will continue to coordinate with federal land management agencies to share data and designate marbled murrelet management areas (MMMA) according to existing policy (ODF 0213) when occupied habitat on federal lands is adjacent or overlaps ODF managed lands.

#### *Other Nonfederally-Managed Lands*

ODF is responsible for administering the Forest Practices Act (FPA) in Oregon. The FPA (ORS 527.610 to 527.992 and OAR Chapter 629, Divisions 600 to 665) lists protection measures specific to nonfederal (e.g., private or state-owned) forestlands in Oregon. These measures include specific rules for resource protection (OAR 629-665), but the rules do not address protection of marbled murrelet resource sites. Furthermore, FPA protection measures established for resource sites do not expressly address the take of any state or federal ESA-listed species. In November 2016, the Board of Forestry (Board) directed ODF to initiate a rule analysis for marbled murrelets. The rulemaking process to address protection of marbled murrelet resource sites on nonfederal lands regulated by the Forest Practices rules is on the Board's workplan, completion date is still to be determined. In August 2022, the Board reviewed draft rules for the Private Forests Accord (PFA) that includes proposed changes to the FPA based on recommendations made by timber and conservation groups. Although the PFA specifically addressed state and federal ESA-listed aquatic species, rules targeting stream buffer increases may have the potential to increase available nesting habitat for marbled murrelets on nonfederal lands in narrow riparian buffers along streams.

### *3. How the agency will manage the state land to achieve its defined role;*



### *Current Management Planning*

ODF has developed policies specific to marbled murrelets on state forest lands, which are intended to avoid "take" (e.g., harass, harm, wound, kill) and protect suitable habitat around identified occupied sites (See Appendix A). The agency plans timber sales only after surveys for marbled murrelets have been conducted in potentially suitable habitat. ODF has conducted over 32,000 individual surveys for marbled murrelets at more than 1,300 unique sites since 1992. This represents the largest survey effort for marbled murrelets by any land manager in Oregon, Washington, or California. ODF designates protected MMMAs, which includes "occupied habitat" identified through surveys and associated "buffers." Currently, there are 113 MMMAs located on lands managed by ODF (See Appendices B 1-4) that include 20,338 total acres of designated habitat (Table 1). Some management activities are allowed in MMMAs, but only after consultation and agreement from the USFWS that the activity as proposed has a low likelihood of take of marbled murrelets.

*Table 1. Summary of acres associated with Oregon Department of Forestry designated marbled murrelet management areas (MMMAs), September 2022.*

| <b>District</b>        | <b>Acres</b>           |                           |
|------------------------|------------------------|---------------------------|
|                        | <b>DOH<sup>a</sup></b> | <b>Buffer<sup>b</sup></b> |
| Tillamook              | 6,387.5                | 1,111.6                   |
| Astoria                | 2,039.3                | 1,425.0                   |
| Western Oregon         | 2,941.9                | 2,262.0                   |
| Western Lane           | 1,852.6                | 942.5                     |
| Coos <sup>c</sup>      | 1,197.2                | 178.3                     |
| Southwest <sup>c</sup> | 0.0                    | 0.0                       |
| Total                  | 14,418.5               | 5,919.4                   |

<sup>a</sup>Designated occupied habitat.

<sup>b</sup>100 meter buffer applied to DOH.

<sup>c</sup>Coos and Southwest Units are managed within the Western Lane District, but are represented individually for the purposes of this table.

ODF's policies are largely aligned with ODFW's mandatory survival guidelines. As of September 2022, ODF has coordinated seven projects with ODFW on survival guideline implementation. ODF is also taking measures to implement any requirements therein that are additive to existing policy (e.g., trash management at public use areas). Taken together, the policies and survival guidelines represent more than just measures for compliance with the state and federal ESAs. They also represent a positive contribution to conservation since protection of occupied habitat helps ensure the management of ODF lands is not directly contributing to any negative population impacts or declines of known occupied marbled murrelet habitat.

The ODF FMP takes a multi-resource approach to forest management, and presents guiding principles, a forest vision, and resource management goals that set the long-term direction for these lands. The resource management goals and strategies are intended to achieve a balance

between available resources and the greatest permanent value through a system of integrated management that will likely benefit murrelets and other species of concern (ODF 2010). The FMP provides management direction for ODF managed lands and is founded upon an approach called structure-based management (ODF 2010). Structure-based management is designed to produce and maintain an array of forest stand structures across the landscape in a functional arrangement.

State forests are mostly young forests. More than 95% of ODF-managed lands within the inland extent of the species are less than 90 years old (Fig. 2). Over time, the integrated management strategies on ODF managed lands are intended to result in landscape scale habitat conditions that support terrestrial and aquatic areas for native species. Under the FMP, the long range desired future condition envisions 30-50% complex forest, which includes 15-25% of older forest structure (i.e., snags, large trees and down wood, similar structures to old growth forests) and 15-25% layered forest structure (multiple canopy layers present; ODF 2010). Existing forest conditions within the inland extent of the marbled murrelet range include < 10% (72,638 acres) of complex forest that occurs on state forest lands, with 2% (15,895 acres) in older forest structure and 8% (56,743 acres) in layered forest structure (Fig. 3). Both stand types have the potential to provide suitable habitat for marbled murrelets. The FMP also includes requirements for retention of existing old-growth trees and patches, other leave trees in harvest units, and management of riparian areas for mature forest conditions (ODF 2010).

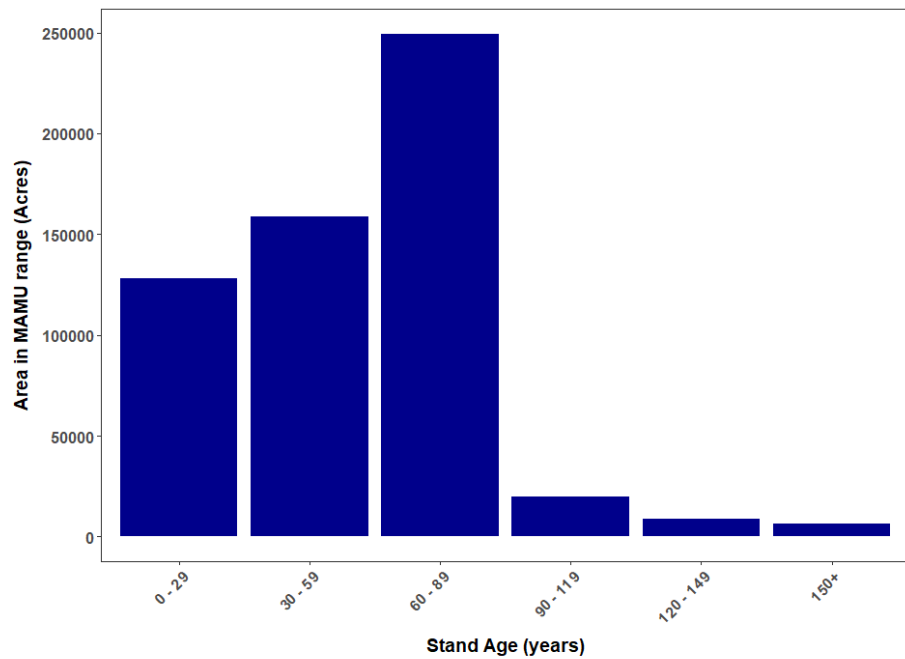


Figure 2. Distribution of stand age classes on Oregon Department of Forestry managed lands within the inland range of the marbled murrelet, September 2022.

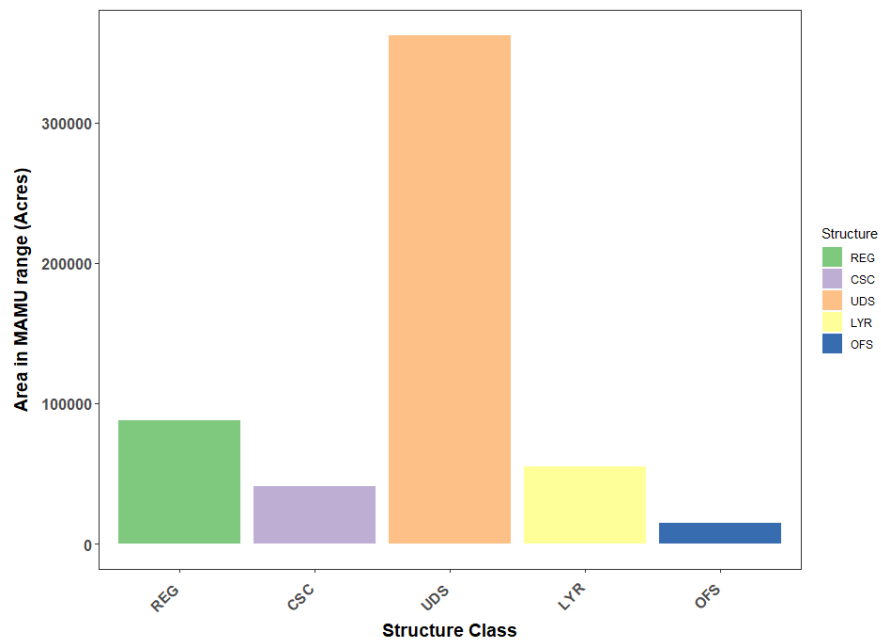


Figure 3. Distribution of existing stand structure classes on Oregon Department of Forestry managed lands within the inland breeding range of the marbled murrelet, September 2022. Stand structure classes include REG= regeneration, CSC= closed single canopy, UDS= understory, LYR= layered, and OFS= older forest structure.

While not all these strategies will result in creating or enhancing marbled murrelet habitat, the FMP represents a substantial contribution to conservation beyond just the take avoidance approach to compliance for ESA-listed species. The context of other relevant mandates and external factors precludes the ODF's ability to define the role for ODF-managed lands as conservation of marbled murrelets exclusively.

#### *Future Management Planning*

In 2018, ODF began working on the Western Oregon State Forests Habitat Conservation Plan (HCP; ICF 2022). The plan includes species specific conservation actions for murrelets while allowing for timber harvest. HCP implementation is projected to increase the quantity and quality of marbled murrelet habitat by the end of the permit term (70 years). In October 2020, the Board voted to advance the Draft HCP into the National Environmental Policy Act process. To date, this has resulted in a Public Draft HCP and Draft Environmental Impact Statement (EIS) that have both been through the federal public comment process. The final HCP, EIS and ITPs are anticipated to be completed summer of 2023.

ODF is also working on a new FMP that is designed to be implemented with the HCP which is expected to be completed in 2024. The statutorily established timelines associated with the ESMP require ODF to proceed with development of the ESMP, while working to complete the HCP and associated FMP. The ESMP will align with the current FMP (ODF 2010), which is not directly connected to an ITP.

A Commission approved ESMP for the marbled murrelet will supersede survival guidelines for the species (OAR 635-100-0140(8)). Furthermore, pursuant to ORS 496.172(4), an ITP or statement issued by a federal agency for a species listed under the federal Endangered Species Act, shall be recognized by the state as a waiver of any state protection measures or requirements otherwise applicable to the actions allowed under the federal permit. This is most directly related to an ITP associated with an approved HCP.

#### *4. Whether the agency will monitor implementation of the plan, and if so, how, and when;*

#### *Current Management Plan Implementation*

Under existing take avoidances policies, ODF designates protected MMMAs, which includes occupied habitat identified through field surveys and associated buffers. Some management activities are allowed in MMMAs, but only after consultation and agreement from the USFWS that the activity as proposed has a low likelihood of take of marbled murrelets. In addition, ODF's existing FMP seeks to produce and maximize a functional arrangement of forest stand structure types across the landscape to achieve desired future conditions (ODF 2010). The long range desired future condition envisions 30-50% complex forest, which includes 15-25% of older forest structure (i.e., snags, large trees and down wood, similar structures to old growth forests) and

15-25% layered forest structure (multiple canopy layers present). Existing forest conditions within the inland extent of the marbled murrelet range include < 10% (72,638 acres) of complex forest that occurs on state forest lands, with 2% (15,895 acres) in older forest structure and 8% (56,743 acres) in layered forest structure (Fig. 2). Both stand types have the potential to provide suitable habitat for marbled murrelets. FMP integrated forest and resource management strategies are implemented and reviewed in 10-year planning cycles (ODF 2010). Using an adaptive management framework, these ongoing planning cycle reviews evaluate the extent to which the array of stand conditions at that point in time meets the habitat needs of covered species, and whether additional layered and older forest structure stands are needed to meet that goal. These 10-year implementation plans integrate district operations and are used in the development of annual operations plans.

#### *Future Management Plan Implementation*

Under an approved HCP, ODF will conserve, maintain, and enhance marbled murrelet habitat in designated Habitat Conservation Areas (HCAs; ICF 2022). Murrelet habitat currently represents the second largest proportion of covered terrestrial species habitat (23%) within the designated HCAs. Murrelet habitat inside and outside HCAs is projected to increase from 117,059 total acres at the permit start to 264, 725 total acres by the end of the 70-year permit term (126% increase; ICF 2022).

The HCP contains compliance and effectiveness monitoring requirements that will meet ESA regulatory standards. ODF will be required to finalize the monitoring and adaptive management program during first five years of plan implementation. The monitoring framework will be operationalized by ODF as part of a 10-year Implementation Planning Cycle that will align with a concurrent Forest Management Plan that is currently being developed (ICF 2022). The monitoring and adaptive management program will be assessed during these 10-year comprehensive Implementation Planning Cycle reviews to ensure that any adjustments that need to be made are integrated into the associated Implementation Plan for the subsequent decade.

Marbled murrelet habitat and species monitoring will be conducted annually, but ODF will summarize and report results at the required 5-year mid-point check-ins and again at each 10-year comprehensive review to the USFWS (ICF 2022). Monitoring specific to marbled murrelets will be conducted following standard field survey protocols that are expected to include passive acoustic sampling that will be verified with audio-visual surveys to determine the preferable acoustical method. Monitoring will consist of tracking occupancy status in designated occupied habitat and documenting use of suitable and highly suitable habitat inside and outside HCAs, in addition to stands that have not been previously surveyed (ICF 2022). Marbled murrelet responses to stand management activities in HCAs will be documented as well. A complete survey of suitable and highly suitable habitat will be completed by year 20 of the permit term (ICF 2022).

5. *Whether the agency will reassess and review the plan and its implementation, and if so, how, and when.*



ODF recognizes existing agency marbled murrelet policies (ODF 2013) and the FMP (ODF 2010) are living documents that can be updated in response to new science and sampling methods, changes to listing status, or land use practices. Current agency policy necessitates periodic review as new information becomes available. If USFWS or ODFW issue new guidance, ODF will be responsive (i.e., adjust current policy for alignment) and consult as needed for any areas of uncertainty. For example, ODF has coordinated with ODFW and Oregon Parks and Recreation Department (OPRD), to improve trash management actions at public use areas by participating in the Crumb Clean Campaign<sup>1</sup>.

#### *Current Management Plan Assessment and Review*

ODF will continue to use an adaptive management framework to evaluate the extent to which the array of stand conditions at a given point in time meets the habitat needs of marbled murrelets, and whether additional layered and older forest structure stands are needed to meet that goal during the 10-year Implementation Planning Cycles for the existing FMP (ODF 2010). These 10-year implementation plans will be used in the development of annual operations plans.

#### *Future Management Plan Assessment and Review*

ODF will continually evaluate the HCP's robust species and habitat monitoring program to ensure that the latest accepted techniques and technologies are used, in addition to determining whether the agency is in compliance and if the HCP has been effective at meeting the biological goals and objectives (ICF 2022). In accordance with the ITP terms required by USFWS, ODF will conduct habitat monitoring annually to track changes in habitat quality and quantity, but will summarize and report results at 5-year intervals. The monitoring and adaptive management program will be assessed during these 5-year mid-point check-ins, in addition to the 10-year comprehensive reviews to ensure that any adjustments that need to be made are integrated into the associated Implementation Plan for the subsequent decade (ICF 2022).

### ***6. How the agency's plan relates to other state agency endangered species management plans, federal recovery plans and state and other recovery efforts;***

#### *Other State Endangered Species Management Plans*

ODF understands that different mandates and objectives for other state land managing agencies will result in differences among individual ESMPs. ODF acknowledges the agency owns and manages a greater proportion of forested state lands within the extent of the inland breeding range of marbled murrelets than any other state agency. This provides ODF a limited, but important role in marbled murrelet conservation in Oregon, where ODF managed lands comprise

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<sup>1</sup> The [American Bird Conservancy](#) is leading efforts to expand the California Department of Parks and Recreation [Crumb Clean Campaign](#) into Oregon.

less than 4% of the forest cover in the Oregon Coast Range with over 16% of existing marbled murrelet habitat occurring on these lands.

ODF's current policies align with ODFW's mandatory survival guidelines, and the Commission considers these guidelines necessary to ensure the survival of individual members of the species (ORS 496.182(2)(a)) in the absence of an ESMP. ODF is taking measures to implement any requirements therein that are additive to existing policy. For example, ODF has coordinated with ODFW and OPRD to improve trash management actions at public use areas by participating in the Crumb Clean Campaign.

#### *Federal Recovery Plans*

ODF's existing management practices prevent loss of occupied nesting habitat, minimize loss of unoccupied suitable habitat, and accelerate the development of new suitable habitat using silvicultural techniques such as retention harvest or variable density thinning. Thus, ODF's policies support several recovery actions described in the *USFWS Recovery Plan for the Threatened Marbled Murrelet* (1997) within the Oregon Coast Range (Zone 3) and Siskiyou Coast Range Zones (Zone 4; Table 2). This is accomplished by implementing: 1. ODF policies specific to marbled murrelets on state forest lands that align with ODFW's mandatory survival guidelines to avoid "take" while protecting suitable habitat around identified occupied sites through the designation of occupied habitat and associated buffers (MMMA's; ODF 2013), and 2. a FMP with a long-term structure-based management approach designed to produce and maintain an array of older forest stand structures across the landscape in a functional arrangement that minimizes edge effects where possible and retains large, contiguous forest blocks (ODF 2010). The combination of these policies supports an array of habitat conditions that provide older forest structure for marbled murrelet nesting habitat, contributing to increased population growth of the species.

*Table 2. Oregon Department of Forestry alignment of existing management policies with actions necessary to address recovery objectives as described in the 1997 USFWS Recovery Plan for the Threatened Marbled Murrelet.*

| <b>Recovery Action</b>                                                                                                             | <b>Survey Needs<sup>a</sup></b> | <b>FMP<sup>b</sup></b> |
|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------|
| <i>Establish marbled murrelet Conservation Zones and develop landscape-level management strategies for each zone.</i>              | X                               | X                      |
| <i>Identify and protect terrestrial and marine habitat areas in each marbled murrelet Conservation Zone.</i>                       | X                               | X                      |
| <i>Monitor marbled murrelet populations and habitat and survey potential breeding habitat to identify potential nesting areas.</i> | X                               | X                      |
| <i>Implement short-term actions to stabilize the marbled murrelet population.</i>                                                  | X                               | X                      |
| <i>Implement long-term actions to stop population decline and increase marbled murrelet population growth.</i>                     | X                               | X                      |

<sup>a</sup>Operational policies (ODF 2013) and ODFW Survival Guidelines.

<sup>b</sup>Oregon Department of Forestry 2010 Northwest Oregon State Forests Management Plan.

7. *What process the agency used in developing the plan, including the review and approval process, if any.*

This plan presents ODF's response to the statutory requirement to develop an ESMP (ORS 496.182(8), OAR 635-100-0140(6)). The plan was developed in consultation with ODFW and received periodic review by the Board during public meetings that included opportunities for public engagement and input. The following timeline provides an overview of the ODF ESMP pathway for development, review, and submission to the Commission (Figure 4).

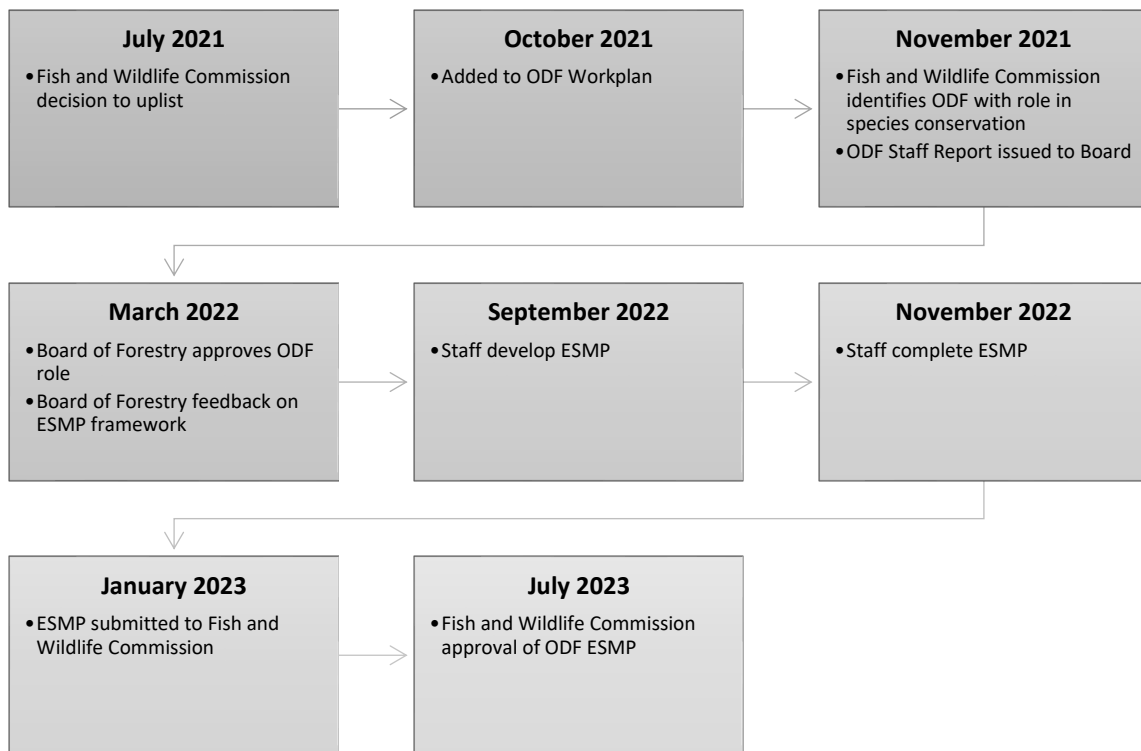


Figure 2. Development Timeline for ODF Endangered Species Management Plan.

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## Appendix A. ODF Marbled Murrelet Policy (2013)

|                                                     |                                 |
|-----------------------------------------------------|---------------------------------|
| Manual:                                             | Page 1 of 11                    |
| Number: 1.1.0                                       |                                 |
| Subject: <b>Marbled Murrelet Operation Policies</b> | Effective Date: August 28, 2013 |

(Rev. 1.3-2013)

August 28, 2013

State Forests Division Operational Policy

|                                                                                                            |                                 |
|------------------------------------------------------------------------------------------------------------|---------------------------------|
| <b>Marbled Murrelet<br/>Operational Policies</b>                                                           | Number: 1.1.0                   |
|                                                                                                            | Effective Date: August 28, 2013 |
|                                                                                                            | Revision: 1.3                   |
| Authorizing Signature: <i>Michael L. Gordon</i>                                                            | Page: Page 1 of 11              |
| Database Keywords: T & E; threatened and endangered species; marbled murrelet; disturbance; take avoidance |                                 |

### 1.1.1.0 Purpose

The purpose of this policy is to reduce the risk of liability for unpermitted "take" of marbled murrelets, a threatened species under the federal Endangered Species Act, arising out of timber harvest-related activities on state forest lands, by protecting marbled murrelet habitat. The Oregon Department of Forestry, State Forests Division, will designate protected areas in State forest lands, including "occupied habitat" and "buffers," and will seek the review and advice of the U.S. Fish and Wildlife Service (USFWS) and make decisions in alignment with that advice, as outlined in these policies.

### 1.1.2.0 Policy Statements and Standards

It is the policy of the State Forests Division to reduce the risk of liability for unpermitted "take" of marbled murrelets by applying the following policies and standards:

#### **Identifying Survey Needs**

2.1 Identify potentially suitable habitat (defined in 6.15) to receive systematic surveys in the Systematic Survey Zone.

2.1.1 Surveys of potentially suitable habitat in the Systematic Survey Zone will exclude non-habitat and areas already surveyed for marbled murrelets, if those surveys met protocol standards.

2.1.2 Potentially suitable habitat will be identified using standard definition of habitat outside of the North Coast Survey Zone (defined in 6.15.1).

2.2 Identify potentially suitable habitat (defined in 6.15) that is within or adjacent (defined in 6.1) to an operation or activity within the Operational Survey Zone (defined in 6.12) or the North Coast Survey Zone (defined in 6.11).

2.3 Require surveys of potentially suitable habitat on lands managed by the State Forests Division, or as necessary on adjacent federal lands, only for the following activities:

2.3.1 Planned harvest operations in the Operational Survey Zone or North Coast Survey Zone that contain potentially suitable habitat.

2.3.2 Planned harvest operations in the Operational Survey Zone or North Coast Survey Zone that do not contain potentially suitable habitat but are adjacent to potentially suitable habitat.

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- 2.3.3 Other activity(s) in the Operational Survey Zone or North Coast Survey Zone that may have impacts on potentially suitable habitat and so require the Unit Forester to consult with the Area Biologist.
- 2.3.4 Areas identified to receive surveys in the Systematic Survey Zone.
- 2.4 Consider survey waivers when determined appropriate. Document and retain survey waivers and any associated protection measures recommended by ODF Biologists.

#### **Conducting Surveys**

- 2.5 Coordinate survey activities across districts, and develop and administer appropriate personal services contracts.
- 2.6 Conduct surveys applying the following standards:
  - 2.6.1 Establish a survey area to include, at minimum, all contiguous potentially suitable habitat within ¼ mile of a proposed timber sale boundary.
  - 2.6.2 Establish survey sites within a survey area that do not exceed 140 acres in size, and require only potentially suitable habitat within the site to be surveyed.
  - 2.6.3 Distribute survey stations throughout all survey sites, with at least one survey station for every 30 acres.
  - 2.6.4 Conduct a minimum of five visits per year for two consecutive years at all sites.
  - 2.6.5 Conduct a minimum of nine visits per year where murrelet detections occur. If murrelets are detected during the first year of survey, conduct a total of 18 visits over two years. If murrelets are detected only during the second year of survey, conduct a minimum of 14 visits over two years.
  - 2.6.6 Conclude surveys when confident that observed behavior is an indication of occupancy, or when no murrelet activity has been observed by the fifth visit of the second year and all survey visits followed the appropriate spacing through the season.
  - 2.6.7 Conduct surveys between May 1 and August 5. Schedule one-half of the visits to a site prior to June 20, and one half after June 20, with at least two visits scheduled during the normal "peak" of murrelet activity, after June 30 and before July 18.
  - 2.6.8 Ensure that regularly scheduled visits are spaced more than six days apart, but not more than 30 days. When murrelet presence is detected at a site, triggering the need to conduct four additional visits, the last four visits must be separated by at least two days each.
  - 2.6.9 Conduct surveys using a certified surveyor (defined in 6.3).
  - 2.6.10 Evaluate survey results consistent with 1.1.2.11.
- 2.7 Seek advice from USFWS on the use of tree climbing in lieu of audio-visual surveys in particular circumstances. Make decisions on the use of tree climbing in alignment with that advice.
- 2.8 Notify sale purchasers when marbled murrelet detection indicative of occupancy is observed in the vicinity (within ¼ mile) of a sold timber sale. When determined appropriate: establish a Marbled Murrelet Management Area (MMMA) (1.1.2.15 – 1.1.2.18); develop a biological

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assessment (1.1.2.24); and modify timber sale contract as necessary to apply appropriate protection standards (1.1.2.19 – 1.1.2.25).

- 2.9 Accept surveys conducted under 1.1.2.6 and 1.1.2.7 as valid for a five-year period and up to April 1 of the sixth year once an area has been surveyed to policy standards and murrelet occupied habitat has not been designated. Initiate new surveys prior to conducting or continuing operations after this period.
- 2.10 Conduct systematic surveys until all remaining potentially suitable habitat within the Systematic Survey Zone has been surveyed or until a murrelet behavior that is indicative of occupancy is observed.

#### ***Evaluating Survey Results***

- 2.11 Review all survey results by December 31 of the survey season, classify sites, and make recommendations for proposed management activities. Site classifications include occupied, presence, probable absence, and historic (see Definitions 6.16). For subcanopy detections that may not be indicative of occupancy, seek review and advice from USFWS and make decisions on site classification in alignment with that advice.
- 2.12 If a subcanopy detection indicative of occupancy occurs during systematic surveys in the Systematic Survey Zone, the State Forests Division will designate occupied habitat and an associated buffer following 1.1.2.15 – 1.1.2.18, and evaluate whether and where a shift to operational surveys is warranted.
- 2.13 Document and retain decisions related to the annual review of survey results.
- 2.14 Evaluate reports of murrelet activity outside of State Forests Division surveys to determine the validity and reliability of the survey data. Take appropriate actions, which could include but are not limited to, assessing surveyor qualifications, exercising quality control/quality assurance procedures in alignment with State Forest Division surveys, conducting additional surveys and seeking advice from the USFWS.

#### ***Designating Marbled Murrelet Management Areas***

- 2.15 On ODF-managed lands, design MMMA's containing designated occupied habitat and associated buffers.
- 2.16 Designate as occupied habitat all contiguous potentially suitable habitat in a survey area if a subcanopy detection indicative of occupancy is observed in any site within that survey area. When data or circumstances indicate that a different extent or configuration appropriately designates the occupied habitat, seek review and advice from the USFWS. Make decisions on the designation of occupied habitat in alignment with that advice.
- 2.17 Designate a 100-meter-wide buffer to protect designated occupied habitat, unless, after review, the USFWS agrees that a different extent or configuration, or both, adequately buffers the designated occupied habitat. Buffers will be clearly delineated within the MMMA's.
- 2.18 Document and retain decisions and related materials regarding MMMA designation. The District Forester will approve the MMMA design, and communicate these decisions to the Area Directors and Deputy Division Chief.

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***Protecting Designated Occupied Habitat and Associated Buffer***

- 2.19 Prohibit timber harvest-related activities and stream restoration projects in designated occupied habitat unless ODF seeks USFWS review and advice for how the activity could proceed with a low likelihood of "take". Exceptions to this prohibition would only proceed in alignment with that advice.
- 2.20 Apply seasonal restrictions in designated occupied habitat as noted in 1.1.2.25
- 2.21 Permit stream restoration activities and timber harvest-related activities, other than clearcut harvest, in designated buffers.
- 2.22 Prohibit clearcut harvest in designated buffers unless ODF seeks USFWS review and advice for how the activity could proceed with a low likelihood of "take". Exceptions to this prohibition would only proceed in alignment with that advice.
- 2.23 Apply seasonal restrictions in designated buffers as noted in 1.1.2.25.
- 2.24 Involve an Area Biologist when applying 1.1.2.19 – 1.1.2.23. The Area Biologist will prepare a biological assessment at Unit Forester request. ODF will review the biological assessment with the USFWS prior to implementation of a planned management activity in a MMMA and will proceed in alignment with that advice.
- 2.25 Seasonal Restrictions: Some activities are known or have the potential to disturb murrelets. The following activities are restricted between April 1 and September 15, unless otherwise stated or the district is under a fire emergency. Restriction distances apply to the likely nesting habitat.
  - 2.25.1 Prohibit aircraft conducting work for ODF (including Type I helicopters) from flying within 1320 feet (0.25 miles). Over flights must be greater than 500 feet above the likely nesting habitat.
  - 2.25.2 Prohibit small aircraft conducting work for ODF, including single engine airplanes and Type II and III helicopters, from flying within 360 feet of likely nesting habitat from April 1 through August 5. Allow these activities from August 6 to September 15 with daily timing restrictions. Over flights must be greater than 500 feet above the likely nesting habitat.
  - 2.25.3 Prohibit timber harvest-related activities within 300 feet from April 1 through August 5. Allow these activities from August 6 to September 15 with daily timing restrictions. Hauling on commonly used roads (i.e. mainlines and most connectors) is not considered a disturbance and is not prohibited or otherwise restricted unless exceptionally loud or sustained or both. Some yarding-related activities, such as use of tailhold and guyline anchors are not seasonally restricted.
  - 2.25.4 Prohibit the use of heavy equipment for road maintenance activities on roads that are not commonly used (see definition 6.3) in or within 300 feet from April 1 through August 5. Allow these activities from August 6 to September 15 with daily timing restrictions. Consult with the Area Biologist to seek exemptions for maintenance activities that are short in duration on roads not commonly used or that are not likely to cause disturbance. Road maintenance activities on commonly used roads are not considered disturbance and are not prohibited or otherwise restricted



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unless exceptionally loud or sustained or both. Road grading and ditch-cleaning are not considered disturbance and are permitted without restriction.

- 2.25.5 Repair of existing mainlines and connectors is permitted when rain, wind, or fire events cause catastrophic disturbances that create safety hazards or could result in violations of state or federal laws. Such catastrophic disturbances may require removal of downed, root-sprung, and leaning trees in designated occupied habitat.
- 2.25.6 Prohibit the use of explosives associated with rock quarries in or within 1.0 miles of likely nesting habitat, and the use of explosives associated with road construction in or within 0.25 miles. Consult the Area Biologist for restrictions on use of explosives associated with other activities, and for site-specific evaluation of blasting activities.
- 2.25.7 Prohibit use of pile driving within 300 feet of likely nesting habitat from April 1 to August 5. Allow these activities from August 6 to September 15 with daily timing restrictions.
- 2.25.8 Prohibit use of rock crushing within 540 feet of likely nesting habitat from April 1 to August 5. Allow these activities from August 6 to September 15 with daily timing restrictions.
- 2.25.9 Prohibit burning in or within ¼ mile from April 1 to September 15.
- 2.25.10 Prohibit tree climbing in or within 300 feet of designated occupied habitat from April 1 through August 5. Allow these activities from August 6 to September 15 with daily timing restrictions.
- 2.25.11 Minimize disturbance from recreational activities that are permitted by the State Forests Division.
- 2.25.12 Allow deviations from these standards only after a site-specific review by the Area Biologist, documentation of recommendations, and the application of recommended restrictions. The Area Biologist will consider site-specific, topographic features and the location of the likely nesting habitat when considering deviations from these standards.

***Alignment of Marbled Murrelet Management Areas Designated Prior to 2013 with Current Policy***

- 2.26 Over time, review and evaluate survey results associated with MMMA's designated prior to 2013 and records of subcanopy detections obtained prior to 2013, and designate occupied habitat and associated buffers to align with policies 1.1.2.15– 1.1.2.18. Continue this process until all pre-2013 MMMA's and subcanopy detections indicative of occupancy have been evaluated and boundaries of MMMA's are modified or a MMMA created, as applicable.
- 2.27 Review timber harvest-related activities within ¼ mile of any survey area associated with any subcanopy detection indicative of occupancy to ensure that occupied habitat is designated and buffered from the proposed activities as described in policies 1.1.2.15 – 1.1.2.18. Continue this process until all pre-2013 MMMA's and subcanopy detections indicative of occupancy have been evaluated and boundaries of MMMA's are modified or a MMMA created, as applicable.
- 2.28 When requested by the District Forester, evaluate the classification of a MMMA.



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- 2.28.1 Evaluations may be made when a catastrophic disturbance has rendered the habitat unsuitable, or after a minimum of five consecutive years of surveys consisting of a minimum of nine survey visits each year. Evaluate survey results consistent with standards listed in 1.1.2.11.
- 2.28.2 The District Forester will change a MMMA to a historic classification only if, after review, the USFWS advises that this designation is appropriate. The District Forester will obtain signature approval for the classification change from the Area Director and Deputy Division Chief.

#### ***Additional Operational Policies***

- 2.29 Communicate with the USFWS: 1) when needed to effectively implement this policy; or 2) when unanticipated situations occur that are not addressed within this policy.
- 2.30 Hold in confidence sensitive species related site-specific information when appropriate after consultation with the Oregon Department of Justice.
- 2.31 Review this policy periodically, as new information becomes available.

#### **1.1.3.0 Key Parties**

District Foresters, Staff and Area Biologists, Staff Biological Specialist, Unit Foresters, T & E Coordinators, Area Directors and Deputy Division Chief.

#### **1.1.4.0 Authorities**

- 4.1 ORS 530.050 – Management of lands acquired; power of forester.
- 4.2 ORS 530.490 – Management, control and protection of Common School Forest Lands and Elliott State Forest; easements.
- 4.3 ORS 530.500 – Authority of State Forester in management, protection, utilization and conservation of lands and waters.
- 4.4 ORS 496.004(6)(a)(b) and 496.171 through 496.192 – Threatened or Endangered Species.
- 4.5 OAR 629-035-0000 through 629-035-0110 – Management of State Forest Lands, including the Northwest, Southwest and Elliott State Forest Management Plans.
- 4.6 Common School Forest Land Agreement – A contract between the Oregon State Land Board and Oregon Departments of Forestry and State Lands.

#### **1.1.5.0 References**

- 5.1 Alegria, J., L. Folliard, J. Lint, S. Madsen, T. Max, and L. Webb. 2002. *Southwest Oregon Inland Survey Assessment for Marbled Murrelets*. USFS/BLM Report. 41pp.
- 5.2 Evans Mack, D., W. P. Ritchie, S. K. Nelson, E. Kuo-Harrison, P. Harrison, and T. E. Hamer. 2003. *Methods for surveying Marbled Murrelets in forests: a revised protocol for land management and research*. Pacific Seabird Group Technical Publication Number 2. Available from <http://www.pacificseabirdgroup.org>.
- 5.3 Federal Endangered Species Act; Available from <http://www.fws.gov/endangered/laws-policies/index.html>.

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5.4 ODF Directive #0-7-0-030 Geographic Information System (GIS).

5.5 ODF Policy 3.4.0. Annual Operations Planning.

5.6 *Oregon Guidelines for Timing of In-Water Work to Protect Fish and Wildlife Resources* (Oregon Department of Fish and Wildlife 2008); Available from [http://www.dfw.state.or.us/lands/inwater/Oregon\\_Guidelines\\_for\\_Timing\\_of\\_%20InWater\\_Work2008.pdf](http://www.dfw.state.or.us/lands/inwater/Oregon_Guidelines_for_Timing_of_%20InWater_Work2008.pdf).

#### 1.1.6.0 Definitions

- 6.1 Adjacent – potentially suitable habitat that borders an operation's boundary or is within 100 m of the boundary.
- 6.2 Buffer – 100-meter-wide buffer designed to protect occupied habitat, unless, after review, the USFWS agrees that a different extent or configuration, or both, adequately buffers the designated occupied habitat. The designated occupied habitat and associated buffer together comprise a MMMA.
- 6.3 Certified Surveyor – a surveyor that has successfully completed a training program consistent with the marbled murrelet observer training protocol as described in Appendix C of 5.2, and who has documentation to demonstrate that the training was completed within the year surveys are conducted.
- 6.4 Commonly used road – road that receives frequent traffic during the murrelet breeding season includes mainline roads and most connectors. Roads not commonly used include spur roads and closed roads. Consult the Area Biologist regarding infrequently used connectors as some may be more appropriately classified as not commonly used for purposes of applying seasonal restrictions.
- 6.5 Designated occupied habitat - all contiguous potentially suitable habitat in a survey area if a subcanopy detection indicative of occupancy is observed in any site within that survey area, unless, after review, the USFWS agrees that a different extent or configuration, or both, appropriately designates the occupied habitat. Designated occupied habitat and an associated buffer together comprise a MMMA.
- 6.6 Disturbance – actions during the breeding season likely to disrupt marbled murrelet reproductive activities.
- 6.7 Felling – direct removal of trees in timber sale areas, or for roads, landings, or rock pits.
- 6.8 Marbled Murrelet Management Area (MMMA) – an area containing designated occupied habitat and an associated buffer that will be subject to special management considerations for the purpose of maintaining habitat suitable for successful nesting. As per policies 1.1.2.26 – 1.1.2.28, MMMA's designated prior to 2013 will be brought into alignment with policies 1.1.2.15 – 1.1.2.18.
- 6.9 Marbled Murrelet Survey Zone – in general, all coniferous forest land within 50 miles of the Coast with the exception of Southwest Oregon where some areas within 50 miles of are excluded based on extrapolation from the *Southwest Oregon Inland Survey Assessment for Marbled Murrelets* (Alegria et al. 2002). There are three zones within the Marbled Murrelet Survey Zone: the Operational Survey Zone, the North Coast Survey Zone, and the Systematic Survey Zone.

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- 6.10 Nesting Season – April 1 to September 15.
- 6.11 North Coast Survey Zone – an area of the Oregon north coast where murrelets are known to use habitat types with fewer than five platform trees within a 100-m radius circle, and possibly just a single platform tree in a very young stand.
- 6.12 Operational Survey Zone—area identified to receive surveys prior to an operation or timber sale using the standard definition of potentially suitable habitat ( $\geq 5$  platform trees within a 100-m radius). Includes ODF-managed lands within the Marbled Murrelet Survey Zone but outside of the Systematic Survey Zone and the North Coast Survey Zone.
- 6.13 Platform tree – any tree having a single platform capable of hosting a nest for a marbled murrelet.
- 6.14 Platform – “a relatively flat surface at least 10 centimeters (four inches) in diameter and 10 meters (33 feet) high in the live crown of a coniferous tree” (Evans Mack et al., 2003). A platform can be created by a wide bare branch, moss or lichen covering a branch, mistletoe, witches brooms, other deformities, and structures such as squirrel nests. It includes the limb and any deformities or epiphytic cover on the limb, such that a three-inch diameter limb with moss that increases the overall diameter to four inches is considered a platform under this definition.
- 6.15 Potentially suitable habitat – for survey purposes potentially suitable habitat is defined as 1) mature (with or without an old-growth component) and old growth coniferous forests; and 2) younger coniferous forests that have platforms. On ODF lands, the following stand criteria will apply:
  - 6.15.1 Outside the North Coast Survey Zone potentially suitable habitat is defined as:
    - 6.15.1.1 Stands within or adjacent to a project area that are at least 60 years old in which at least five trees within a 100-m radius contain platforms suitable for nesting murrelets;
    - 6.15.1.2 Stands dominated by western hemlock and Sitka spruce that are at least 80 years old; or
    - 6.15.1.3 Stands dominated by Douglas fir that are at least 100 years old.
  - 6.15.2 Within the North Coast Survey Zone potentially suitable habitat is defined as stands of any age where there is a single suitable platform tree.
- 6.16 Site classification
  - 6.16.1 Historic -- A site previously designated as a MMMA that has been determined to no longer be occupied by marbled murrelets under existing policy.
  - 6.16.2 Occupied -- A site designated as occupied by murrelets based on the observation of subcanopy behaviors indicative of occupancy during State Forests Division surveys, or the observation of nest trees, eggshell fragments, or other evidence of murrelet reproductive activities.
  - 6.16.3 Presence -- A site where murrelets were detected, but a subcanopy behavior indicative of occupancy was not observed. Additional survey effort is required at areas with birds present to determine whether or not a site is occupied.
  - 6.16.4 Probable Absence -- A site where no murrelets were detected after the requisite number of surveys.

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- 6.17 Subcanopy behaviors – behaviors occurring at or below the forest canopy, and that strongly indicate the site has some importance for breeding, including flying through the canopy, circling below canopy, and landing.
- 6.18 Survey area – all contiguous potentially suitable habitat within ¼ mile of proposed project boundaries, or if a survey technique other than intensive surveys was implemented (e.g. general surveys, nest searches), the area under observation.
- 6.19 Survey site – the unit by which survey visits are designed and carried out, and the unit to which the requisite number of visits applies; usually limited to not exceeding 140 acres.
- 6.20 Systematic Survey Zone – area identified to receive systematic surveys of potentially suitable habitat rather than operational surveys. Includes all of the Forest Grove District and portions of the Astoria and Tillamook Districts that are east of the North Coast Survey Zone.
- 6.21 Take – to “harass, harm, pursue, hunt, shoot, wound, kill, trap capture, or collect, or to attempt to engage in any such conduct” related to federally-listed T&E species. The USFWS considers forest-related management activities as having the potential to “harm or harass” federally-listed T&E species.
- 6.22 Timber harvest-related activities – includes the following activities: 1) felling 2) yarding (including tailholds); 3) construction of new roads; 4) road improvement (including road reconstruction).

#### 1.1.7.0 Responsibilities

- 7.1 Area Biologist – determine and document survey needs; grant survey waivers; document decisions to not conduct surveys; advise regarding special survey requirements; select survey contractor; ensure application of survey standards. Discuss with USFWS about use of tree climbing; document tree climbing recommendations. Responsible for annual survey evaluation procedure; document and retain site classification decisions, including rationale, level of certainty in survey results for occupied sites and others as appropriate, and recommendations for proposed management activities; submit copies to the District Forester and Staff Biologist; summarize survey results. Develop recommendation for addressing evidence of murrelet use found outside of State Forests Division surveys and implement District Forester’s decision. Jointly design MMMA and align MMMA designated prior to 2013 with current policy; document design; submit to District Forester. Assist Unit Forester in developing prescriptions for MMMA; prepare biological assessments for operations in MMMA at Unit Forester request. Determine survey site layout for reevaluating a MMMA designation, and develop and document recommendation for adjustments; submit copy of decision to Unit Forester. Communicate with the USFWS; Communicate with the Oregon Department of Fish and Wildlife per 1.1.2.11, 2.14, 2.15, 2.28 and 2.29. Assist Districts as requested.
- 7.2 Area Director – provide signature approval for proceeding with proposed management activities when there has been an occupied or historic site classification; provide signature approval of a change to an MMMA designation; review MMMA designation decisions.
- 7.3 District Forester – determine whether to use tree climbing in lieu of surveys; approve recommendations for proposed management activities and provide rationale for alternative course of action and document (1.1.2.11); submit copies to Area Director and Deputy Division Chief for approval. Determine and document course of action regarding evaluation of murrelet activity outside SFP surveys. Approve a recommendation to designate a



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MMMA; document rationale for boundary adjustments to a MMMA; submit copies to Unit Forester and Staff Biologist. Responsible for procedure to evaluate designation of a MMMA; approve change to an MMMA, obtain signature approval from Area Directors and Deputy Division Chief; provide copies to Area and Staff Biologists and Unit Forester.

- 7.4 Staff Biologist – Select survey contractor and review draft and final reports. Review annual survey results; assist with designating occupied habitat and buffer: when agreement not reached, make final determination regarding delineation of occupied habitat and buffer; collate survey summaries and coordinate posting of survey summary on internal web site; retain MMMA documentation. Assist in re-evaluating a MMMA; initiate re-evaluation of use of systematic surveys if occupied behaviors are observed in the Systematic Survey Zone. Communicate with the USFWS; assist with BAs as requested; consult and advise as requested; and, act as primary contact for interpreting policy, procedures and guidance.
- 7.5 Staff Biological Specialist – select survey contractor; coordinate survey activities among districts, and perform contract administration. Assist with annual survey evaluation and site classification; manage survey information and shapefiles. Assist with MMMA designations; store digitized MMMA layout information. Assist with BA preparations as requested. Assist with the re-evaluation of MMMA.
- 7.6 State Forests Deputy Division Chief –provide signature approval for proceeding with proposed management activities when there has been an occupied or historic classification; review MMMA designation decisions; provide signature approval of a change to an MMMA designation; State Forests Division Chief – approve this policy, and any future changes.
- 7.7 District T & E Coordinator – responsible for identifying potentially suitable habitat procedure. Coordinate survey activities and perform contract administration related to surveys on respective districts. Create shapefiles and submit to Salem biological assistant. Assist with survey evaluations and site classifications; jointly address evidence of murrelet activity found outside State Forests Division surveys. Assist with designing a MMMA; digitize MMMA layout. Assist with reevaluating a MMMA designation.
- 7.8 Unit Forester – responsible for granting survey waiver procedure: regarding survey waivers; document modifications/protection measures used when survey waiver granted; ensure surveys are completed prior to management activities. Responsible for tree climbing in lieu of surveys procedure. Collaborate on annual survey evaluation and site classification by providing local expertise on District conditions. Responsible for procedure to designate a MMMA: jointly develop recommendation to designate MMMA; obtain District Forester approval. Involve Area Biologist in developing management prescriptions; ensure management prescriptions are implemented and disturbance restrictions are applied. Retain decisions related to activities evaluated outside SFP surveys; initiate biological survey report requests; assist Area Biologist with reevaluation of a MMMA designation; discuss future management of MMMA classified as historic.

#### 1.1.8.0 Revision History

|                  |     |              |
|------------------|-----|--------------|
| October 29, 2004 | 1.0 | New Document |
| January 15, 2008 | 1.1 | Updates      |
| July 19, 2010    | 1.2 | Updates      |
| August 28, 2013  | 1.3 | Updates      |



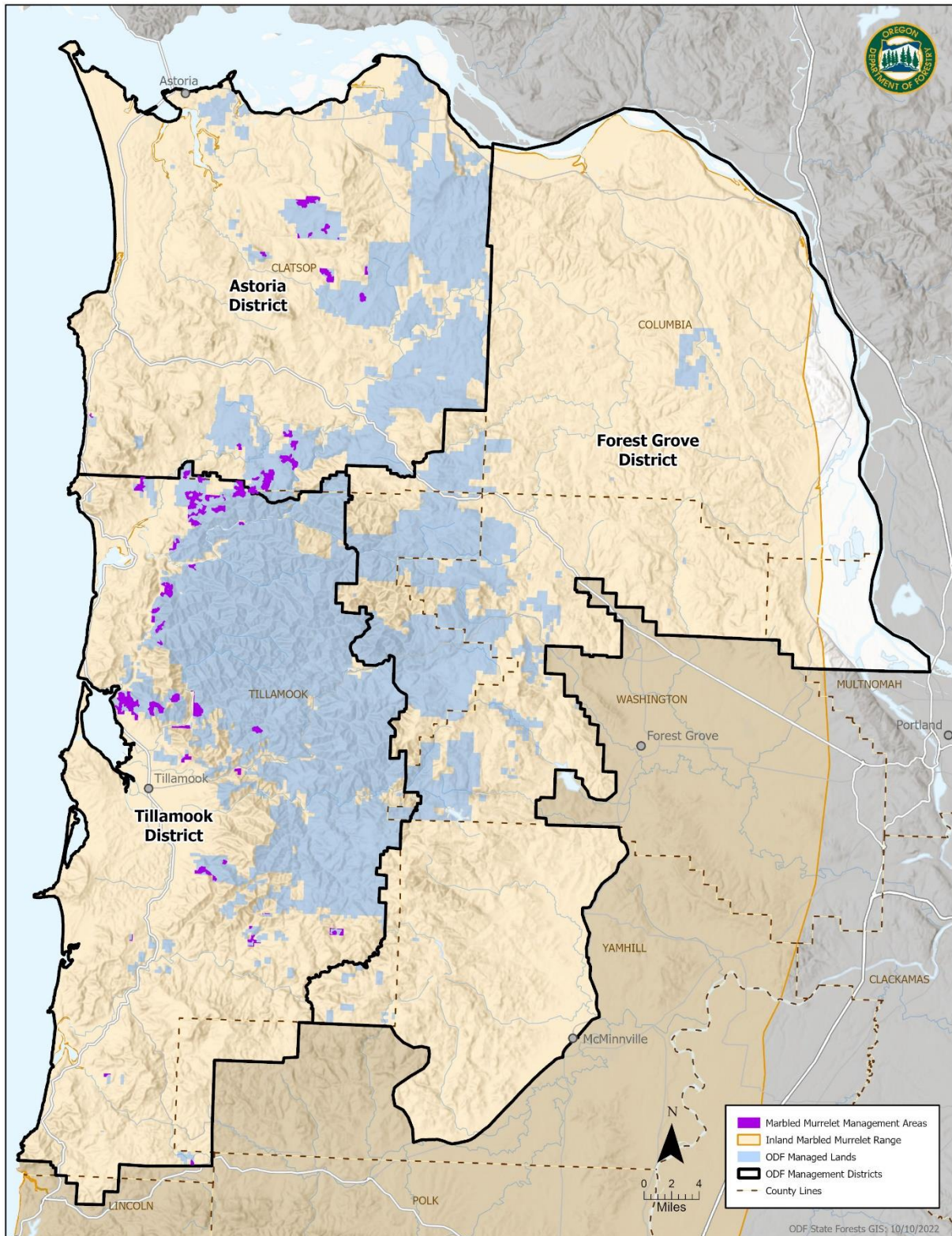
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#### 1.1.9.0 Procedures

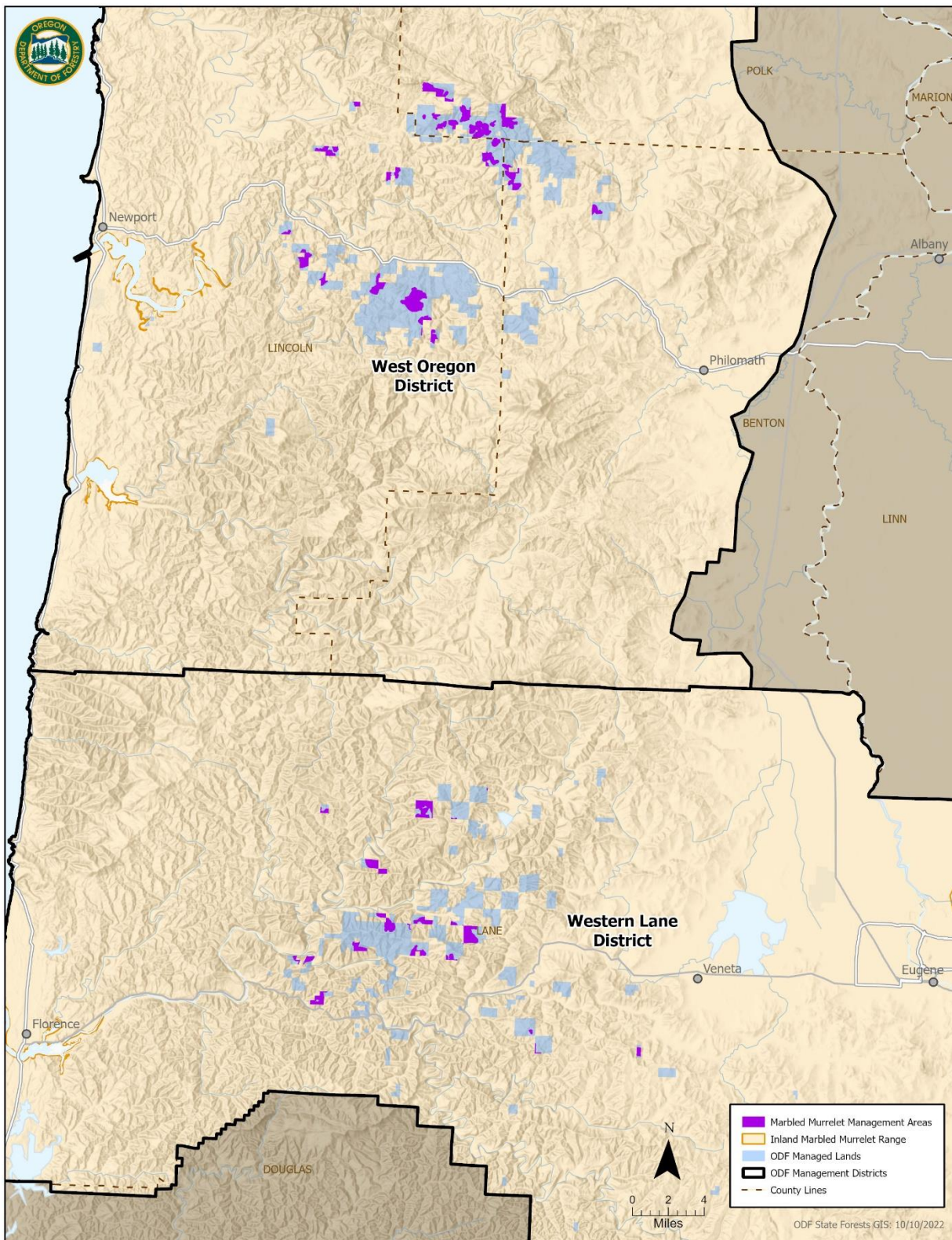
Procedures and Guidance will be updated to support the 2013 revision of this policy.

Appendix B-1. Oregon Department of Forestry marbled murrelet management areas in Astoria, Tillamook, and Forest Grove Districts, September 2022.



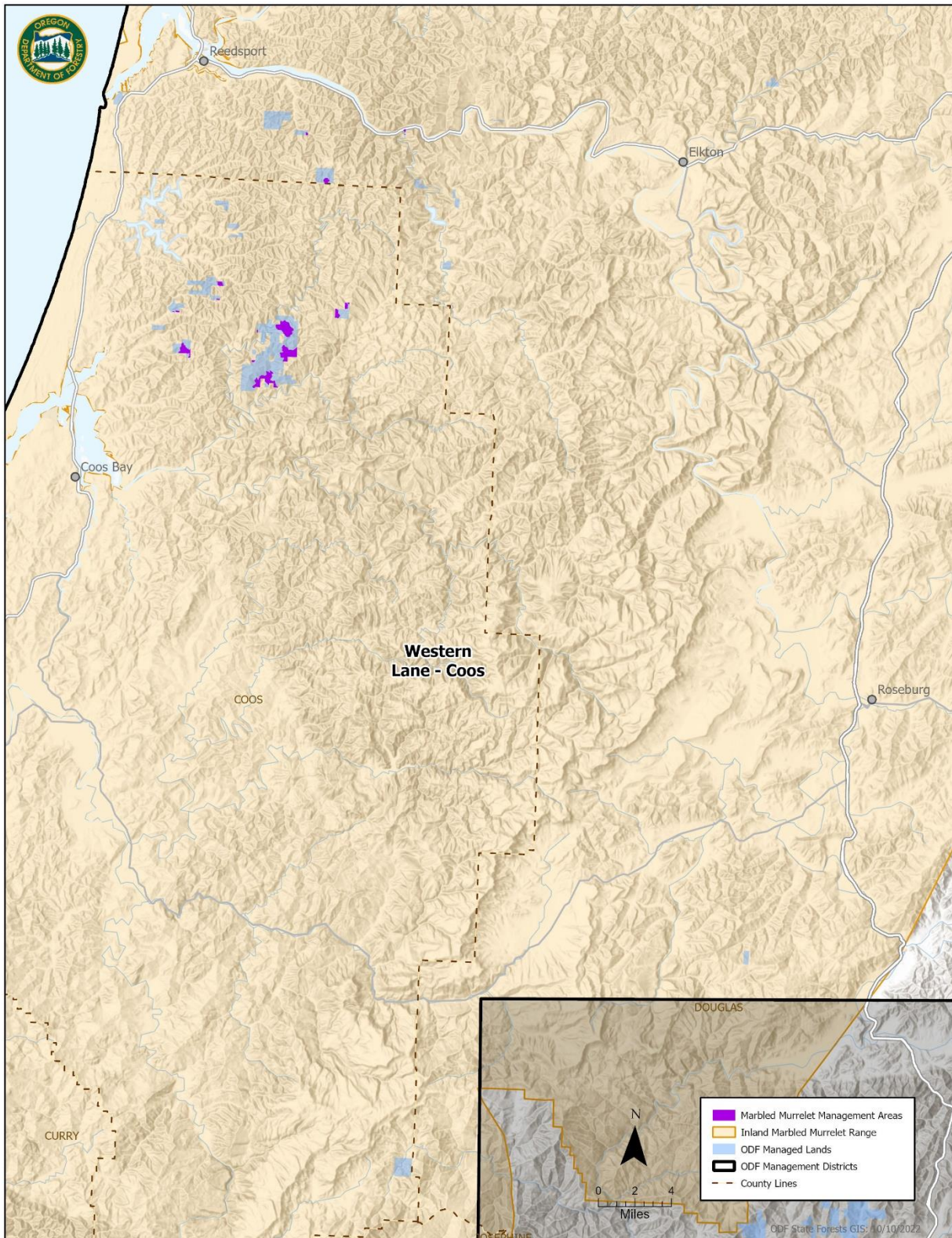


Appendix B-2. Oregon Department of Forestry marbled murrelet management areas in West Oregon and Western Lane Districts, September 2022.



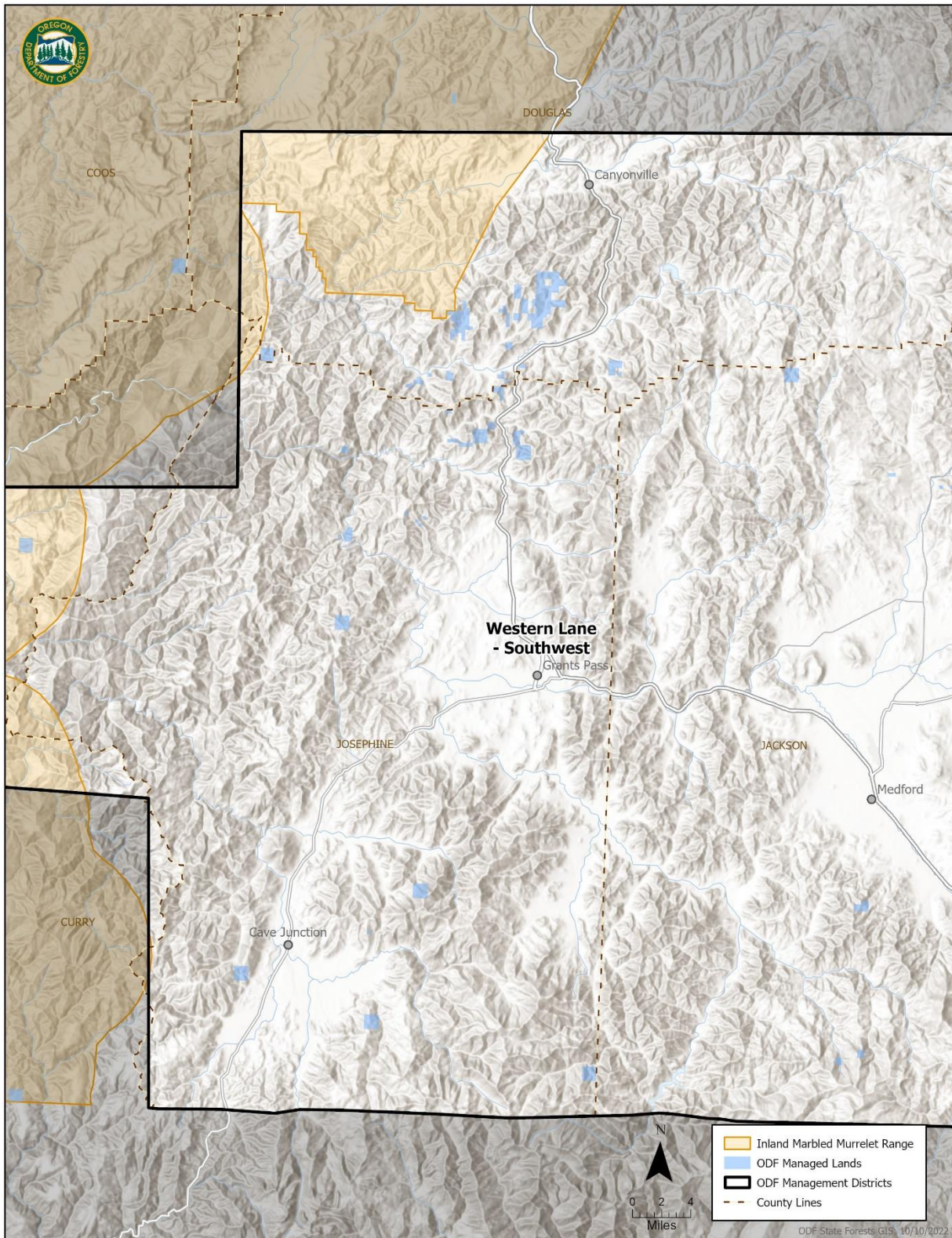


Appendix B-3. Oregon Department of Forestry marbled murrelet management areas in Coos Unit of Western Lane District, September 2022.





Appendix B-4. No marbled murrelet management areas exist in Southwest Unit of Western Lane District, September 2022.





|                       |                                                                                                                                                        |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | 3                                                                                                                                                      |
| Work Plan:            | Fire Protection                                                                                                                                        |
| Topic:                | Evolving Topic: Governor's Council on Wildfire Response                                                                                                |
| Presentation Title:   | Senate Bill 762: Certified Burn Manager                                                                                                                |
| Date of Presentation: | November 16, 2022                                                                                                                                      |
| Contact Information:  | Tim Holschbach, Deputy Chief – Policy & Planning<br>503-945-7434, <a href="mailto:Tim.J.Holschbach@odf.Oregon.gov">Tim.J.Holschbach@odf.Oregon.gov</a> |

**SUMMARY**

The purpose of this agenda item is to seek the Board of Forestry (Board) adoption of the proposed administrative rules regarding the creation of a Certified Burn Manager (CBM) Program.

**BACKGROUND**

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

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

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.

On July 20, 2022, the Department presented draft administrative rules to the Board. The Board directed ODF to proceed with the public hearing process.

## **ANALYSIS**

Consistent with Oregon administrative rule making processes, ODF held public hearings virtually on August 23 at 10 am, August 24 at 2 pm, and August 25 at 7 pm, as well as accepted written comments through August 31, 2022. Attachment 1 provides the Presiding Officer's report on the rulemaking hearings and a summary of comments received. Attachment 2 contains the written comment record.

Following the public comment process, the Department recommends the proposed final rules (Attachment 3). Changes from the draft (Attachment 4) presented on July 20, 2022, are summarized as follows:

- Common word definitions were removed. Additionally, previously defined words that were only used once were explained through expanding context.
- OAR 629-042-1025(1)(b) was modified from 2 years to 3 years for consistency.
- "State Forester's Representative" was replaced with "Forester".
- Additional appeal language was added in multiple places where decisions were made by the Forester.
- Tense, structure, and word edits to improve clarity and readability.

## **RECOMMENDATION**

The Board approves the adoption of OAR 629-042-1000 through OAR 629-042-1070 with the proposed changes.

## **NEXT STEPS**

- Pending the Board of Forestry's direction, the Department submits the rule package to the Secretary of State and Legislative Counsel for filing.
- The Department is anticipating a late spring program launch.

## **ADMINISTRATIVE RULE REVIEW**

ORS 183.405 of the Administrative Procedures Act requires effectiveness review and need analysis to be completed after the adoption of an administrative rule. This is an ongoing requirement at five-year intervals.

## **ATTACHMENTS**

1. Presiding Officer's Public Hearing Report to Board and summary of comments
2. Written Comment received
3. ODF proposed final rule language for Chapter 629, Division 42, 1000-1070.
4. Rule language changes, strikethrough

**OREGON DEPARTMENT OF FORESTRY  
HEARING OFFICER'S REPORT  
RULEMAKING FOR CERTIFIED BURN MANAGER PROGRAM**

**Date:** September 1, 2022

**To:** Oregon Department of Forestry

**From:** Tom Fields

**Subject:** Hearing Officer's Report on Certified Burn Manager Program Rulemaking

Hearing Date: August 23 – August 25, 2022

Hearing Location: Virtual through Zoom

Public hearings to receive comments on rulemaking for the Certified Burn Manager Program were convened via zoom on four different occasions between August 23<sup>rd</sup> through August 25<sup>th</sup>, 2022.

Serving as hearing officers included Oregon Department of Forestry Protection from Fire Program associates Tom Fields on August 23<sup>rd</sup>, Ryan Miller on August 24<sup>th</sup> and Levi Hopkins on August 25<sup>th</sup>. People attending the hearings were informed of the procedures for making oral comments.

Before receiving oral comments, the hearing officers briefly summarized the purpose for the hearings, described the role and limitations of the Hearing Officer, and outlined requirements of the Department when making recommendations to the Board of Forestry. Attendees were also notified that the proceedings of the public hearings were being recorded. Three public hearings were held between August 23 and August 25, 2022. Written comments were accepted through August 31, 2022. ODF Deputy Chief of Protection Tim Holschbach provided an overview of the proposed rules and the process during their development.

**Summary of Oral Comments**

August 23, 2022: 10 members of the public were in attendance. No oral comments provided.

August 24, 2022: Five members of the public were in attendance. No oral comments were provided.

August 25, 2022: Nine members of the public were in attendance. No oral comments were provided.

None of the persons attending the public hearing specifically requested a copy of the Hearing Officer's Report.

**Summary of Written Comments**

Written comments have been submitted in their entirety in the Board of Forestry materials.

Hearing Officers

Tom Fields

Ryan Miller

Levi Hopkins

## HOLSCHBACH Tim J \* ODF

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**From:** Bob Hart <bob@bobhartconsultingllc.com>  
**Sent:** Wednesday, August 24, 2022 1:08 PM  
**To:** RULEMAKING Sb762 \* ODF  
**Subject:** SB 762 Prescribed Burns

I am in support of prescribed burns as a way to reduce fuels in Wildfire areas. However, I am concerned with the provision of Section 526.360(6) that will read:

**(6)** When [any] a burning for any of the purposes stated in subsection (1) of this section on forestland classified pursuant to ORS 526.328 or 526.340 is started under the supervision of and supervised by the forester, **a forest protective association** or a Certified Burn Manager, [no] a person [shall] **may not** be **held** liable for property damage resulting from that burning unless the damage is caused by the negligence of the person.

Under this provision there is no responsibility for a prescribed burn if it becomes out of control and would burn my dwelling. There needs to be some requirement for insurance to cover loss as a result of fire. Insurance is required to operate a motor vehicle to cover loss or damage. The same should be required for anyone who starts and manages a prescribed burn and it escapes even if no negligence is shown. There is still a loss that needs to be covered.

Please consider my concern during rule making.

Bob Hart  
*Bob Hart Consulting LLC*  
5126 W. Evans Creek Road  
Rogue River, OR 97537  
541 582-8890  
[bob@bobhartconsultingllc.com](mailto:bob@bobhartconsultingllc.com)





# JACKSON COUNTY

Oregon

## Board of Commissioners

Rick Dyer (541) 774-6118  
Dave Dotterer (541) 774-6119  
Colleen Roberts (541) 774-6117  
Fax: (541) 774-6705

10 South Oakdale, Room 214  
Medford, Oregon 97501

August 30, 2022

Oregon Department of Forestry  
2600 State Street, Building D  
Salem OR 97310  
sb762.rulemaking@odf.oregon.gov

RE: Comments on Proposed Certified Burn Manager Program Rulemaking

To Whom It May Concern:

We, the Jackson County Board of Commissioners, appreciate the opportunity to provide comment on the proposed rulemaking by the Oregon Department of Forestry (ODF) for the Certified Burn Manager Program. As a county whose jurisdiction is annually impacted by wildfires and the smoke from wildfires, we believe that we have extensive knowledge and experience as it relates to wildfires and treatment to prevent wildfires. However, as an initial comment, we find the short timeframe between the public hearings for the Certified Burn Manager Program rulemaking, and the due date for public comments, is unacceptable.

The public hearings on the proposed rule – August 23 through August 25, 2022 – leave less than one week for our Board, other governmental partners, and the public to ask questions, understand the proposed rule, and draft meaningful comment. As noticed, ODF waited 30 days after providing notice of the proposed rules before having its first public hearing, and then left only six days to provide comment. At a minimum, ODF should extend the comment period for at least 30 additional days to provide people the opportunity to engage in the public hearing process and to make comment on the proposed rule.

As to the substance of the proposed rule, we oppose promoting the exclusive use of prescribed fire for fuels treatment and any use of prescribed fire during the annual declared fire season. Past practices on Federal forest lands have resulted in excessive and unacceptable smoke and economic impact in the Rogue Valley. Increasing prescribed burning, especially in the summer during the declared fire seasons, will only exacerbate the problem. And, again, the discussion of alternative treatments to prescribed fire is completely missing from the proposed rule, including the duties of a Certified Burn Manager.

As stated in the proposed rulemaking, all landowners, agents of landowners, or operators conducting prescribed fires within ODF protection districts may be subject to this proposed rule. Therefore, the proposed rules will affect lands within the County and County-owned lands. As such, the rulemaking should include a process for the Certified Burn Manager to notify, and consult with, any impacted local government of any proposed burns. The local governments, including cities, counties, and special districts, are the entities who are going to respond when a prescribed burn gets out of control, to calls from citizens on reports of fires, and who have to deal with all other aspects of a prescribed burn and its impacts on their communities. The lack of a requirement for coordination by a Certified Burn Manager with impacted local governments when conducting a prescribed fire is, honestly, a shocking omission to the proposed rules. As just one example, the Oregon State Fire

Marshal (OSFM) has received funding from Oregon Senate Bill (SB) 762 (2021) to stage equipment. The rulemaking does not indicate if a fire district will be notified of prescribed burns so that they can request OSFM equipment be staged to have on standby to increase firefighting capabilities.

Another issue that is unclear with the proposed rulemaking is how required notification to adjacent landowners will be made. Will this be a process similar to those for proposed land use changes? Will the process be something else? It is also unclear how a landowner being notified would be made aware that they can request a copy of the burn plan. The proposed rulemaking is unclear on who will make notification to adjacent landowners and clarification is needed.

It is also very unclear in the rulemaking what will be required in a burn plan. Will prescribed burns conducted be limited by the proximity to residential areas or areas of high housing density? Will a burn plan be required to take into consideration prescribed burns within Department of Environmental Quality (DEQ) designated Air Quality Maintenance Areas (AQMA)? Jackson County is a DEQ designated AQMA and any smoke from a prescribed burn will impact the ability of the County to meet the standards for required air quality. Yet, no requirement is made for a burn plan to take this, and similar issues, into consideration.

Furthermore, the cost of implementation and management of the Certified Burn Manager Program appears to be unfunded. The statement of need and fiscal impact statement indicate that there will be no anticipated cost associated with the proposed rulemaking. However, there are several actions identified in the rulemaking that ODF staff will be required to undertake to implement the Program. It is unclear if the Program will be sustainable after SB 762 funds are expended.

Finally, the rulemaking establishes a Certified Burn Manager Advisory Committee. It is not clear if this Committee will consider issues other than Burn Manager certification, such as changes to liability law. Easing the liability of burns crossing property boundaries is concerning and should be addressed.

Thank you for the opportunity to provide comment.

Sincerely,

JACKSON COUNTY BOARD OF COMMISSIONERS



Dave Dotterer, Chair



Colleen Roberts, Commissioner

\_\_\_\_\_  
Rick Dyer, Commissioner

:tv/jb/kk

By: Email Only

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**HOLSCHBACH Tim J \* ODF**

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**From:** Lynn Barton <nylldarb35@gmail.com>  
**Sent:** Tuesday, August 30, 2022 4:02 PM  
**To:** RULEMAKING Sb762 \* ODF  
**Subject:** Comments on Proposed Certified Burn Manager Rulemaking

My first comment is to strongly object to the short window given for public comments. One week is not enough to learn about what is proposed and to comment intelligently. Here are a few comments on short notice:

Any activity of the Burn Manager should be coordinated with local governments. We are impacted by these activities and need to have input.

I live in the Rogue Valley. What about smoke caused from a prescribed burn that damages our ability to meet DEQ air quality standards? This must also be taken into consideration.

Why isn't timber harvest a strategy to be used? Timber can be sold and used to build things but there is this belief that burning is better. We don't need MORE fire. It is a failed experiment. The quality of life in our area since this strategy was implemented has gone down greatly. Prescribed burning has added to the misery of the Rogue Valley as some fires have gotten out of control. The smoke is horrible and is terrible for our health.

How much will this new bureaucracy cost and how will it be funded?

Thank you for your consideration.

Sincerely,

Lynn Barton  
Medford, OR

## **CERTIFIED BURN MANAGER PROGRAM**

November 16, 2022

### **Purpose**

#### **629-042-1000**

The purpose of OAR 629-042-1005 to 629-042-1070 is to set forth the standards, requirements, and procedures by which the Certified Burn Manager program will be operated, pursuant to ORS 526.360(3).

### **Definitions**

#### **629-042-1005**

- (1) The definitions set forth in ORS 526.005, ORS 477.001, and OAR 629-041-0005 shall apply to OAR Chapter 629, Division 042.
- (2) The following words and phrases, when used in OAR Chapter 629, Division 042, shall mean the following:
  - (a) "Accreditation" means approval from the Forester to conduct and document training required by OAR 629-042-1065.
  - (b) "Certificate" means a Certified Burn Manager certificate issued by the Oregon Department of Forestry pursuant to ORS 526.360(3) and OAR 629-042-1015.
  - (c) "Certification book" means a publication provided by the Forester in which successful training required by OAR 629-042-1025(2) is documented.
  - (d) "Certification period" means a period of five years, beginning on the date a certificate is issued.
  - (e) "Certified Burn Manager" means an individual who has a current and valid certificate.
  - (f) "Committee" means the Certified Burn Manager Advisory Committee.
  - (g) "Dangerous or adverse situation" means conditions that are a significant deviation from a prescribed burn plan and resulting or has the potential to result in negative consequences, as determined by the professional judgement of the Forester or a Certified Burn Manager.
  - (h) "Forestland" is defined by ORS 526.005(6).
  - (i) "Forester" means the State Forester or authorized representative.
  - (j) "Prescribed burn" and "prescribed burning" means the controlled application of fire, in accordance with the plan required by OAR 629-042-1040(1) and the conditions of a permit issued pursuant to ORS 477.625, to vegetative fuels, under specified environmental conditions, and following appropriate precautionary measures, which is intended to cause the burning to be confined to a predetermined area and accomplish specific land management objectives.

- (k) "Prescribed burn plan" is a plan prepared to conduct a prescribed burn, in accordance with OAR 629-042-1040(1).
- (l) "Successfully completed" and "successful performance" means completion of a training requirement of OAR 629-042-1025, or a test required by OAR 629-042-1030, and which has been properly documented.
- (m) "Training provider" means a certified instructor who is accredited to conduct and/or document training required by OAR 629-042-1065.

## **Intent**

### **629-042-1010**

- (1) The Certified Burn Manager program is intended to provide oversight of training and certification concerning the safe and effective use of prescribed burning and to promote the use of prescribed burning for the purposes outlined in ORS 526.360(1).
- (2) Participation in the Certified Burn Manager program is voluntary. The forester may not require or condition the approval of a plan, or the issuance of a burning permit on the presence of a certified burn manager, for any prescribed burning.
- (3) Nothing in OAR 629-042-1000 to 629-042-1070 is intended to reduce the ability of a District, as defined in ORS 477.001(5), to exercise their responsibility to ensure that burning in their jurisdiction is conducted in a safe and lawful manner.

## **Certified Burn Manager certification requirements. Certificates generally.**

### **629-042-1015**

- (1) A certificate shall be issued only to an individual. Entities other than an individual, including but not limited to partnerships, corporations, and limited liability companies, are not eligible for a certificate.
- (2) A certificate will authorize the individual to conduct prescribed fires as permitted by the certificate.
- (3) The Forester will not issue a certificate prior to the receipt of all documents and fees required by OAR 629-042-1020.
- (4) The Forester shall assign a unique identification number to each certificate issued.
- (5) A certificate shall be valid for five years unless it is sooner revoked or surrendered.
- (6) A certificate may be renewed only after having been valid for at least four years
- (7) A certificate may not be renewed if:
  - (a) it was revoked pursuant to OAR 629-042-1035(2); or
  - (b) it has been more than six years since it was issued.
- (8) Certificates shall be non-transferable.
- (9) Authorized entries.



- (a) A Certified Burn Manager, the Forester, or a training provider may document successful completion of a training requirement of OAR 629-042-1025, or a test required by OAR 629-042-1030, when they have personal knowledge that the person has properly completed the task being documented.
- (b) Notwithstanding (a) above, the Forester may document successful completion of a training requirement of OAR 629-042-1025, or a test required by OAR 629-042-1030, if the requirements of OAR 629-042-1025(3) have been met.

**Certified Burn Manager certification requirements. Application procedures.**

**629-042-1020**

Individuals applying for a Certified Burn Manager certificate shall provide to the Forester:

- (1) a properly completed certification book showing that the applicant has satisfactorily completed all training required by OAR 629-042-1025 and all tests required by OAR 629-042-1030; and
- (2) submitted all fees required by OAR 629-042-1070.

**Certified Burn Manager certification requirements. Training.**

**629-042-1025**

- (1) The Forester shall provide a certification book. An applicant for a certificate must complete a certification book prior to applying for an initial certificate, or applying for a new certificate if the applicant was issued a certificate which was not renewed pursuant to OAR 629-042-1015(7):
  - (a) Prior to receiving a certification book, an individual shall submit documentation to the Forester of successful completion of:
    - (i) educational training that is provided by an approved training provider or the Forester; and
    - (ii) a test in accordance with OAR 629-042-1030 with a passing score.
  - (b) An applicant will not receive credit for educational training that was completed more than three years prior to the applicant's request for a certification book. The Forester may waive this three-year limitation if the individual is applying for historical recognition.
- (2) After verification of documentation required under 629-042-1025(1), the State Forester's representation shall issue the applicant a certification book.
  - (a) The certification book shall consist of field training that the applicant must complete, including:
    - (i) general proficiencies;
    - (ii) pile burning proficiencies; and
    - (iii) broadcast burning proficiencies.
  - (b) To apply for a certificate to conduct pile burns, field training described in Sections 2(a)(i) and 2(a)(ii) must be completed.
  - (c) To apply for a certificate to conduct pile burns and broadcast burns, all the field training described in the certification book must be verified of completion with a signature by a Certified Burn Manager, by the Forester, or by a training provider in a certification book.
  - (d) The certification book will be valid for three years after the date of issuance by the Forester.

- (e) The Forester will not accept documentation of field training which was completed more than three years prior to the date of application for a certificate. The Forester may waive this three-year limitation if the individual is applying for historical recognition.
- (3) The Forester may consider educational and field training requirements completed prior to January 1, 2023 through historical recognition. In lieu of the initial training requirements of (1) and (2) above, an individual may submit to the Forester:
  - (a) a copy of a Prescribed Fire Burn Boss Type 2 Task Book which is complete. The Task Book shall indicate successful performance in the planning and implementation of prescribed fire; or
  - (b) documentation that the individual holds a valid Certified Burn Manager certification in a state with comparable requirements to the State of Oregon; or
  - (c) such evidence of experience as the Forester determines is equivalent to the initial training requirements of (1) and (2) above. The testing requirements of OAR 629-042-1030 shall still be required.
- (4) An individual shall complete the following actions, prior to applying for a renewal of their certificate:
  - (a) An individual shall successfully complete sixteen hours of continuing education within the certification period. The continuing education must be related to prescribed burning and approved in advance by the Forester.
    - (i) The Forester may approve training presented in a classroom format, a conference format, a correspondence course format, or in another format the Forester determines is acceptable.
    - (ii) The Forester will not accept educational training which was completed more than five years prior to the applicant's date of application for renewal of a certificate.
  - (b) An individual shall supervise one prescribed burn and participate in two additional prescribed burns during their certification period and prior to applying for a renewal.

**Certified Burn Manager certification requirements. Tests.**

**629-042-1030**

- (1) The Forester:
  - (a) shall provide for the development and administration of all tests required by this rule;
  - (b) shall establish a passing score for all tests required by this rule;
  - (c) may not administer the same test to an individual more frequently than once every 30 calendar days; and
  - (d) may not prohibit the use of written reference material by individuals taking tests.
- (2) Individuals taking tests required by this rule:
  - (a) shall display an approved government issued picture identification to the Forester or authorized Training Provider, prior to taking a test; and

- (b) shall comply with all test taking requirements established by the Forester or authorized Training Provider.
- (3) Individuals shall successfully pass a test prior to requesting a certification book from the Forester.
- (4) An individual who was unsuccessful in passing the test may request that the Certified Burn Manager Advisory Committee review the decision, by submitting a request within 30 calendar days notification of the test result.
  - (a) The Certified Burn Manager Advisory Committee shall conduct the requested review at its next scheduled meeting after the receipt of a request for review.
  - (b) Following completion of the review requested, the Certified Burn Manager Advisory Committee shall either affirm or withdraw the test result by majority vote.
  - (c) The Forester or the individual may appeal the decision of the Certified Burn Manager Advisory Committee to the Board of Forestry, in the same manner as appeals under ORS 477.260(2).
  - (d) Any final resolution by the Board of the matter raised under section (3) of this rule shall be prepared as a final order, and any further appeal of the Board's final action shall be as prescribed by ORS 183.484.

#### **Certified Burn Manager certificate investigation and revocation procedures**

##### **629-042-1035**

- (1) The Forester may investigate any reported or observed dangerous or adverse situations for which a Certified Burn Manager has been alleged to be responsible.
  - (a) Upon the receipt of an allegation under this rule, the Forester may:
    - (A) investigate and prepare a written report; or
    - (B) direct that a certified wildfire investigator to investigate, prepare a written report and forward it to the Forester for review and approval.
  - (b) Upon receipt of the written report required in (1)(a) above, the Forester shall determine as to whether the Certified Burn Manager was responsible for the reported dangerous or adverse situation.
  - (c) If the Forester determines that the Certified Burn Manager was responsible for a dangerous or adverse situation, the Forester shall determine as to whether the actions of the Certified Burn Manager constitute grounds to revoke the certification of the Certified Burn Manager.
- (2) The Forester may revoke a certificate if:
  - (a) a Certified Burn Manager has submitted false information pertaining to any aspect of the Burn Manager Program, such as, but not limited to, the entry of false information into a certification book submitted to the Forester pursuant to OAR 629-042-1020;
  - (b) a Certified Burn Manager has been found to have violated ORS 477.515, 477.625, 477.720, 477.740, or OAR 629-043-0026(4);
  - (c) a Certified Burn Manager fails to comply with the required actions and activities set forth in OAR 629-042-1040; or

- (d) a Certified Burn Manager terminated their responsibility for supervision of a prescribed burn in violation of OAR 629-042-1045(2).
- (3) The Forester shall provide written notice to the Certified Burn Manager of the intent to revoke a certificate. The Forester may not revoke the certificate until after 30 calendar days from the date of notice.
- (4) Certificate revocation review and appeals procedures.
  - (a) A Certified Burn Manager may request that the Certified Burn Manager Advisory Committee review a decision to revoke a certificate, by submitting a request within 30 calendar days after service of the written notice required by subsection (3). Service is completed at the earlier of actual notice or depositing a properly addressed written notice in first class mail or sending an email to an address established by the Certified Burn Manager.
  - (b) The Certified Burn Manager Advisory Committee shall conduct the requested review at its next scheduled meeting after the receipt of a request for review.
  - (c) Following completion of the review requested, the Certified Burn Manager Advisory Committee shall either affirm or withdraw the revocation by majority vote.
  - (d) The Forester or the Certified Burn Manager whose certificate has been revoked may appeal the decision of the Certified Burn Manager Advisory Committee to the Board of Forestry, in the same manner as appeals under ORS 477.260(2).
  - (e) Any final resolution by the Board of the matter raised under section (4)(d) of this rule shall be prepared as a final order, and any further appeal of the Board's final action shall be as prescribed by ORS 183.484.
- (5) An individual who has had their certification revoked is ineligible to apply for another certification for a period of 3 years from the date of revocation unless waived by the committee.

#### **Certified Burn Manager required actions and activities**

##### **629-042-1040**

- (1) A Certified Burn Manager shall:
  - (a) prepare or review a prescribed burn plan prior to ignition of a prescribed burn that they will supervise. The plan shall be prepared in a format approved by the Forester; and
  - (b) confirm that the notification required by OAR 629-042-1055(1), to adjacent landowners, has been made, prior to ignition of a prescribed burn that they will supervise; and
  - (c) be on site and maintain active supervision of the resources used on any prescribed burn the Certified Burn Manager is supervising during the ignition phase and the initial stages of the mop-up phase.
- (2) A Certified Burn Manager shall, when not required to be on site pursuant to (1), be readily available to return to a prescribed burn they are responsible for until:
  - (a) the prescribed burn has achieved the conditions documented in the prescribed burn plan for transfer of responsibility to another person; or
  - (b) giving notice of termination of responsibility as provided in in (3)(b).

- (3) A Certified Burn Manager shall give notification to the District of:
  - (a) their assumption of responsibility for a prescribed burn; and
  - (b) their termination of responsibility for a prescribed burn.
- (4) The notifications of the Certified Burn Manager required in (3)(a) and (b) shall be:
  - (i) made by phone to the District that the burn is being conducted in; and
  - (ii) made prior to ignition assuming responsibility under 3(a) and within 2 hours after termination of responsibility under 3(b).
- (5) A Certified Burn Manager shall not permit any dangerous or adverse situation on any prescribed burn for which they have responsibility.
- (6) A Certified Burn Manager shall cooperate fully with an investigation undertaken by the Forester pursuant to OAR 629-042-1035(1).

#### **Certified Burn Manager prohibited actions and activities**

##### **629-042-1045**

- (1) A Certified Burn Manager may not use a certificate as the authority to supervise prescribed burning unless the burning is conducted pursuant to ORS 526.360(1).
- (2) A Certified Burn Manager may not terminate their responsibility for a prescribed burn unless:
  - (a) There is a transfer of responsibility
    - i. immediately to another Certified Burn Manager and documented on a form provided by the Forester; or
    - ii. to the landowner, in accordance with the criteria established in the prescribed burn plan, and documented on a form provided by the Forester; and
  - (b) There is a notification to the District pursuant to OAR 629-042-1040(3)(b).
- (3) The following persons may not use the title "Certified Burn Manager" and may not purport to be a Certified Burn Manager:
  - (a) an individual whose certificate has expired;
  - (b) an individual whose certificate has been revoked; or
  - (c) An individual who has surrendered their certificate to the Forester.
- (4) A Certified Burn Manager shall not falsify records.

#### **Limitations on the use of Certified Burn Managers**

##### **629-042-1050**

A Certified Burn Manager shall only supervise:



- (1) prescribed burning activities as identified within an approved prescribed burn plan;
- (2) prescribed burning for which they are certified to conduct; and
- (3) prescribed burning on forestland which is classified in accordance with ORS 526.328 or ORS 526.340.

#### **Landowner required and prohibited actions**

##### **629-042-1055**

- (1) A landowner who uses a Certified Burn Manager to supervise a prescribed burn shall:
  - (a) make a bona fide attempt to notify all adjacent landowners about the prescribed burn. The attempt must be made in a timely manner, in consideration of the landowner's availability, location, and other applicable considerations. Such notification shall be made not more than 90 calendar days prior to ignition of the prescribed burn; and
  - (b) provide, prior to ignition of the prescribed burn, a copy of the prescribed burning plan to any landowner notified pursuant to (1)(a) above, who requests a copy.
- (2) A landowner who uses a Certified Burn Manager to supervise a prescribed burn, once ignited, may not terminate the Certified Burn Manager's responsibility for a prescribed burn unless:
  - (a) responsibility has been transferred by:
    - (1) meeting transfer conditions outlined in the approved burn plan; or
    - (2) the Certified Burn Manager is immediately replaced by another Certified Burn Manager; or
    - (3) the landowner has assumed responsibility for the prescribed burn and for execution of the prescribed burning plan prepared pursuant to OAR 629-042-1045(2)(b); and
  - (b) There has been a notification to the District pursuant to OAR 629-042-1040(3)(b).

#### **Certified Burn Manager Advisory Committee**

##### **629-042-1060**

- (1) A Certified Burn Manager Advisory Committee shall provide recommendations to the Forester in administering the Certified Burn Manager Program as described in ORS 526.360(3).
- (3) The Certified Burn Manager Advisory Committee shall:
  - (a) consist of seven members
  - (b) select a chairperson to coordinate the work of the Committee
  - (c) meet at least twice each calendar year;
  - (d) advise the Forester on the administration of the Certified Burn Manager program; and

- (e) conduct reviews of proposed certificate revocation, when requested pursuant to OAR 629-042-1035(4).
- (4) The Department of Forestry provides administrative support for the Certified Burn Manager Advisory Committee and all sub-committees therein.
- (5) The Certified Burn Manager Advisory Committee shall consist of members broadly representative of the industries, associations, and professions involved in the planning and execution of prescribed fire.
- (6) In addition to the members designated in section (5) of this rule, representatives of the following federal agencies shall be invited to serve as ex-officio members of the advisory committee:
  - (a) A representative of the United States Forest Service.
  - (b) A representative of the United States Bureau of Land Management.
  - (c) A representative of the United States Bureau of Indian Affairs.
- (7) The Forester shall serve as secretary for the committee.
- (8) Applying for an appointment to the Certified Burn Manager Advisory Committee.
  - (a) Priority in selection shall be given first to applicants holding a Certified Burn Manager Certificate, and then second to prescribed fire practitioners.
  - (b) Any interested person may submit a completed interest form to the Department of Forestry to apply for an appointment to the Certified Burn Manager Advisory Committee.
  - (c) An interest form must be submitted to the Department of Forestry to be considered for an appointment to the Committee. Interest forms are available on the Department of Forestry's website or by email upon request.
  - (d) Completed interest forms will be kept on file consistent with the Department's record retention policy.
  - (e) The Department of Forestry will acknowledge receipt of each completed interest form.
  - (f) The State Forester will appoint members to the Certified Burn Manager Advisory Committee.
  - (g) Committee members may serve two consecutive 3-year terms; however, initial terms may be adjusted to ensure Committee stability.
- (9) Vacancies
  - (a) A vacancy exists when a Committee member completes the term for that position; resigns; becomes incapacitated or is otherwise incapable of performing the duties of a member; has been removed from the appointment for just cause; is not reappointed; is no longer employed in the position that the appointment represents; or is no longer affiliated with the association or organization that the appointment represents.
  - (b) Any vacancy subject to this rule will be filled in the same manner as an initial appointment.
- (10) The Committee may create subcommittees and appoint people to serve on those subcommittees.
- (11) The State Forester may remove an appointed member for just cause.

## **Training Provider accreditation, Suspension, and Revocation**

### **629-042-1065**

- (1) A training provider shall obtain accreditation from the Forester prior to conducting or documenting training required by OAR 629-042-1025.
- (2) To request accreditation, prospective training providers shall make application to the Forester and sign an accreditation agreement.
- (3) Training providers will not be considered accredited until the Forester reviews and approves their application.
- (4) Applications shall include, but will not be limited to:
  - (a) a list of the specific training, either initial, renewal, or both to be provided or documented; and
  - (b) evidence the person has had at least two years total experience either teaching adults or working in the area of expertise covered by the specific training to be provided or documented.
- (5) Accreditation agreements shall include, but will not be limited to:
  - (a) a requirement to provide training using only curricula or course manuals approved by the Forester;
  - (b) a requirement to send all training completion records to the Forester within the period of time required by the Forester;
  - (c) a requirement to maintain training completion records for a minimum of six years;
  - (d) a requirement to document successful completion of a training requirement of OAR 629-042-1025 or a test required by OAR 629-042-1030 only for which they are accredited and for which they have personal knowledge that the person has properly completed the task being documented; and
  - (e) a requirement that no entry of false information be made into a certification book to be submitted to the Forester.
- (6) Temporary Suspension of documentation authority.
  - (a) The Forester may immediately suspend the documentation authority of a training provider at any time the Forester determines that the training provider has failed to comply with all requirements of the accreditation agreement. A training provider may appeal the temporary suspension of documentation authority in the same manner as section 7(c) of this rule.
  - (b) Within 30 calendar days of suspending the documentation authority of a training provider, the Forester must either initiate action to revoke the accreditation of the training provider or restore the documentation authority of the training provider.
- (7) Revocation of accreditation
  - (a) The Forester may revoke the accreditation of a training provider at any time the Forester determines that the training provider has failed to comply with all requirements of the accreditation agreement.

- (b) The Forester shall provide written notice to the training provider of the intent to revoke an accreditation. The Forester may not revoke an accreditation until after 30 calendar days from the date of notice.
- (c) Accreditation revocation review and appeals procedures:
  - (i) A training provider may request that the Certified Burn Manager Advisory Committee review a decision to revoke an accreditation, by submitting a request within 30 calendar days after service of the written notice required by subsection (b) above. Service is completed at the earlier of actual notice, or depositing a properly addressed written notice in first class mail, or sending an email to an address established by the training provider,
  - (ii) The Certified Burn Manager Advisory Committee shall conduct the requested review at its next scheduled meeting after the receipt of a request for review.
  - (iii) Following completion of the review requested, the Certified Burn Manager Advisory Committee shall either affirm or withdraw the revocation by majority vote.
  - (iv) The Forester or the training provider whose accreditation has been revoked may appeal the decision of the Certified Burn Manager Advisory Committee to the Board of Forestry, in the same manner as appeals under ORS 477.260(2).
  - (v) Any final resolution by the Board of the matter raised under section (7)(c) of this rule shall be prepared as a final order, and any further appeal of the Board's final action shall be as prescribed by ORS 183.484.
- (8) Nothing in these rules creates a right for review of revocation of training provider accreditation for employees of the Oregon Department of Forestry.

## **Fees**

### **629-042-1070**

- (1) To cover the cost of materials and testing for the Certified Burn Manager program, the application fee for an initial certificate shall be \$50.00.
- (2) Training providers may charge reasonable fees for the training they provide or document.

## CERTIFIED BURN MANAGER PROGRAM

November 16, 2022

### Purpose

#### 629-042-1000

The purpose of OAR 629-042-1005 to 629-042-1070 is to set forth the standards, requirements, and procedures by which the Certified Burn Manager program will be operated, pursuant to ORS 526.360(3).

### Definitions

#### 629-042-1005

- (1) The definitions set forth in ORS 526.005, ORS 477.001, and OAR 629-041-0005 shall apply to OAR Chapter 629, Division 042.
- (2) The following words and phrases, when used in OAR Chapter 629, Division 042, shall mean the following:
  - (a) "Accreditation" means approval from the Forester to conduct and document training required by OAR 629-042-1065.
  - (b) "Certificate" means a Certified Burn Manager certificate issued by the Oregon Department of Forestry pursuant to ORS 526.360(3) and OAR 629-042-1015.
  - (c) "Certification book" means a publication provided by the Forester in which successful training required by OAR 629-042-1025(2) is documented.
  - (d) "Certification period" means a period of five years, beginning on the date a certificate is issued.
  - (e) "Certified Burn Manager" means an individual who has a current and valid certificate.
  - (f) "Committee" means the Certified Burn Manager Advisory Committee.
  - (g) "Dangerous or adverse situation" means conditions that are a significant deviation from a prescribed burn plan and resulting or has the potential to result in negative consequences, as determined by the professional judgement of the Forester or a Certified Burn Manager.
  - (h) "Forestland" is defined by ORS 526.005(6).
  - (i) Forester" means the State Forester or authorized representative.
  - (j) "Prescribed burn" and "prescribed burning" means the controlled application of fire, in accordance with the plan required by OAR 629-042-1040(1) and the conditions of a permit issued pursuant to ORS 477.625, to vegetative fuels, under specified environmental conditions, and following appropriate precautionary measures, which is intended to cause the burning to be confined to a predetermined area and accomplish specific land management objectives.

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**Deleted:** (b) "Actively burning" means the time from ignition through mop-up during which there is potential for a prescribed burn to escape confinement and be declared a wildfire.¶

(c) "Authorized entry" means the signature of a Certified Burn Manager, of the State Forester's Agent, or of a training provider in a certification book.¶

(d) "Bona fide attempt" means a good faith attempt to contact a landowner in a timely manner, considering the landowner's availability, location, and other applicable considerations.¶  
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**Deleted:** (i) "Certified Burn Manager Advisory Committee" means a committee established in accordance with OAR 629-042-1060, consisting of appointed members who make recommendations on Certified Burn Manager issues to the State Forester's representative and provides advice and guidance on issues and emerging topics that affect the use of prescribed fire within the State of Oregon.¶  
(j) "Committee" means the Certified Burn Manager Advisory Committee.¶

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(k) "Prescribed burn plan" is a plan prepared to conduct a prescribed burn, in accordance with OAR 629-042-1040(1).

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(l) "Successfully completed" and "successful performance" means completion of a training requirement of OAR 629-042-1025, or a test required by OAR 629-042-1030, and which has been properly documented.

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(v) "State Forester's representative" means the person or persons designated by the State Forester to administer the Certified Burn Manager program.  
(w)

(m) "Training provider" means a certified instructor who is accredited to conduct and/or document training required by OAR 629-042-1065.

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## Intent

### 629-042-1010

(1) The Certified Burn Manager program is intended to provide oversight of training and certification concerning the safe and effective use of prescribed burning and to promote the use of prescribed burning for the purposes outlined in ORS 526.360(1).

(2) Participation in the Certified Burn Manager program is voluntary. The forester may not require or condition the approval of a plan, or the issuance of a burning permit on the presence of a certified burn manager, for any prescribed burning.

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(3) Nothing in OAR 629-042-1000 to 629-042-1070 is intended to reduce the ability of a District, as defined in ORS 477.001(5), to exercise their responsibility to ensure that burning in their jurisdiction is conducted in a safe and lawful manner.

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## Certified Burn Manager certification requirements. Certificates generally.

### 629-042-1015

(1) A certificate shall be issued only to an individual. Entities other than an individual, including but not limited to partnerships, corporations, and limited liability companies, are not eligible for a certificate.

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(2) A certificate will authorize the individual to conduct prescribed fires as permitted by the certificate.

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A Certified Burn Manager

(3) The Forester will not issue a certificate prior to the receipt of all documents and fees required by OAR 629-042-1020.

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(4) The Forester shall assign a unique identification number to each certificate issued.

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(5) A certificate shall be valid for five years unless it is sooner revoked or surrendered.

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(6) A certificate may be renewed only after having been valid for at least four years

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(7) A certificate may not be renewed if:

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(a) it was revoked pursuant to OAR 629-042-1035(2); or

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(b) it has been more than six years since it was issued.

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(8) Certificates shall be non-transferable.

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(9) Authorized entries.

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- (a) A Certified Burn Manager, the Forester, or a training provider may document successful completion of a training requirement of OAR 629-042-1025, or a test required by OAR 629-042-1030, when they have personal knowledge that the person has properly completed the task being documented.
- (b) Notwithstanding (a) above, the Forester may document successful completion of a training requirement of OAR 629-042-1025, or a test required by OAR 629-042-1030, if the requirements of OAR 629-042-1025(3). have been met.

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#### Certified Burn Manager certification requirements. Application procedures.

##### 629-042-1020

Individuals applying for a Certified Burn Manager certificate shall provide to the Forester:

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- (1) a properly completed certification book showing that the applicant has satisfactorily completed all training required by OAR 629-042-1025 and all tests required by OAR 629-042-1030; and
- (2) submitted all fees required by OAR 629-042-1070.

#### Certified Burn Manager certification requirements. Training.

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##### 629-042-1025

- (1) The Forester shall provide a certification book. An applicant for a certificate must complete a certification book prior to applying for an initial certificate, or applying for a new certificate if the applicant was issued a certificate which was not renewed pursuant to OAR 629-042-1015(7):
- (a) Prior to receiving a certification book, an individual shall submit documentation to the Forester of successful completion of:
- (i) educational training that is provided by an approved training provider or the Forester; and
- (ii) a test in accordance with OAR 629-042-1030 with a passing score.
- (b) An applicant will not receive credit for educational training that was completed more than three years prior to the applicant's request for a certification book. The Forester may waive this three-year limitation if the individual is applying for historical recognition.
- (2) After verification of documentation required under 629-042-1025(1), the State Forester's representation shall issue the applicant a certification book.
- (a) The certification book shall consist of field training that the applicant must complete, including:
- (i) general proficiencies;
- (ii) pile burning proficiencies; and
- (iii) broadcast burning proficiencies.
- (b) To apply for a certificate to conduct pile burns, field training described in Sections 2(a)(i) and 2(a)(ii) must be completed.
- (c) To apply for a certificate to conduct pile burns and broadcast burns, all the field training described in the certification book must be verified of completion with a signature by a Certified Burn Manager, by the Forester, or by a training provider in a certification book.
- (d) The certification book will be valid for three years after the date of issuance by the Forester.

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- (e) ~~The Forester~~ will not accept documentation of field training which was completed more than three years prior to the date of application for a certificate. ~~The Forester may waive this~~ three-year limitation, if the individual is applying for historical recognition.

(3) ~~The Forester may consider~~ educational and field training requirements completed prior to January 1, 2023 ~~through historical recognition~~. In lieu of the initial training requirements of (1) and (2) above, an individual may submit to the ~~Forester~~:

- (a) a copy of a Prescribed Fire Burn Boss Type 2 Task Book which is complete. The Task Book shall indicate successful performance in the planning and ~~implementation~~ of prescribed fire; or
- (b) documentation that the individual holds a valid Certified Burn Manager certification in a state with comparable requirements to the State of Oregon; or
- (c) such evidence of experience as the ~~Forester~~ determines is equivalent to the initial training requirements of (1) and (2) above. The testing requirements of OAR 629-042-1030 shall still be required.

(4) An individual shall complete the following actions, prior to applying for a renewal of their certificate:

- (a) An individual shall successfully complete sixteen hours of continuing education within the certification period. ~~The continuing education must be~~ related to prescribed burning ~~and~~ approved in advance by the ~~Forester~~.
- (i) ~~The Forester~~ may approve training presented in a classroom format, a conference format, a correspondence course format, or in another format the ~~Forester~~ determines is acceptable.
- (ii) ~~The Forester~~ will not accept educational training which was completed more than five years prior to the applicant's date of application for renewal of a certificate.
- (b) An individual shall supervise one prescribed burn and participate in two additional prescribed burns ~~during~~ their certification ~~period and~~ prior to ~~applying~~ for a renewal.

#### **~~Certified Burn Manager certification requirements. Tests.~~**

##### **~~629-042-1030~~**

(1) The ~~Forester~~:

- (a) ~~shall~~ provide for the development and administration of all tests required by this rule;
- (b) ~~shall~~ establish a passing score for all tests required by this rule;
- (c) ~~may not~~ administer the same test to an individual more frequently than once every 30 ~~calendar~~ days; and
- (d) ~~may not~~ prohibit the use of written reference material by individuals taking tests.

(2) Individuals taking tests required by this rule:

- (a) ~~shall~~ display an approved government issued picture identification to the ~~Forester~~ or authorized Training Provider, prior to taking a test; and

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(b) shall comply with all test taking requirements established by the Forester or authorized Training Provider.

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(3) Individuals shall successfully pass a test prior to requesting a certification book from the Forester.

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(4) An individual who was unsuccessful in passing the test may request that the Certified Burn Manager Advisory Committee review the decision, by submitting a request within 30 calendar days notification of the test result.

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(a) The Certified Burn Manager Advisory Committee shall conduct the requested review at its next scheduled meeting after the receipt of a request for review.

(b) Following completion of the review requested, the Certified Burn Manager Advisory Committee shall either affirm or withdraw the test result by majority vote.

(c) The Forester or the individual may appeal the decision of the Certified Burn Manager Advisory Committee to the Board of Forestry, in the same manner as appeals under ORS 477.260(2).

(d) Any final resolution by the Board of the matter raised under section (3) of this rule shall be prepared as a final order, and any further appeal of the Board's final action shall be as prescribed by ORS 183.484.

#### Certified Burn Manager certificate investigation and revocation procedures

629-042-1035

(1) The Forester may investigate any reported or observed dangerous or adverse situations for which a Certified Burn Manager has been alleged to be responsible.

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(a) Upon the receipt of an allegation under this rule, the Forester may:

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(A) investigate and prepare a written report; or

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(B) direct that a certified wildfire investigator to investigate, prepare a written report and forward it to the Forester for review and approval.

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(b) Upon receipt of the written report required in (1)(a) above, the Forester shall determine as to whether the Certified Burn Manager was responsible for the reported dangerous or adverse situation.

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(c) If the Forester determines that the Certified Burn Manager was responsible for a dangerous or adverse situation, the Forester shall determine as to whether the actions of the Certified Burn Manager constitute grounds to revoke the certification of the Certified Burn Manager.

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(2) The Forester may revoke a certificate if:

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(a) a Certified Burn Manager has submitted false information pertaining to any aspect of the Burn Manager Program, such as, but not limited to, the entry of false information into a certification book submitted to the Forester pursuant to OAR 629-042-1020;

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(b) a Certified Burn Manager has been found to have violated ORS 477.515, 477.625, 477.720, 477.740, or OAR 629-043-0026(4);

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(c) a Certified Burn Manager fails to comply with the required actions and activities set forth in OAR 629-042-1040; or

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(d) a Certified Burn Manager terminated their responsibility for supervision of a prescribed burn in violation of OAR 629-042-1045(2).

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(3) The Forester shall provide written notice to the Certified Burn Manager of the intent to revoke a certificate. The Forester may not revoke the certificate until after 30 calendar days from the date of notice.

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(4) Certificate revocation review and appeals procedures.

(a) A Certified Burn Manager may request that the Certified Burn Manager Advisory Committee review a decision to revoke a certificate, by submitting a request within 30 calendar days after service of the written notice required by subsection (3). Service is completed at the earlier of actual notice or depositing a properly addressed written notice in first class mail or sending an email to an address established by the Certified Burn Manager.

(b) The Certified Burn Manager Advisory Committee shall conduct the requested review at its next scheduled meeting after the receipt of a request for review.

(c) Following completion of the review requested, the Certified Burn Manager Advisory Committee shall either affirm or withdraw the revocation by majority vote.

(d) The Forester or the Certified Burn Manager whose certificate has been revoked may appeal the decision of the Certified Burn Manager Advisory Committee to the Board of Forestry, in the same manner as appeals under ORS 477.260(2).

(e) Any final resolution by the Board of the matter raised under section (4)(d) of this rule shall be prepared as a final order, and any further appeal of the Board's final action shall be as prescribed by ORS 183.484.

(5) An individual who has had their certification revoked is ineligible to apply for another certification for a period of 3 years from the date of revocation unless waived by the committee.

#### Certified Burn Manager required actions and activities

##### 629-042-1040

(1) A Certified Burn Manager shall:

(a) prepare or review a prescribed burn plan prior to ignition of a prescribed burn that they will supervise. The plan shall be prepared in a format approved by the Forester; and

(b) confirm that the notification required by OAR 629-042-1055(1), to adjacent landowners, has been made, prior to ignition of a prescribed burn that they will supervise; and

(c) be on site and maintain active supervision of the resources used on any prescribed burn the Certified Burn Manager is supervising, during the ignition phase and the initial stages of the mop-up phase.

(2) A Certified Burn Manager shall, when not required to be on site pursuant to (1), be readily available to return to a prescribed burn they are responsible for until:

(a) the prescribed burn has achieved the conditions documented in the prescribed burn plan for transfer of responsibility to another person; or

(b) giving notice of termination of responsibility as provided in (3)(b).



(3) A Certified Burn Manager shall give notification to the District of:

- (a) their assumption of responsibility for a prescribed burn; and
- (b) their termination of responsibility for a prescribed burn.

(4) The notifications of the Certified Burn Manager required in (3)(a) and (b) shall be:

(i) made by phone to the District that the burn is being conducted in; and

(ii) made prior to ignition assuming responsibility under 3(a) and within 2 hours after termination of responsibility under 3(b).

(5) A Certified Burn Manager shall not permit any dangerous or adverse situation on any prescribed burn for which they have responsibility.

(6) A Certified Burn Manager shall cooperate fully with an investigation undertaken by the Forester pursuant to OAR 629-042-1035(1).

#### Certified Burn Manager prohibited actions and activities

##### 629-042-1045

(1) A Certified Burn Manager may not use a certificate as the authority to supervise prescribed burning unless the burning is conducted pursuant to ORS 526.360(1).

(2) A Certified Burn Manager may not terminate their responsibility for a prescribed burn unless:

(a) There is a transfer of responsibility

i. immediately to another Certified Burn Manager and documented on a form provided by the Forester; or

ii. to the landowner, in accordance with the criteria established in the prescribed burn plan, and documented on a form provided by the Forester; and

(b) There is a notification to the District pursuant to OAR 629-042-1040(3)(b).

(3) The following persons may not use the title "Certified Burn Manager" and may not purport to be a Certified Burn Manager:

- (a) an individual whose certificate has expired;
- (b) an individual whose certificate has been revoked; or
- (c) An individual who has surrendered their certificate to the Forester.

(4) A Certified Burn Manager shall not falsify records.

#### Limitations on the use of Certified Burn Managers

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an individual whose certificate is pending revocation, pursuant to the written notice set forth in OAR 629-042-1035(3);

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A Certified Burn Manager shall only supervise:

- (1) prescribed burning activities as identified within an approved prescribed burn plan;
- (2) prescribed burning for which they are certified to conduct; and
- (3) prescribed burning on forestland which is classified in accordance with ORS 526.328 or ORS 526.340.

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#### Landowner required and prohibited actions

629-042-1055

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- (1) A landowner who uses a Certified Burn Manager to supervise a prescribed burn shall:
  - (a) make a bona fide attempt to notify all adjacent landowners about the prescribed burn. The attempt must be made in a timely manner, in consideration of the landowner's availability, location, and other applicable considerations. Such notification shall be made not more than 90 calendar days prior to ignition of the prescribed burn; and
  - (b) provide, prior to ignition of the prescribed burn, a copy of the prescribed burning plan to any landowner notified pursuant to (1)(a) above, who requests a copy.
- (2) A landowner who uses a Certified Burn Manager to supervise a prescribed burn, once ignited, may not terminate the Certified Burn Manager's responsibility for a prescribed burn unless:
  - (a) responsibility has been transferred by:
    - (1) meeting transfer conditions outlined in the approved burn plan; or
    - (2) the Certified Burn Manager is immediately replaced by another Certified Burn Manager; or
    - (3) the landowner has assumed responsibility for the prescribed burn and for execution of the prescribed burning plan prepared pursuant to OAR 629-042-1045(2)(b); and
  - (b) There has been a notification to the District pursuant to OAR 629-042-1040(3)(b).

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#### Certified Burn Manager Advisory Committee

629-042-1060

- (1) A Certified Burn Manager Advisory Committee shall provide recommendations to the Forester in administering the Certified Burn Manager Program as described in ORS 526.360(3).
- (3) The Certified Burn Manager Advisory Committee shall:
  - (a) consist of seven members
  - (b) select a chairperson to coordinate the work of the Committee
  - (c) meet at least twice each calendar year;

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- (d) ~~advise the Forester~~ on the administration of the Certified Burn Manager program; and
- (e) ~~conduct reviews of proposed certificate revocation, when requested pursuant to OAR 629-042-1035(4).~~
- (4) The Department of Forestry ~~provides administrative support for~~ the Certified Burn Manager Advisory Committee and all sub-committees therein.
- (5) The Certified Burn Manager Advisory Committee shall consist of members broadly representative of the industries, associations, and professions involved in the planning and ~~execution~~ of prescribed fire.
- (6) In addition to the members designated in section (5) of this rule, representatives of the following federal agencies shall be invited to serve as ex-officio members of the advisory committee:
- (a) ~~A representative of the United States Forest Service.~~
- (b) ~~A representative of the United States Bureau of Land Management.~~
- (c) ~~A representative of the United States Bureau of Indian Affairs.~~
- (7) The ~~Forester~~ shall serve as secretary for the committee.
- (8) Applying for an appointment to the Certified Burn Manager Advisory Committee.
- (a) ~~Priority in selection shall be given first to applicants holding a Certified Burn Manager Certificate, and then second to prescribed fire practitioners.~~
- (b) ~~Any interested person may submit a completed interest form to the Department of Forestry to apply for an appointment to the Certified Burn Manager Advisory Committee.~~
- (c) ~~An interest form must be submitted to the Department of Forestry to be considered for an appointment to the Committee. Interest forms are available on the Department of Forestry's website or by email upon request.~~
- (d) ~~Completed interest forms will be kept on file consistent with the Department's record retention policy.~~
- (e) ~~The Department of Forestry will acknowledge receipt of each completed interest form.~~
- (f) ~~The State Forester will appoint members to the~~ Certified Burn Manager Advisory Committee.
- (g) ~~Committee members may serve two consecutive 3-year terms; however, initial terms may be adjusted to ensure Committee stability.~~
- (9) Vacancies
- (a) ~~A vacancy exists when a Committee member completes the term for that position; resigns; becomes incapacitated or is otherwise incapable of performing the duties of a member; has been removed from the appointment for just cause; is not reappointed; is no longer employed in the position that the appointment represents; or is no longer affiliated with the association or organization that the appointment represents.~~
- (b) ~~Any vacancy subject to this rule will be filled in the same manner as an initial appointment.~~
- (10) The ~~Committee may create subcommittees and appoint people to serve on those subcommittees.~~
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(11) The State Forester may remove an appointed member for just cause.

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#### Training Provider accreditation, Suspension, and Revocation

##### 629-042-1065

(1) A training provider shall obtain accreditation from the Forester prior to conducting or documenting training required by OAR 629-042-1025.

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(2) To request accreditation, prospective training providers shall make application to the Forester and sign an accreditation agreement.

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(3) Training providers will not be considered accredited until the Forester reviews and approves their application.

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(4) Applications shall include, but will not be limited to:

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(a) a list of the specific training, either initial, renewal, or both to be provided or documented; and

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(b) evidence the person has had at least two years total experience either teaching adults or working in the area of expertise covered by the specific training to be provided or documented.

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(5) Accreditation agreements shall include, but will not be limited to:

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(a) a requirement to provide training using only curricula or course manuals approved by the Forester;

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(b) a requirement to send all training completion records to the Forester within the period of time required by the Forester;

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(c) a requirement to maintain training completion records for a minimum of six years;

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(d) a requirement to document successful completion of a training requirement of OAR 629-042-1025 or a test required by OAR 629-042-1030 only for which they are accredited and for which they have personal knowledge that the person has properly completed the task being documented; and

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(e) a requirement that no entry of false information be made into a certification book to be submitted to the Forester.

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(6) Temporary Suspension of documentation authority.

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(a) The Forester may immediately suspend the documentation authority of a training provider at any time the Forester determines that the training provider has failed to comply with all requirements of the accreditation agreement. A training provider may appeal the temporary suspension of documentation authority in the same manner as section 7(c) of this rule.

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(b) Within 30 calendar days of suspending the documentation authority of a training provider, the Forester must either initiate action to revoke the accreditation of the training provider or restore the documentation authority of the training provider.

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(7) Revocation of accreditation

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(a) The Forester may revoke the accreditation of a training provider at any time the Forester determines that the training provider has failed to comply with all requirements of the accreditation agreement.

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(b) The Forester shall provide written notice to the training provider of the intent to revoke an accreditation. The Forester may not revoke an accreditation until after 30 calendar days from the date of notice.

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(c) Accreditation revocation review and appeals procedures:

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(i) A training provider may request that the Certified Burn Manager Advisory Committee review a decision to revoke an accreditation, by submitting a request within 30 calendar days after service of the written notice required by subsection (b) above. Service is completed at the earlier of actual notice, or depositing a properly addressed written notice in first class mail, or sending an email to an address established by the training provider.

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Not more than 30 days following receipt of the written notice required by (2)(f)(

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(iii) Following completion of the review requested, the Certified Burn Manager Advisory Committee shall either affirm or withdraw the revocation by majority vote.

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(iv) The Forester or the training provider whose accreditation has been revoked may appeal the decision of the Certified Burn Manager Advisory Committee to the Board of Forestry, in the same manner as appeals under ORS 477.260(2).

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(v) Any final resolution by the Board of the matter raised under section (7)(c) of this rule shall be prepared as a final order, and any further appeal of the Board's final action shall be as prescribed by ORS 183.484.

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(8) Nothing in these rules creates a right for review of revocation of training provider accreditation for employees of the Oregon Department of Forestry.

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## Fees

629-042-1070

(1) To cover the cost of materials and testing for the Certified Burn Manager program, the application fee for an initial certificate shall be \$50.00.

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(2) Training providers may charge reasonable fees for the training they provide or document.

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|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:     | 4                                                                                                                                                                                                                                                                                                          |
| Topic:               | Our Search for Climate-Smarter Forestry: Accelerating the Transition                                                                                                                                                                                                                                       |
| Contact Information: | Ryan Gordon, Planning Branch Director<br>503-945-7393, <a href="mailto:Ryan.P.Gordon@odf.oregon.gov">Ryan.P.Gordon@odf.oregon.gov</a><br>Danny Norlander, Forestry Climate, Carbon, and Health Analyst<br>503-508-3797, <a href="mailto:danny.norlander@odf.oregon.gov">danny.norlander@odf.oregon.gov</a> |

## **SUMMARY**

Peter Hayes and Dean Moberg facilitated four forest-based sessions to work with a diverse set of individuals representing forest practitioners, forest advocates, policy makers, and end-product users to consider what climate-smarter forestry could look like in Oregon. The intent of these sessions was to establish what current considerations and barriers are for the implementation of climate-smarter forestry and create a broad conversation to inform decision-making and policy development. Overall, there was much agreement among the four groups, though some areas of concern emerged. This is an informational topic intended to provide a high-level overview of the discussion and outcomes. There may be an opportunity for a panel discussion at a future Board meeting.

## **CONTEXT**

Natural climate solutions present an opportunity for adaptation and mitigation as the world experiences deepening climatic changes. These are resulting in longer and more extreme fire seasons, increased weather volatility, and greater overall risk to the forest sector, much of which may not be fully understood at this time. Utilizing climate-smart or climate-smarter forestry can help to reduce these risks and develop a landscape more resistant and adaptable to climate change.

The Board approved the department's Climate Change and Carbon Plan (CCCP) in November of 2021. The CCCP is built around three pillars of climate-smart forestry: Adaptation, Mitigation, and Social (broken into communities and economy). The sessions, held at Hyla Woods in NW Oregon, continue the conversation around this concept and help inform ongoing work toward the development of a new strategic plan for the department.

## **ATTACHMENT**

- Summary of workshops developed by Hayes and Moberg (available before the meeting)

# Our Search for Climate-Smarter Forestry: Accelerating the Transition

## Summary Report



By Peter Hayes – Hyla Woods,  
and Dean Moberg – Director, Tualatin Soil and Water Conservation District

Cover photograph: The “general” group in discussion July 19, 2022 Climate-Smarter Forestry workshop.

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## Executive Summary

During the summer of 2022, sixty-six Oregonians with diverse experiences, perspectives, and priorities participated in climate-smarter forestry (CSF) workshops in a western Oregon forest. CSF was defined as practices that help forests to mitigate climate change and/or to become more resilient to climate-related stresses. Participants represented the design/build sector, elected and appointed leaders, forest practitioners, and advocates from non-profit organizations, and each group attended a separate workshop. Thus, there were four workshops, which were each structured essentially the same in order to facilitate comparisons between the different groups. Peter Hayes (Hyla Woods) and Dean Moberg (Director, Tualatin Soil and Water Conservation District) facilitated the workshops.

Participants generally agreed that climate-related stresses were negatively impacting western Oregon forests and that it is important to accelerate adoption of CSF practices. Participants considered fourteen CSF strategies and, on average, rated the following strategies as most likely to advance CSF without causing significant negative side effects:

- Increase accountability for results
- Reduce the conversion of forestland to other land uses
- Increase the ecological complexity of forests
- Increase forests' ability to catch and hold carbon
- Enhance forest soil quality
- Improve forest hydrology
- Keep and care for older forests
- Re-establish forests on land that used to be but no longer is forested
- Store carbon in long-lived wood products
- Implement careful thinning of existing forests

Strategies that received lower average ratings included:

- Implement assisted migration of tree species or genotypes
- Reduce the risk of wildfire
- Improve forest roads
- Address diseases and insect pests

Participants were widely split on whether carbon offset trading should be a component of climate-smarter forestry.

Participants identified seven categories of solutions to barriers for CSF: collaboration, direct financial incentives, education and communication, labor and technology, market evolution and development, public policies, and research.

In addition to this document, the facilitators have presentations planned to share workshop results with various groups. For more information, contact Peter Hayes: [peter\\_hayes@comcast.net](mailto:peter_hayes@comcast.net)



# The Workshops

## What?

Oregonians with diverse experiences, perspectives, and priorities participated in a series of climate-smarter forestry (CSF) workshops. CSF was defined as practices that help forests to mitigate climate change and to become more resilient to climate-related stresses. Although many of the strategies discussed in the workshops could pertain to forests across Oregon, the focus of this project was western Oregon forests. Each workshop followed the same process and structure in order to allow comparison of results between groups.

## Why?

The workshop goals were to work together to accelerate the pace and scale of the transition toward CSF, to find useful common ground where possible, and to honor inevitable differences where necessary.

## Who?

A separate four-hour workshop was held for each of four forestry and wood product interests: design/build professionals (architects, contractors, and mill managers), appointed and elected leaders (also referred to as “general”), practitioners (forest managers and owners), and advocates/non-profits. In total, 66 people enthusiastically engaged in the process with commitment and positive spirit. Some who were invited to the workshops were either unable or unwilling to participate, which resulted in incomplete representation of all forest interests. The workshops were facilitated by Peter Hayes - Hyla Woods and Dean Moberg - a director of the Tualatin Soil and Water Conservation District.

## When?

The workshops were held in the summer of 2022.

## Where?

To ground the explorations in the specific realities of a working forest, the workshops were held in Hyla Woods’ Mt. Richmond Forest in the north Coast Range, west of Gaston, Oregon.

Given the large number of topics explored in each workshop in a limited time by a healthy diversity of perspectives, readers should be aware that what follows is a record of what took place during the workshops and not a consensus-based plan of action. This report should be viewed as a window into the perspectives and priorities offered by participants. Many participants expressed interest in working together to use the workshop results as a foundation for future coordinated action.

Note: The term “climate-smarter” is used, as opposed to “climate-smart,” in hopes of encouraging a continuum mindset as opposed to a potentially divisive binary mindset, and to acknowledge that climate resilience and mitigation is one of multiple dimensions of responsible forest stewardship.

# Results

## Guiding Questions

Participants in each workshop explored and answered the following questions:

1. Who are we? What do we bring and what do we hope to gain?
2. What basic understandings are critical to engaging with CSF issues?
3. In what ways are western Oregon forests being influenced by climate-related changes and stresses?
4. What strategies are most appropriate and important to accelerate the pace and scale of the transition toward CSF?
5. What are the barriers to implementing CSF strategies?
6. How will we work together to reduce and remove barriers?
7. What will we each do to advance CSF in the coming months and years?

Each workshop began with facilitators presenting a simple vision of a desirable future resulting from CSF strategies in Oregon, showing increases over time for three variables: 1) average amount of carbon stored per acre, 2) capacity of forests to be resilient to climate-related stress, and 3) improved vitality, resilience and opportunity in rural, forest-dependent communities. Though there was no process to ask for official endorsement of this vision, participants appeared to embrace it.

## Key Outcomes and Accomplishments

- Almost all participants appeared to be committed to advancing CSF.
- Participants increased their understanding of CSF strategies while learning from the perspectives, priorities, and concerns of others.
- Participants generally agreed that climate-related stresses were negatively impacting western Oregon forests.
- Facilitators presented fourteen CSF strategies, and participants offered no additional strategies when offered that opportunity.
- Figures 1-14 show how participants ranked the relative importance of each strategy. Strategies M1 through M7 are ways CSF can mitigate climate change (e.g., by sequestering carbon) and strategies A1 through A7 are approaches to improving forest adaptation to climate change.
- Some participants stressed that the relative appropriateness and importance of strategies will vary dependent on a specific forest's ecological, cultural, and economic context, much of which is affected by the landowner's goals.
- Participants identified and prioritized barriers to implementing the strategies as well as solutions to those barriers.

## Common Ground – Areas of Apparent Agreement:

1. It is important to incentivize Oregon forests that store more carbon per acre, are more resilient to climate-related stresses, and support the vitality of Oregon communities.
2. There are important opportunities and responsibilities to accelerate adoption of CSF practices.
3. Climate-related stresses on Oregon forests will increase.
4. Success in accelerating the pace and scale of CSF adoption depends on motivating and supporting those people whose decisions directly shape forests.
5. Implementation of CSF strategies depends on Oregonians working together to identify and remove barriers. This will require more work as well as a blend of economic, policy, and cultural approaches.
6. Education, understanding, and ongoing research are critically important.
7. Success depends on people becoming better at working together across boundaries to achieve common goals.
8. There is much excellent and important work related to CSF already being done – and more investment, engagement, and effort is required.
9. The urgency of climate change calls for thoughtful but expedient action.
10. Exploring new procurement practices that can allow purchasers to know where their wood comes from and can play a key role in rewarding and cultivating CSF practices.
11. Ongoing learning and accountability for results should be a high priority.

## Uncommon Ground – Areas of Disagreement

1. **Adaptation vs. Mitigation** - While all participants appeared to agree that investment focused on adaptation (increased climate resilience) and mitigation are both important, some advocated for greater emphasis on adaptation while others advocated for greater emphasis on mitigation. See Figure 15.
2. **Carbon Offset Trading** – While all participants appeared to acknowledge complications and challenges related to carbon offset trading in forestland, some supported and others opposed this strategy. See Figure 16.
3. **Leakage** - While many participants acknowledged that decreases in Oregon’s lumber production could contribute to increased production in other regions, participants did not agree on whether this should affect the adoption of CSF in western Oregon forests.

## Observed Climate-Related Impacts on the Mt. Richmond Forest

The following climate-related changes have been observed in the Mt. Richmond Forest where the workshops were held. Many participants in each workshop affirmed that they had observed similar changes in other western Oregon forests.

- **Temperatures:** Mt. Richmond Forest records document increased daytime high temperatures, increased nighttime low temperatures, extended hot periods, and occasional abnormally low temperatures. Key events include high temperatures in 2014 and 2015, the record 116° F heat in 2021, and unusual freezing temperatures in April 2022.
- **Accelerating Tree Die-off:** Some tree die-off is scattered across the Mt. Richmond Forest and has occurred in several tree species, while other die-off is concentrated in areas of widespread mortality. While some die-off is understandable given variable soils and complex hydrology, other cases are harder to explain. Die-off in young Douglas-fir plantations and varying age classes of western redcedar are of particular concern.
- **Hydrology:** Annual water cycles in the Mt. Richmond Forest are changing. Creeks that historically flowed continuously have begun to dry up in the summer. More intense precipitation events and abnormally high runoff is overwhelming road drainage infrastructure that worked well for years.
- **Wildfire:** While connections to changing conditions are uncertain, scope and scale of wildfire in and near the forest has increased and remains a serious concern.

## Strategy Ratings

Participants discussed and prioritized fourteen CSF strategies, including those that aim to increase forest resilience or adaptation (Strategies A1-A7) and those that contribute to climate mitigation (Strategies M1-M7). Participants rated each strategy on a 1 to 5 scale, with “1” indicating that a strategy had very significant problems and few if any benefits, and “5” indicating that a strategy had very significant benefits and few if any problems. Benefits were defined as probable outcomes that would be especially effective at addressing adaptation or mitigation and/or would have positive side effects. Problems were defined as probable outcomes that would not be effective at addressing adaptation or mitigation and/or would have significant negative side effects. Examples of side effects to consider were impacts on historically underserved communities, impacts on hydrology, and impacts on wildlife.

The facilitators asked participants to disregard potential barriers in their strategy ratings and explained that barriers would be addressed in a separate exercise. For example, if a participant thought a strategy would be highly effective but expensive, they were instructed to temporarily disregard the expense and thus give that strategy a rating of 4 or 5. Participant ratings of the 14 strategies are illustrated in Figures 1-14, which also include the average ratings for each strategy and participant suggestions of solutions to barriers for that strategy.

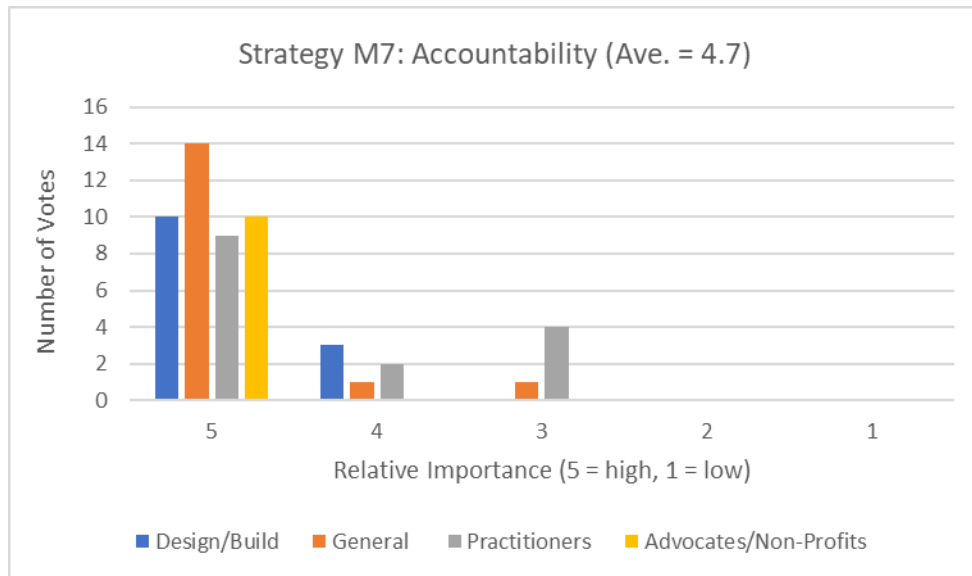
Facilitators briefly mentioned strategies to reduce greenhouse gas emissions from forest operations, for example by substituting electrically operated equipment for some operations that typically rely on internal combustion engines. Though participants expressed interest in these strategies, there was insufficient time to discuss or prioritize them.



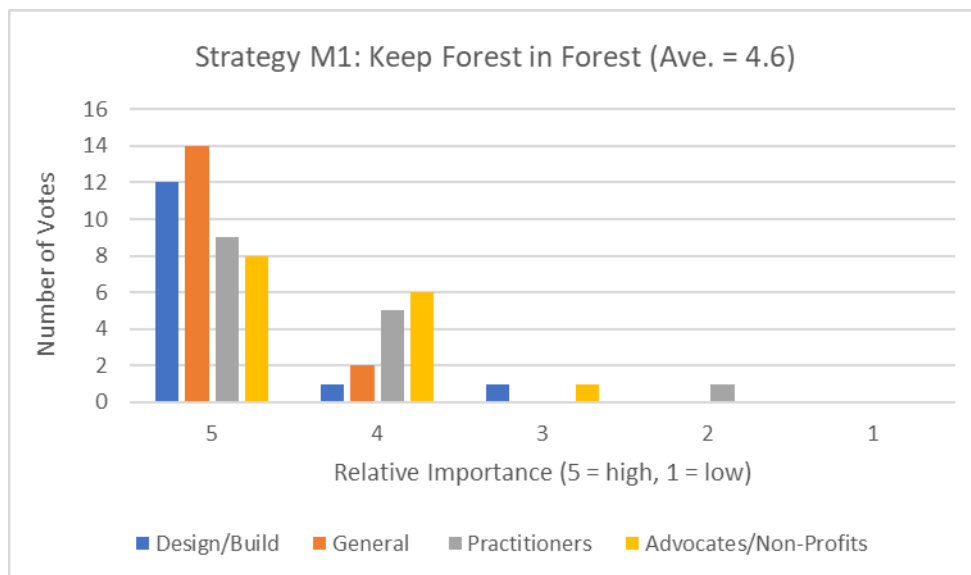
Table 1. Summary of adaptation (A1-A7) and mitigation (M1-M7) climate-smarter forestry strategies.

| Code | Name                      | Description                                                                                                                                    |
|------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| A1   | Wildfire Risk             | Reduce the incidence, severity, and extent of catastrophic forest fires.                                                                       |
| A2   | Thinning                  | Carefully reduce the density of trees when needed to improve forest health.                                                                    |
| A3   | Forest Complexity         | Manage forests to encourage a diverse mix of tree species, tree age classes, and understory vegetation.                                        |
| A4   | Pests                     | Plant and manage trees to minimize the risks and impacts of diseases, insect pests, and invasive species.                                      |
| A5   | Water (hydrology)         | Manage forests to increase the infiltration rate of precipitation, increase soil water holding capacity, and decrease the rate of runoff.      |
| A6   | Forest Roads              | Construct and/or modify forest roads and associated bridges, culverts, and water bars in order to reduce erosion during runoff events.         |
| A7   | Assisted Migration        | When indicated by scientific data, carefully explore planting tree species and genotypes adapted to future climate conditions.                 |
| M1   | Keep the Forest in Forest | Reduce the conversion of forest to other land uses.                                                                                            |
| M2   | Catch and Hold Carbon     | Increase net carbon sequestration in forest vegetation and soils.                                                                              |
| M3   | Soil Health               | Improve forest soil biological, physical, and chemical characteristics in order to store carbon, improve forest health, and improve hydrology. |
| M4   | Older Trees               | Ensure that forests contain healthy older trees.                                                                                               |
| M5   | Long-Lived Wood Products  | Store carbon in wood products with a long useful life.                                                                                         |
| M6   | Afforestation             | Establish forests on sites where trees are adapted but are not now growing due to deforestation in the past.                                   |
| M7   | Accountability            | Ensure individuals and organizations working toward climate-smarter forestry goals are accountable for achieving those goals.                  |

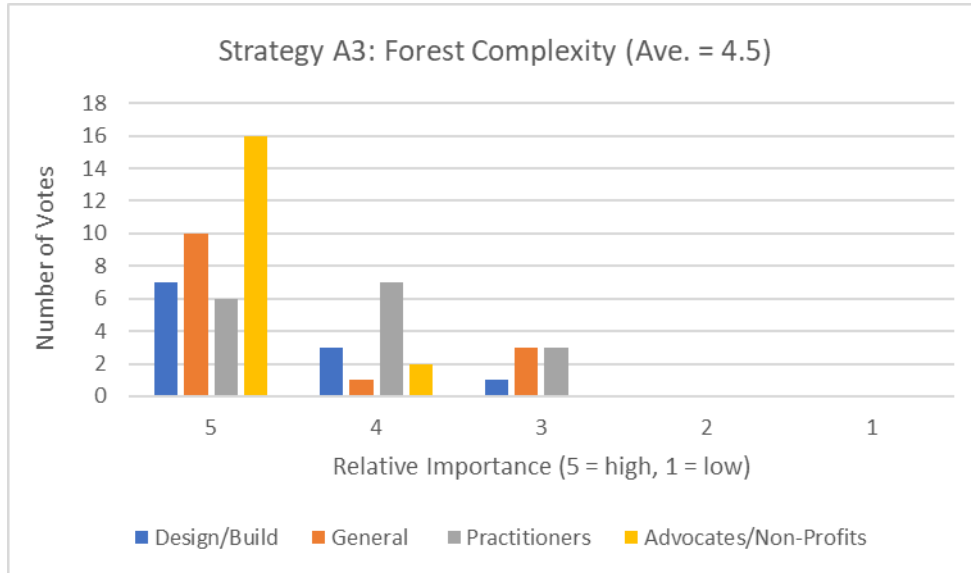
## High Priority Strategies (Average Ratings Greater than 4.0)



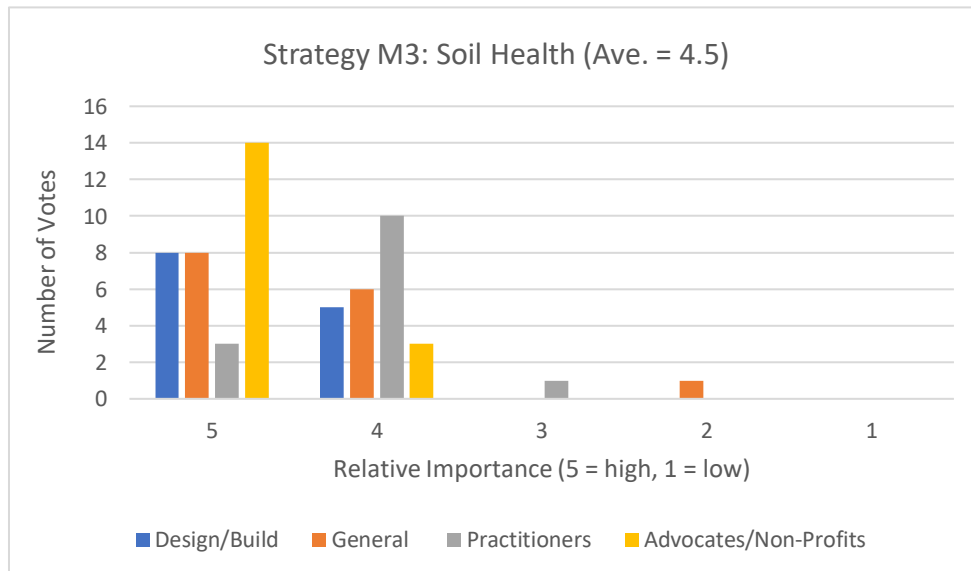
*Fig. 1. Accountability – ensuring that individuals and organizations working toward CSF goals are accountable for achieving those goals. Most participants rated this strategy as highly important (average = 4.7 out of 5.0). Participants thought most of the barrier/solution types (see following section on Barriers and Solutions) applied to this strategy: collaboration, direct financial incentives for forest owners, education and communication, market evolution and development, public policies, and research.*



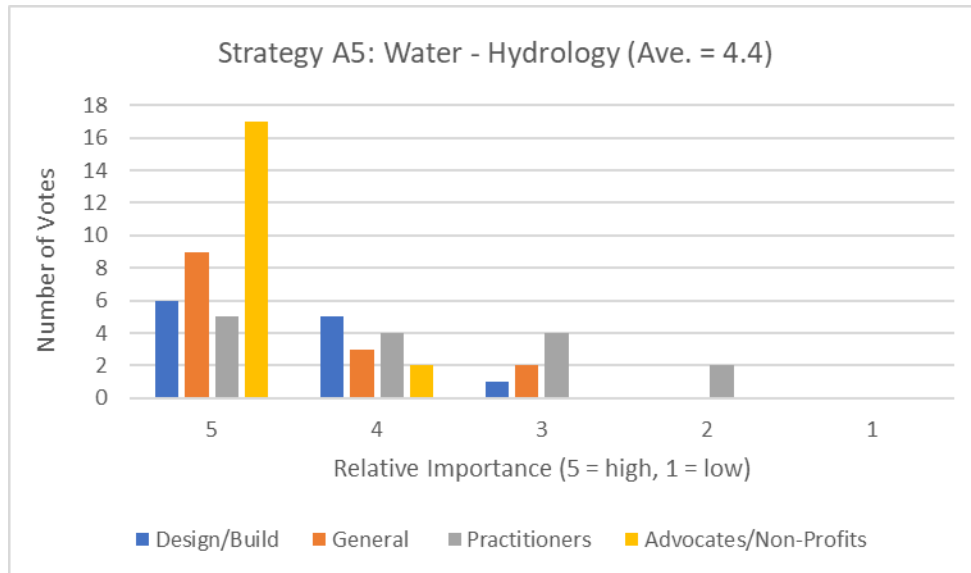
*Fig. 2. Keep forest in forest – reducing the conversion of forestland to other land uses. Participants identified public policy as the main barrier/solution category that applies to this strategy.*



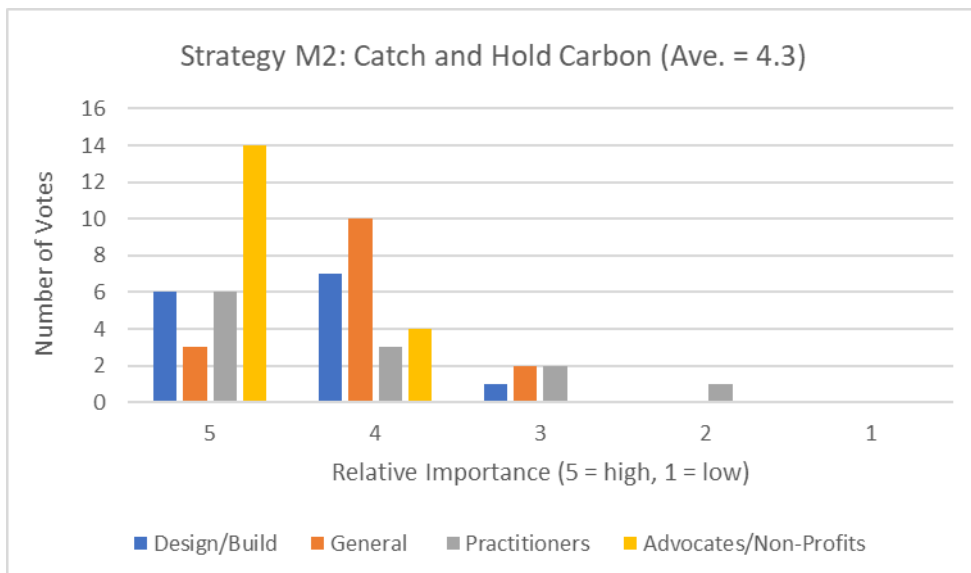
*Fig. 3. Forest complexity – manage forests to encourage a diverse mix of tree species, tree age classes, and understory vegetation. Participants identified the following barrier/solution classes for this strategy: education and communication, labor and technology, market evolution and development, public policies, and research.*



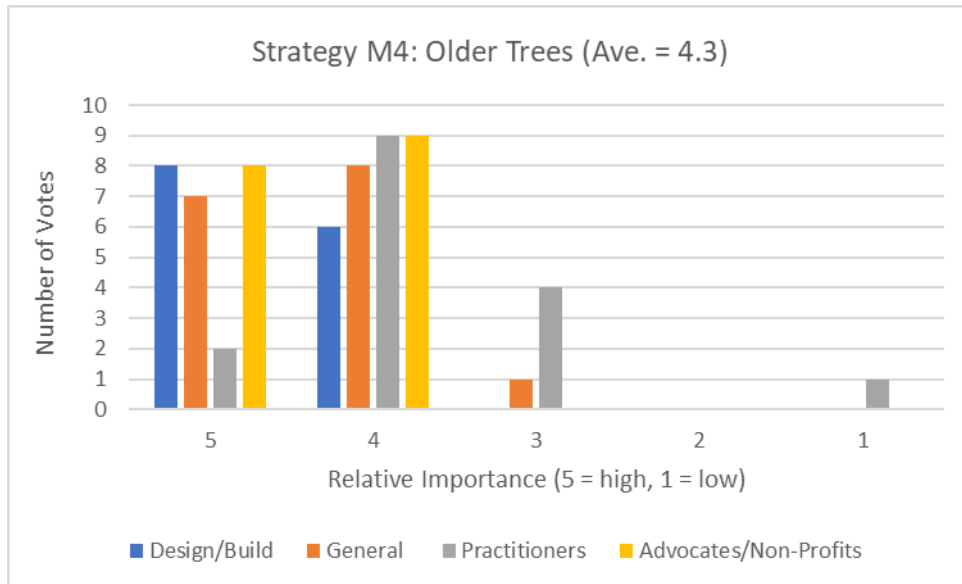
*Fig. 4. Soil health – improve forest soil biological, physical, and chemical characteristics in order to store carbon, improve forest health, and improve hydrology. Participants identified research as the main barrier/solution category that applies to soil health.*



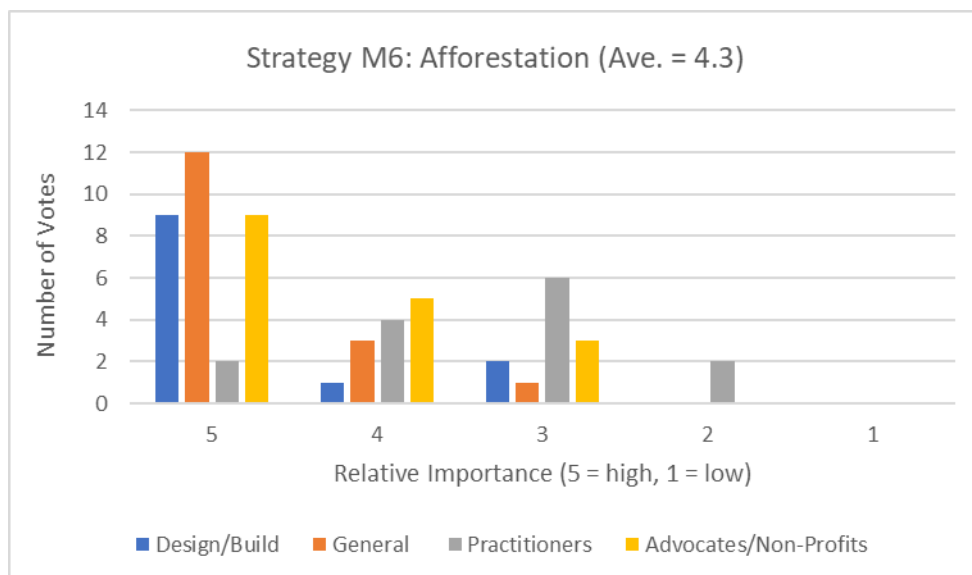
*Fig. 5. Water, hydrology – manage forests to increase the infiltration rate of precipitation, increase soil water holding capacity, and decrease the rate of runoff. Participants did not identify barriers and solutions to this strategy, but it is reasonable to assume that those might be similar to the barriers/solutions for forest complexity, older trees, and soil health.*



*Fig. 6. Catch and hold carbon – increase net carbon sequestration in forest trees and soils. Participants identified market evolution and development, and public policies as the barrier/solution categories for this strategy.*

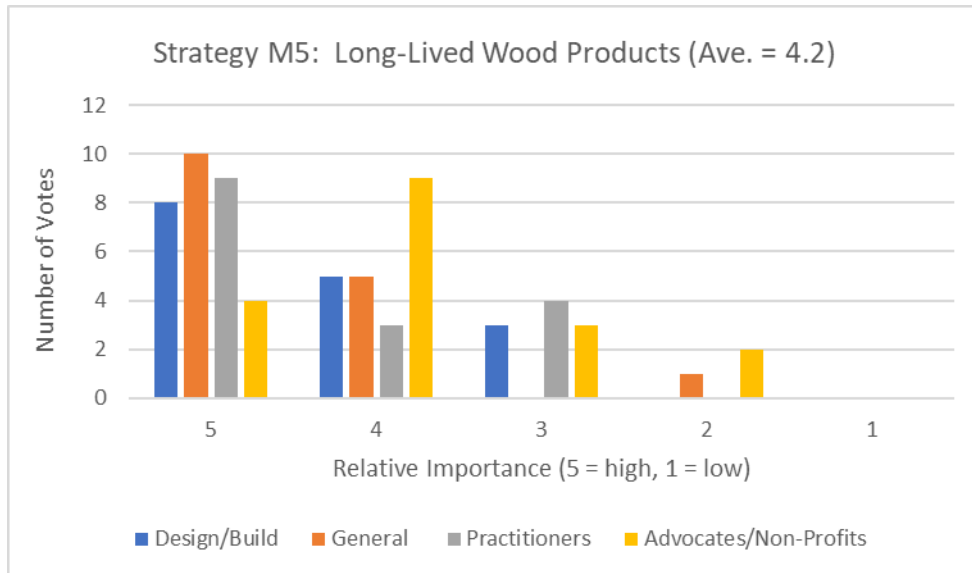


*Fig. 7. Older trees – ensure that forests contain healthy older trees. Participants identified direct financial incentives and market evolution and development as the barrier/solution categories applicable to this strategy.*

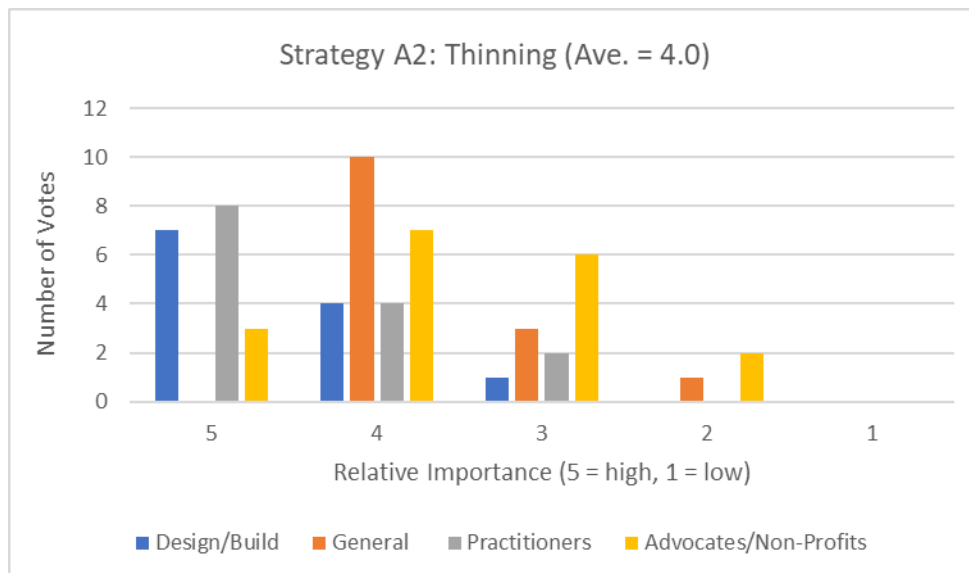


*Fig. 8. Afforestation – establish forests on sites where trees are adapted but are not now growing due to deforestation in the past. Participants thought that direct financial incentives and market evolution and development were the main barrier/solution categories that apply to this strategy.*



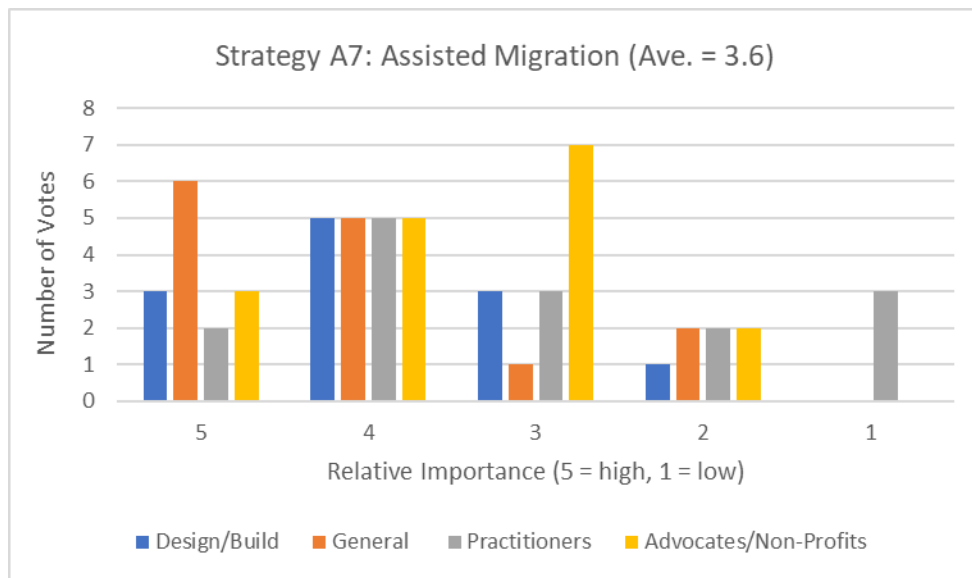


*Fig. 9. Long-lived wood products – store carbon in wood products with a long useful life. Participants thought the barrier/solution category of education most applied to this strategy.*

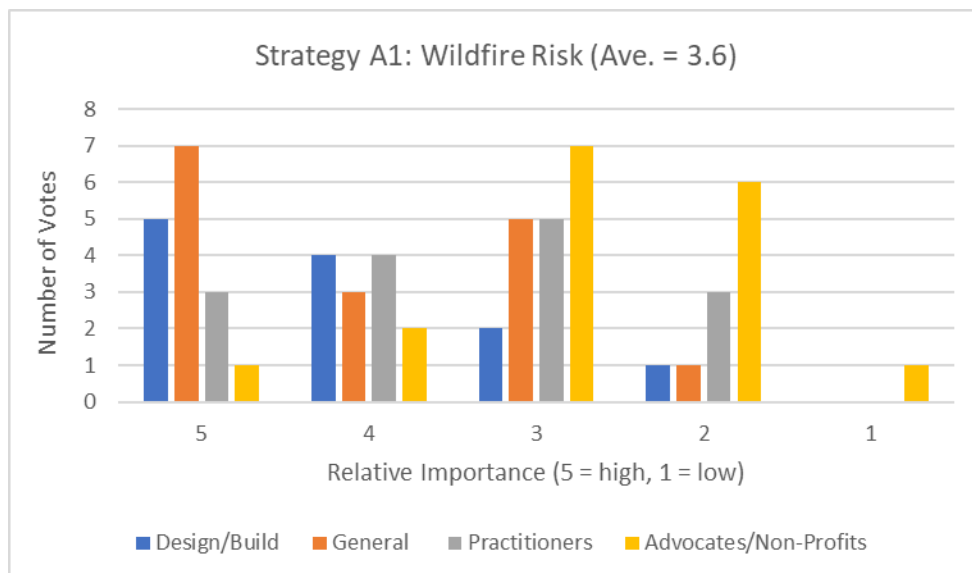


*Fig. 10. Thinning – carefully reduce the density of trees when needed to improve forest health. Participants identified the barrier/solution categories of labor and technology, and market evolution and development as applicable to this strategy.*

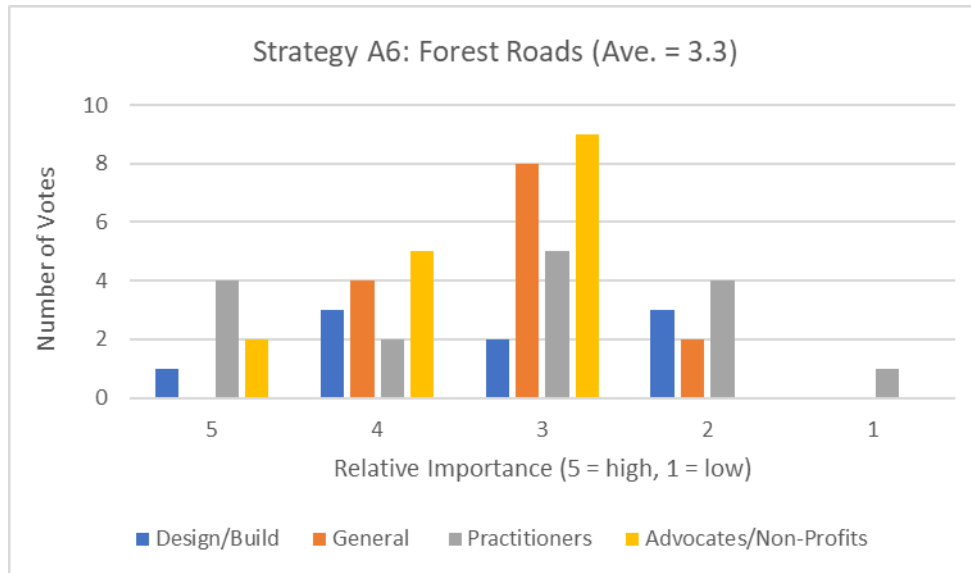
## Medium and Low Priority Strategies (Average Ratings 3.2 – 3.6)



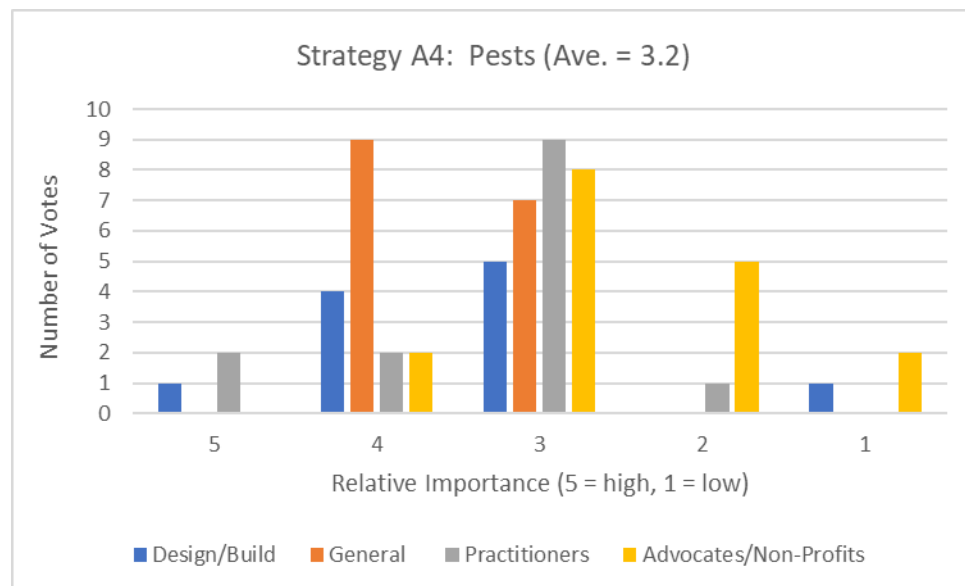
*Fig. 11. Assisted migration – when indicated by scientific data, carefully explore planting tree species and genotypes adapted to future climate conditions. Participants did not identify barrier/solution categories for this strategy, but it is logical to assume that the category of research would apply.*



*Fig. 12. Wildfire risk – reduce the incidence, severity, and extent of catastrophic forest fires. Participants did not identify barrier/solution categories to this strategy, but it is logical to assume that public policy, labor and technology, and collaboration would play a role.*



*Fig. 13. Forest roads – construct and /or modify forest roads and associated bridges, culverts, and water bars in order to reduce erosion during runoff events. Participants did not identify barrier/solution categories to this strategy, but it is logical to assume that labor and technology, and direct financial incentives would play a role.*



*Fig. 14. Pests – plant and manage trees to minimize the risks and impacts of diseases, insect pests, and invasive species. Participants did not identify barrier/solution categories to this strategy, but it is logical to assume that labor, technology, and research would be applicable. Several participants voiced concern over the discovery of emerald ash borers and the likely devastation to ash trees across western Oregon.*

## Barriers and solutions

As noted in Figures 1-14, participants identified a variety of barriers and solutions for CSF strategies. Barriers and solutions can be sorted into the following categories and examples provided by participants:

- Collaboration:
  - Better define goals and priorities.
  - Acknowledge the importance of working in ways that don't harm those who are least advantaged.
  - Make better use of public/private partnerships.
  - Investigate, agree upon, and implement a high-quality system for assessing and tracking net carbon sequestration through a working lands inventory process.
  - Develop more accurate baselines for carbon inventories.
  - Develop a set of regional best practices for climate-smarter forestry
- Direct financial incentives:
  - Increased funding for conservation easements on forestland.
  - Increased funding for implementing CSF practices.
- Education and communication:
  - Do a better job of building and using common ground between factions.
  - Increase attention to connections between CSF and wildlife habitat.
  - Increase the public's awareness of where their wood comes from and the consequences of growing it.
  - Help people develop a stronger conservation ethic.
  - Educate architects about choices for where wood is produced.
  - Use forests to forge better links between urban and rural communities.
  - Strengthen people's connection to trees and forests.
  - Educate voters and elected officials about CSF.
- Labor and technology:
  - Improve the capacity of nurseries to provide needed planting stock.
  - Draw new workers into forestry work with conditions that encourage and support their involvement and ongoing professional growth.
  - Support the development of innovative forestry equipment.
- Market evolution and development:
  - Increase incentives for localized, transparent markets for quality products from CSF forests (e.g., Build Local Alliance).
  - Strengthen Forest Stewardship Council (FSC) markets and provide a better link between CSF and FSC.
  - Diversify wood markets and milling capacities to incentivize growing old and big trees and the diverse mix of species that come from complex native forests.
  - Shift architectural design specifications to encourage the use of wood from CSF forests.

- Public policies:
  - Modify taxation systems to incentivize CSF.
  - Change building codes and zoning to encourage use of CSF wood products.
  - Establish policy that supports the use of mass timber.
  - Keep and strengthen land use laws to prevent the development of forestland.
  - Increase compensation to legislators to attract candidates who will implement public policy needs for CSF.
  - Consider a carbon tax.
  - Address resource problems caused by remote forestland investors.
- Research:
  - Commit more resources to forest soils research and education.
  - Create forest management models that protect and enhance forest soils.

## Qualitative perspectives

Participants shared their perspectives on two couplets of questions in a unique exercise in which each participant expressed their view using a wooden disk. The facilitators laid two ropes on the ground at a 90° angle to form four quadrants. In both couplets, the horizontal axis reflected answers to the question “do you know enough to have an opinion on this topic?” Participants were instructed to place their disk to the right side of the quadrants if they did know enough and to the left if they felt they didn’t know enough.

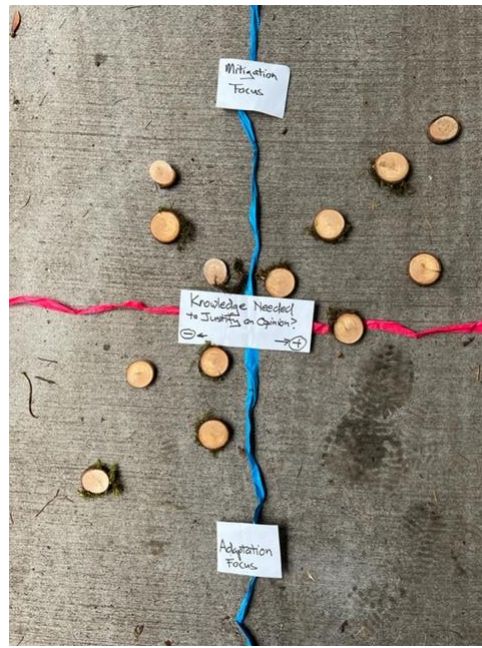
The vertical axis reflected participant feelings about an aspect of CSF. In the first couplet, the vertical axis indicated a participant’s perception of the relative importance of forest adaptation to climate change (lower quadrants) versus mitigation (upper quadrants). In the second couplet, participants expressed their view on the appropriateness of carbon offset trading as a viable CSF component in western Oregon forests (assuming verifiable additionality and a minimum level of cheating). Participants placing their disk in the upper quadrants felt carbon offset trading should be used, while disks placed in the lower quadrant indicated offset trading should not be used.

Although neither the horizontal nor the vertical lines had scales, participants could express their relative perspective on a question by placing their disk closer to or further from the intersection of the two ropes. For example, participants who felt strongly that they knew enough to answer a question placed their disk far to the right of the intersection, while those with less strong feelings placed their disks closer to the intersection. Photographs of the quadrants after participants placed their disks are provided in Figures 15 and 16.





Design/Build Group



General Group



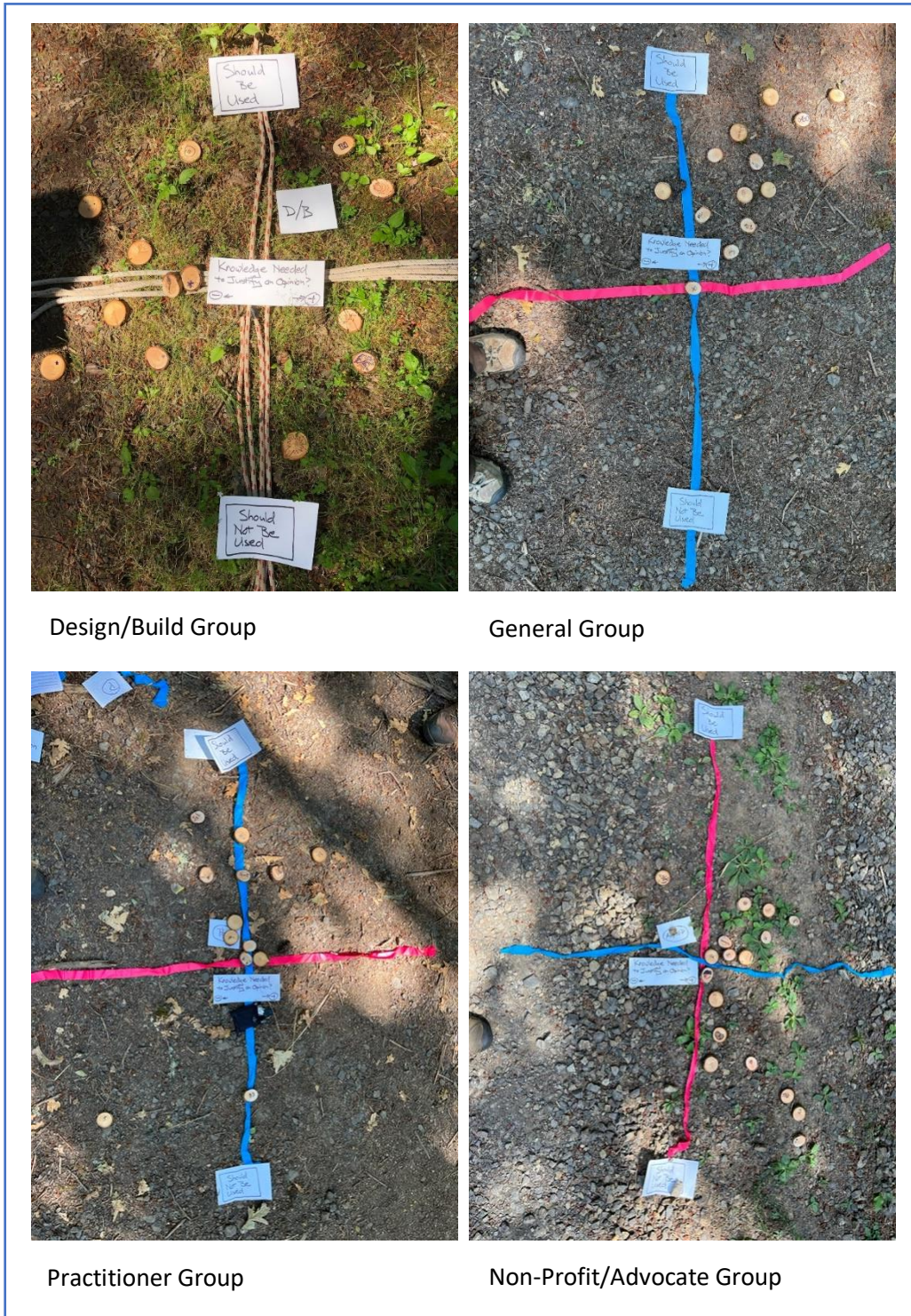
Practitioner Group



Non-profit/Advocate Group

*Fig. 15. Adaptation versus mitigation. Each participant placed one disk on the ground. Disks placed to the right of the vertical line indicate sufficient knowledge to judge the relative importance of adaptation versus mitigation. The vertical axis represents a participant's judgment of the relative importance of adaptation to mitigation. Disks placed above the horizontal line indicate the participant felt mitigation was more important than adaptation. Disks placed below the horizontal line indicate the participant favored adaptation over mitigation.*





*Fig. 16. Use of Carbon Offset Trading. Each participant placed one disk on the ground. Disks placed to the right of the vertical line indicate sufficient knowledge to judge whether carbon offset trading is a viable CSF strategy in western Oregon forests. Participants who believed offset trading should be used placed their disk above the horizontal line, while participants who opposed the use of offset trading in forests placed their disk below the horizontal line. The question of offset trading was perhaps the place of least agreement between groups.*

## Conclusion and Next Steps

Workshop participants brought a wide diversity of experience and perspectives on the topic of climate-smarter forestry (CSF). The four workshops varied in size from 13 (design/build group) to 18 (non-profit/advocate). Workshops of this size appeared optimal for providing a diversity of opinions while also allowing each participant time to express their views. Not surprisingly, results varied from one group to another, but average ratings for strategies involving increased accountability, reducing the conversion of forestland to other land uses, increasing the complexity of forests, increasing the forests' ability to catch and hold carbon, enhancing forest soil quality, improving forest hydrology, keeping and caring for older forests, establishing forests on land that used to be but no longer is forested, storing carbon in long-lived wood products, and implementing careful thinning of existing forests were viewed overall (average of all groups) as important CSF strategies. Strategies that received lower average scores included implementing assisted migration of tree species or genotypes, reducing the risk of wildfire, improving forest roads, addressing diseases and insect pests. The use of carbon offset markets as a component of CSF had perhaps the widest range of responses.

Because various groups have requested a chance to learn from and discuss these results, the following presentations and discussions have been discussed, planned or committed to: Oregon Board of Forestry, Oregon Global Warming Commission, NW Innovative Forestry Summit, national-scale webinar for the Forest Stewards Guild, briefing for Oregon legislators coordinated by Senator Golden, and a session for regional architects to be coordinated by Lever Architects.

A group comprised of one or two participants from each workshop is currently meeting to discuss next steps, which might include bringing the groups together in a social event, inviting others to participate in additional workshops, or asking forest practitioners to dive more deeply into some of the strategies to determine and increase their feasibility.

The success of this project hinged on the valuable contributions and commitments made by many. Of these, three stand out: 1) the time, thought, care, and energy brought by each participant; 2) the critical role played by our anchor co-hosts (identified with an asterisk in Table 2), particularly in attracting and engaging with such a diverse range of Oregonians; and 3) the impressive engagement by the Oregon Department of Forestry, thanks to State Forester Cal Mukumoto, and by OSU Forestry Extension, thanks to Associate Dean Holly Ober.

The CSF workshops were facilitated by Dean Moberg (Director, Tualatin Soil and Water Conservation District) and Peter Hayes (Hyla Woods). For more information, contact Peter Hayes: [peter\\_hayes@comcast.net](mailto:peter_hayes@comcast.net)

## Participants

Table 2. Participants in the 2022 Climate-Smarter Forestry workshops. Asterisks identify co-hosts of the workshops.

| Participant         | Representing                                                        |
|---------------------|---------------------------------------------------------------------|
| Jacob Dunn*         | Architect, ZGF                                                      |
| Laila Seewang*      | Professor, PSU Architecture                                         |
| Ryan Temple*        | President, Sustainable NW Wood                                      |
| Athena Shepard      | Student, PSU Architecture, Siletz tribal member                     |
| Sergio Palleroni    | Professor, PSU Architecture                                         |
| Aline Van Driessche | Visiting scholar from Belgium                                       |
| Christine Ying Lu   | Visiting scholar from Taiwan                                        |
| Scott Mooney        | Architect, Bora Architecture & Interiors                            |
| Rosemary Hill       | Architect, Horst Architects                                         |
| Ralph DiNola        | Architect, New Buildings Institute                                  |
| Josh Cabot          | Architect, Sera Architects                                          |
| Annabel Shephard    | Student, PSU Architecture                                           |
| Laura Taylor        | Forest Specialist, West Multnomah Soil and Water Conservation Dist. |
| Cal Mukumoto*       | State Forester, ODF                                                 |
| Jim Kelly*          | Chair, Oregon Board of Forestry                                     |
| Holly Ober          | Associate Dean, Forestry Extension, OSU                             |
| Brenda McComb       | Board of Forestry, OSU Emerita Professor                            |
| Mike Cafferata      | District Forester, ODF                                              |
| Ben Deumling        | Board of Forestry, Zena Forest Products                             |
| Tom DeLuca          | Dean, OSU College of Forestry                                       |
| Bettina Von Hagen   | President, EFM Investments and Advisory                             |
| Josh Bernhard       | Forest Resources Division Head, ODF                                 |
| Ryan Gordon         | Planning Branch Director, ODF                                       |
| Cherie Kearney      | Columbia Land Trust                                                 |
| Tom Tuchmann        | US Forest Capital                                                   |
| Sarah Deumling      | Zena Forest                                                         |
| Danny Norlander     | ODF                                                                 |
| Mike McKibbin       | Director of Western Lands, Stimson Lumber Co.                       |
| Pam Hayes           | Hyla Woods                                                          |
| Aaron Shaw          | Tualatin Soil and Water Conservation District                       |
| Barry Sims*         | Trout Mountain Forestry                                             |
| Scott Hayes*        | Family forestry                                                     |
| Brandy Saffell      | Forest Specialist, Tualatin Soil and Water Conservation District    |
| Mike Messier        | Trout Mountain Forestry                                             |

*Table 3, cont'd. Participants in the 2022 Climate-Smarter Forestry workshops. Asterisks identify co-hosts of the workshops.*

| <b>Participant</b>        | <b>Representing</b>                                   |
|---------------------------|-------------------------------------------------------|
| Christine Buhl            | Entomologist, ODF                                     |
| Dave Ehlers               | Family forestry                                       |
| Kyle Smith                | Forestry Director, The Nature Conservancy, Washington |
| Glenn Ahrens              | Extension Forester                                    |
| Steve Fitzgerald          | Director of OSU Forests                               |
| Alex Gorman               | Extension Forester                                    |
| Don Everingham            | State Forests, ODF                                    |
| Edie Knight               | Mason, Bruce & Gerard Natural Resource Consultants    |
| Ed Easterling             | Family forestry                                       |
| Mark Harmon               | OSU Professor Emeritus                                |
| David Bugni               | Family forestry                                       |
| Ken Nygren                | White Oak Natural Resource Services and OSWA          |
| Debby Garman              | 350 Washington Co.                                    |
| Lynn and Paulette Wittwer | Family forestry                                       |
| Ralph Bloemers            | Green Oregon                                          |
| Brenna Bell*              | 350 PDX                                               |
| Lisa Arkin*               | Beyond Toxics                                         |
| Lauren Anderson*          | Oregon Wild                                           |
| Kaola Swanson             | The Conservation Fund                                 |
| Sean Jacobson             | Sunrise Movement PDX                                  |
| Kahn Pham                 | State Representative                                  |
| Ryan Huago                | The Nature Conservancy, Oregon                        |
| Rose Graves               | The Nature Conservancy, Oregon                        |
| Ryan Moore                | Attorney                                              |
| Mark Gamba                | Mayor, City of Milwaukee                              |
| Josie Koehne              | Family forestry                                       |
| Cara Christofferson       | Bark                                                  |
| Misha VanEaton            | Bark                                                  |
| Christina Stephenson      | Candidate, Labor Commissioner                         |

**Abbreviations:**

- ODF = Oregon Department of Forestry
- OSU = Oregon State University
- PSU = Portland State University





*Fig. 17. Design/build group. The workshop for this group was held on July 13, 2022.*



*Fig. 18. Practitioner group. The workshop for this group was held on August 16, 2022.*



*Fig. 19. Non-profit/Advocate Group. The workshop for this group was held on August 26, 2022.*

No group photo was taken for the General Group, which met on July 19, 2022.

## **STAFF REPORT**

|                       |                                                                                                                                  |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | 5                                                                                                                                |
| Topic:                | Forest Trust Land Advisory Committee                                                                                             |
| Presentation Title:   | FTLAC Testimony to the Board of Forestry                                                                                         |
| Date of Presentation: | November 16, 2022                                                                                                                |
| Contact Information:  | David Yamamoto, FTLAC Chair and Tillamook County<br>Commissioner<br>John Sweet, FTLAC Vice-Chair and Coos County<br>Commissioner |

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

## STAFF REPORT

|                       |                                                                                                                                                                                                                                                                                   |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | 6                                                                                                                                                                                                                                                                                 |
| Work Plan:            | State Forests                                                                                                                                                                                                                                                                     |
| Topic:                | State Forests Management                                                                                                                                                                                                                                                          |
| Presentation Title:   | State Forests HCP: Response to Board Request for Information                                                                                                                                                                                                                      |
| Date of Presentation: | November 16, 2022                                                                                                                                                                                                                                                                 |
| Contact Information:  | Mike Wilson, State Forests Division Chief<br>(503) 945-7374 <a href="mailto:Michael.Wilson@odf.Oregon.gov">Michael.Wilson@odf.Oregon.gov</a><br>Cindy Kolomechuk, HCP Project Lead<br>(503) 502-5599 <a href="mailto:Cindy.Kolomechuk@Oregon.gov">Cindy.Kolomechuk@Oregon.gov</a> |

### CONTEXT

The Public Draft Habitat Conservation Plan (HCP) is a continuation of work at the direction of the Board to pursue programmatic solutions to Endangered Species Act (ESA) compliance and stability of harvest levels over a long-term planning horizon. The State Forests Division (Division) has had a Strategic Initiative for improvements to ESA compliance beginning in 2015, and the work to develop an HCP began in earnest with the application of a grant to support development of the HCP in March 2017. The Board directed the Division to move forward with the HCP project in November 2017. The Division has successfully implemented two programmatic ESA compliance approaches to-date.

- Safe Harbor Agreement for northern spotted owls on the Western Lane District associated with barred owl removal experiments, and
- Candidate Conservation Agreement with Assurances for Pacific fisher.

The HCP represents the largest effort yet, designed to provide long-term certainty associated with 17 species of fish and wildlife across all the lands that the Division manages west of the crest of the Cascades.

In October 2020, the Board of Forestry (Board) directed the Division to complete the National Environmental Policy Act (NEPA) process for a possible HCP for Western Oregon State Forests as a method to comply with the ESA, while allowing for operational certainty over a 70-year permit term. National Oceanic and Atmospheric Administration (NOAA) Fisheries – the NEPA Lead Agency – in coordination with the US Fish and Wildlife Service (USFWS) completed the first phase of the NEPA process (Public Scoping) in spring 2021. NOAA Fisheries and USFWS (Services) launched the second phase by publishing the Notice of Availability of the Draft Environmental Impact Statement (DEIS) and the Public Draft HCP in the *Federal Register*, dated March 18, 2022. It was anticipated that the NEPA process would be completed by March 2023 in order to comply with NOAA’s requirement to complete the NEPA process in two years. However, NOAA requested, and was granted, a waiver to their timeline to accommodate their internal review process. This additional time is necessary solely for review of the Final Environmental Impact Statement (FEIS) based on the HCP as currently drafted. Any

potential modifications to the HCP would further extend the timeline in order to adjust the conservation actions of the HCP through the established process of working with the HCP Scoping Team and Steering Committee, which includes the Services and State partner agencies.

The federal NEPA process and associated EIS clarify current practices and the commitments in the HCP, and provide data requested by the federal agencies; however, ODF may not make changes to the EIS. As the applicant, ODF is responsible for producing an HCP that has a high probability of meeting incidental take permit issuance criteria.

## **BACKGROUND AND ANALYSIS**

The National Environmental Policy Act requires that federal agencies consider the potential environmental effects of their actions, including effects on the human environment. The DEIS evaluates the broad environmental consequences of the Services' potential issuance of incidental take permits (ITPs) associated with the Western Oregon State Forests HCP. The DEIS presents effects of the proposed HCP and four alternatives on geology and soils, water resources, vegetation, fish and wildlife, air quality, aesthetics, recreation, cultural resources, Tribal resources, socioeconomics and environmental justice, and greenhouse gas emissions and carbon storage. The permits, if issued, would authorize take of the covered species that may occur incidental to ODF's otherwise legal forest management activities. Biological Opinions written by the Services determines the effects on the species covered by the HCP and are used as the basis for ITP issuance.

The Division has worked collaboratively with the Services and State agencies (Department of Fish and Wildlife, Department of Environmental Quality, and Department of State Lands) for over five years to integrate a diversity of technical and policy expertise to develop the HCP conservation actions designed to minimize and mitigate the effects on covered species. In addition to this collaborative process, the Division has implemented a transparent and inclusive public engagement process to integrate a diversity of perspectives in the HCP. Because of this rigorous and inclusive process, the Division is confident that the HCP is a sound approach to ESA compliance that will support a Forest Management Plan that will provide a blend of social, economic and environmental outcomes required by the Greatest Permanent Value mandate. The HCP provides high-quality habitat and durable conservation commitments for the covered species and ensures operational certainty and stability for management activities over the 70-year permit term.

The DEIS is a federal action that launched a public comment period (March 18 to June 1, 2022) for the DEIS and the Public Draft HCP. All public comment on the DEIS and the Public Draft HCP was accepted on [NOAA Fisheries website](#) and is available for public viewing. The Services are also working with ODF to provide responses to public comment on the Public Draft HCP. The Division presented a summary of the HCP public comment and responses at the Sept. 7<sup>th</sup> Board meeting, during which, the Board requested additional information and analysis to better understand the Draft EIS and potential outcomes of the HCP. Chair Kelly asked Board Members Ferrari, Justice, and McComb to work with the Division on this information request described below.

For the Proposed Action (HCP), Alternative 3 (increased conservation) and Alternative 5 (increased timber harvest), provide the following:

1. Modeled harvest volumes over the 70-year permit term
2. Modeled harvest volume from inside and outside Habitat Conservation Areas (HCAs)
3. Cumulative Net Present Value (NPV) analysis
4. Modeled cash flow analysis
5. Differences in risk to each covered species from the alternatives

Maps and other questions:

6. Spatial mapping showing HCAs and Riparian Conservation Areas (RCAs) overlaid on County, non-operable, alder and Swiss needle cast (SNC) restoration areas, current take avoidance acres (murrelet, Northern Spotted owl), and locations of old growth forests.
7. Where and how many steep slopes and landslide prone areas will be buffered (if Alt 3 were applied)
8. How risk to species would change or how assurance of achieving conservation outcomes would change if a longer historic period of record was utilized for determining large fire risk (to encompass Tillamook/Labor Day Fires) and/or if we assumed a greater future risk than the historic record (for purposes of changed circumstances)
9. The financial ramifications to ODF of having to manage road network
10. Differences in estimated need for additional analyses if an alternative other than the preferred alternative is chosen, and time associated with any additional analyses.
11. The economic analysis associated with the ecosystem services and the non-harvest related forest dependent economy (recreation/special forest products/commercial fishing/carbon) seems significantly less developed than the analysis associated with the harvest economy. Are there data and methodologies available that may allow for a more robust analysis?
12. Can the Department confirm (or not) the numbers presented to us by Wild Salmon Center at the September 2022 Board meeting concerning state forest contribution as a percentage of the region's total Gross Domestic Product or employment as well as the numbers associated with log supply (broken by private industrial v state forests, etc.) and harvest reduction/mill capacity.
13. What are the changes to habitat quantity and quality that are expected in the RCAs as a result of changed circumstances and how does that differ amongst alternatives (fire, disease etc.)? Can we expect those protections to be durable over time and does durability that would differ amongst alternatives?
14. Are there changes to conservation/economic outcomes if all known activity centers of marbled murrelets and NSO (those with breeding pairs) were included in HCAs?

The questions and requests for information from the Board of Forestry generally fit into three broad categories: economic, environmental, and process. The Division's responses in



this document are organized in this same way, recognizing there is often overlap and nuance. Maps that were requested are attached to the staff report separately as Attachments 3-12; however, there is context provided for some of the map information provided at the end of the attached report (Attachment 1). The *Proposed Action* may be referred to as *Alternative 2* or the *HCP*. Table and figure numbers correspond to the table and figure numbers in Attachment 1.

## ECONOMIC

### **Modeled Harvest Volumes**

- Modeled harvest volumes should not be considered actual harvest targets, and are for comparative purposes only.
- The harvest volume (million board feet per 10-year period) and revenue for the HCP and alternatives 3, and 5, were modeled for 100 years and reported by county for the 70-year permit term.
- **Error! Reference source not found.** shows that the harvest volume and revenue trends downward across the HCP and alternatives 3 and 5.
- The decline is in part due to the effect of imposing a Net Present Value (NPV) objective, which front-loads harvest of older stands with higher monetary value and regenerates them with faster growing stands.
  - As a result, harvest levels decline through the 70-year permit term before ultimately recovering back to the higher, initial levels toward the end of the 100-year modeling period.

### **Modeled Harvest Volumes Inside and Outside Habitat Conservation Areas (HCAs)**

- Figure 2 shows that harvest levels inside and outside HCAs follow the same trends across the 3 alternatives.
- For the first 3 decades, the harvest levels inside the HCAs are over 200 mmbf, but drop substantially for the remaining decades
- Habitat enhancement activities in SNC stands, alder stands, and healthy conifer stands within HCAs is conducted earlier in the permit term to achieve biological goals and objectives over the permit term.

### **Cumulative Net Present Value Analysis**

- Figure 3 shows the NPV (in 2022 dollars) for each alternative is approximately \$1.5 billion.
- NPV is calculated from net disbursements to counties and estimated net proceeds to Common School Forestlands.
- Alternative 5 is the highest and Alternative 3 is the lowest, which is directly correlated to their respective harvest levels.
- NPV does not account for non-timberland management investments (e.g., recreation benefits, ecosystem services).

### **Modeled Cashflow Analysis**

- Cashflow is slightly higher for alternative 5 and declines through the 70-year permit term, consistent with harvest levels

- Reforestation costs were estimated by the model but are not deducted from the Forest Development Fund (FDF) revenue in Figure 4. Other division expenditures were not accounted for in the model.
- More restrictive even-flow constraints would have likely resulted in lower initial cashflow and overall lower net present value.

#### **Financial Ramifications of Road Network Management Across Alternatives**

- There is no difference among the alternatives related to financial ramifications of managing the road network.
- The road network will be maintained under all alternatives, and decisions on maintenance, vacating, and improvement needs will be made on a case-by-case basis.

#### **State Forests' Percent Contribution to Forest Economies by County (GDP)**

- It is currently not possible to determine the specific contribution of harvest from State Forests to GDP at the county level, but the proportion of State Forests harvest to total county harvest can be determined.
- Table 1 Shows that harvest from State Forests accounts for 44% of the total harvest in Tillamook County, 33% of the total in Clatsop County, and 29% of the total in Washington County (2013 – 2020).
- All other counties are less than 10%.

### **ENVIRONMENTAL**

#### **Relative conservation value to species under Alternatives 3 and 5 as compared to the Proposed Action (HCP)**

- Please note that ODF cannot answer the risk to species question; risk to species would be provided in the Services' Section 10 Findings and Biological Opinions for each covered species for the Proposed Action (HCP) only.
- For context, the HCAs were designed to conserve and develop durable habitat for covered species based on (more detail provided in Attachment 1):
  - Species occurrence data.
  - Existing habitat.
  - Modeled habitat outcomes.
  - Landscape function.
- Increased management in HCAs will increase short-term risks to covered species.
- Reduced habitat in HCAs reduces short- and long-term conservation values to covered species (**Error! Reference source not found.**).

Table 4. Relative conservation value to species under Alternatives 3 and 5 compared to the HCP.

| Covered Species           | Relative Conservation Value to Species Compared to HCP |               |
|---------------------------|--------------------------------------------------------|---------------|
|                           | Alternative 3                                          | Alternative 5 |
| Northern Spotted Owl      | Higher                                                 | Lower         |
| Marbled Murrelet          | Higher                                                 | Lower         |
| Red Tree Vole             | Higher                                                 | Lower         |
| Oregon Slender Salamander | Higher                                                 | No Change     |
| Coastal Marten            | Higher                                                 | No Change     |

**Change to conservation/economic outcomes if all known activity centers of marbled murrelets and NSO (those with breeding pairs) were included in HCAs.**

- One small 29-acre Marbled Murrelet Management Area in West Oregon District
- Inclusion in HCAs would cause minor but not insignificant changes to economic outcomes from management, operational, and marketing perspectives.
- Three Northern Spotted Owl Activity Centers
  - Granite (West Oregon District)
    - Inclusion in HCAs would likely improve conservation outcomes for Red Tree Vole (RTVs). Murrelets have not been detected in this part of the district though some suitable habitat hasn't been surveyed recently.
- Butte Creek (North Cascade District)
  - Economic impacts would be significant at the county and district levels if the remaining 2,200 acres were added to the HCAs.
- Dutch Creek (West Oregon District)
  - Inclusion would not significantly improve conservation outcomes for spotted owls, but would for RTV
  - Economic impacts would be minor but not insignificant at the county and district levels if the 980-acre parcel was added to the HCAs

**Where and how many steep slopes and landslide prone areas would be buffered if Alternative 3 were applied?**

- ODF used the synthetic stream layer to identify those with potential to deliver large wood, gravel, sediment, etc. This provides a visual representation showing potential locations that would require additional buffers under Alternative 3 (Figure 6).
  - Within the permit area, an estimated 33.6% of the stream network has potential to deliver to fish streams.
- A graphic representation of the difference in the Proposed Action (HCP) and Alternative 3 is shown in Figure 7.

**What are the potential changes to water yield/timing under each alternative**

- The HCP included an analysis to identify HUC 10 watersheds, by ESU, or group of ESUs, that could experience elevated peak flows associated with timber harvest (stands <10 years old) in the permit area.
- The largest percentage of the permit area within the OR Coast Coho ESU occur in the following HUCs: Kilchis River (82%), Wilson River (79%), Lower Nehalem River (79%)
  - None of these HUCs approach or exceed the 20% threshold using the buffers in the HCP, and Alt 5 (same as HCP), or Alternative 3 scenarios.

**What are the changes to habitat quantity and quality that are expected in the RCAs as a result of changed circumstances and how does that differ among alternatives (fire, disease, etc.)? Recognizing that the RCA protections do not change, are those protections expected to be durable over time and would the durability differ among alternatives.**

- No significant difference among Alternatives.
- RCAs are designed to be resilient and provide durable protection to covered aquatic species through the permit term.
- Thermal sensitivity modeling was conducted to ensure all streams with potential for thermal loading are protected by RCAs.

**PROCESS**

**Describe the differences in estimated need for additional analyses if an alternative other than the preferred alternative is chosen, and time associated with any additional analyses.**

Attachment 2 contains the response from Joe Zisa, Senior Fish and Wildlife Biologist with the U.S. Fish and Wildlife Service on modifying a proposed HCP.

**Generally, the economic analysis associated with the ecosystem services and the non-harvest related forest dependent economy (recreation/special forest products/commercial fishing/carbon)**

A more robust socioeconomic analysis will be presented with the FMP modeled outcomes.

**How risk to species would change or how assurance of achieving conservation outcomes would change under each alternative if a longer historic period of record was utilized for determining large fire risk (to encompass Tillamook/Labor Day Fires) and/or or if we assumed a greater future risk than the historic record (for purposes of changed circumstances)?**

Differences in outcomes due to disturbances among alternatives are not substantial enough to result in significant differences in risk to species.

## **RECOMMENDATION**

Information only.

## **NEXT STEPS**

Over the next several months, the Division will:

- Provide the Draft FMP and the anticipated modeled outcomes from FMP and HCP implementation to the Board in Summer 2023.
- Complete the NEPA process in July 2023.
- Receive Board direction on whether to implement the HCP and the terms of the Incidental Take Permits in September 2023.
- Continue engaging with our state and federal partner agencies, as well as, the county partners, Tribes, interested stakeholders and members of the public on the HCP and draft FMP and Implementation Plan development projects.

## **ATTACHMENTS**

1. Responses to Board Questions
2. Letter from Joe Zisa, Senior Fish and Wildlife Biologist, USFWS
3. Overlap Map – Northern Region
4. Overlap Map – Astoria District
5. Overlap Map – Tillamook District
6. Overlap Map – Forest Grove District
7. Overlap Map – North Cascades District
8. Overlap Map – West Oregon District
9. Overlap Map – Western Lane District
10. Overlap Map – Coos Unit, Western Lane District
11. Overlap Map – Southwest Unit, Western Lane District
12. Overlap Map – Southwest Unit Area 2, Western Lane District



The questions and requests for information from the Board of Forestry generally fit into three broad categories: economic, environmental, and risk and process. The Division's responses in this document are organized in this same way, recognizing there is often overlap and nuance. Maps that were requested are attached to the staff report separately as Attachments 3 - 12; however, there is context provided for some of the map information provided at the end of this report. Throughout this document, the *Proposed Action* may also be referred to as *Alternative 2* or the *HCP*.

## Economic

### Modeled harvest volume and modeled harvest volume inside and outside Habitat Conservation Areas (HCAs)

- The volumes presented here should only be used for comparative or relative purposes.
- The volume outcomes are based on modeling done in 2020 for the Comparative Analysis.
- Modeling was subsequently used by the Federal Services for the EIS.
- Important to note that the FMP/HCP outcomes analysis will include new inventory data and different model parameters including the FMP management approach (to be presented to the Board in Summer 2023), which differs from what is presented here.
- The modeled decadal harvest volume (million board feet (mmbf) per 10-year period) for Alternatives 2, 3, and 5, for the permit term (70 years) is shown in Figure 1 **Error! Reference source not found..**
- Harvest inside and outside HCAs for Alternatives 2, 3, and 5 is shown in Figure 2.
- Harvest levels were modeled for 100 years. Modeled outcomes are reported for the 70-year permit term (2088) for all three alternatives, by county.

### Key model constraints

- Harvest volume was constrained regionally, with 75% of annual harvest volume coming from north coast districts. This was imposed to ensure a regional supply of timber similar to recent trends.
- Annual harvest volume could deviate by no more than 5% period-to-period, and must remain within 10% of the long-term average. These even-flow constraints were used to maintain a predictable rate of harvest. They are also in place to ensure that the pace of geographic shifts in harvest are manageable for agency resources and personnel.
- More restrictive even-flow constraints would result in a lower overall Net Present Value (NPV) and likely lower initial harvest.
- Ending age class distribution outside of HCAs, but including RCAs and other inoperable areas: 30% (0-30); 30% (31-60); 40% (61+).
- Ending inventory on operable ground averaging 20 thousand board feet (mbf) per acre.
- The age class and inventory constraints are in place to help ensure a sustainable harvest could be perpetuated beyond the model period. The age class distribution does not prescribe a "rotation age" as the model was allowed to harvest older or younger stands to meet other constraints and achieve a high NPV.

### Modeled Harvest Outcomes

- All scenarios were modeled with an objective to maximize NPV using a discount rate of 3%.
- Consequently, they all follow a similar trend, with differences relative to the size and location of alternative constrained areas.
- The effect of an NPV goal is that the model will select stands for harvest that are not growing faster than the discount rate and regenerate them with stands that will grow faster in the future.
- This generally means harvesting older mature or decadent stands sooner rather than later, subject to constraints described below. The trend toward a younger average age outside of HCAs is depicted in Figure 3.
- As a result, harvest levels decline through the 70-year permit term before ultimately recovering back to the higher initial levels (not shown in Figure 1 as the recovery occurs beyond the permit term). The timing of the effect is coincidental, as there are no constraints imposed related to the end of the permit term.

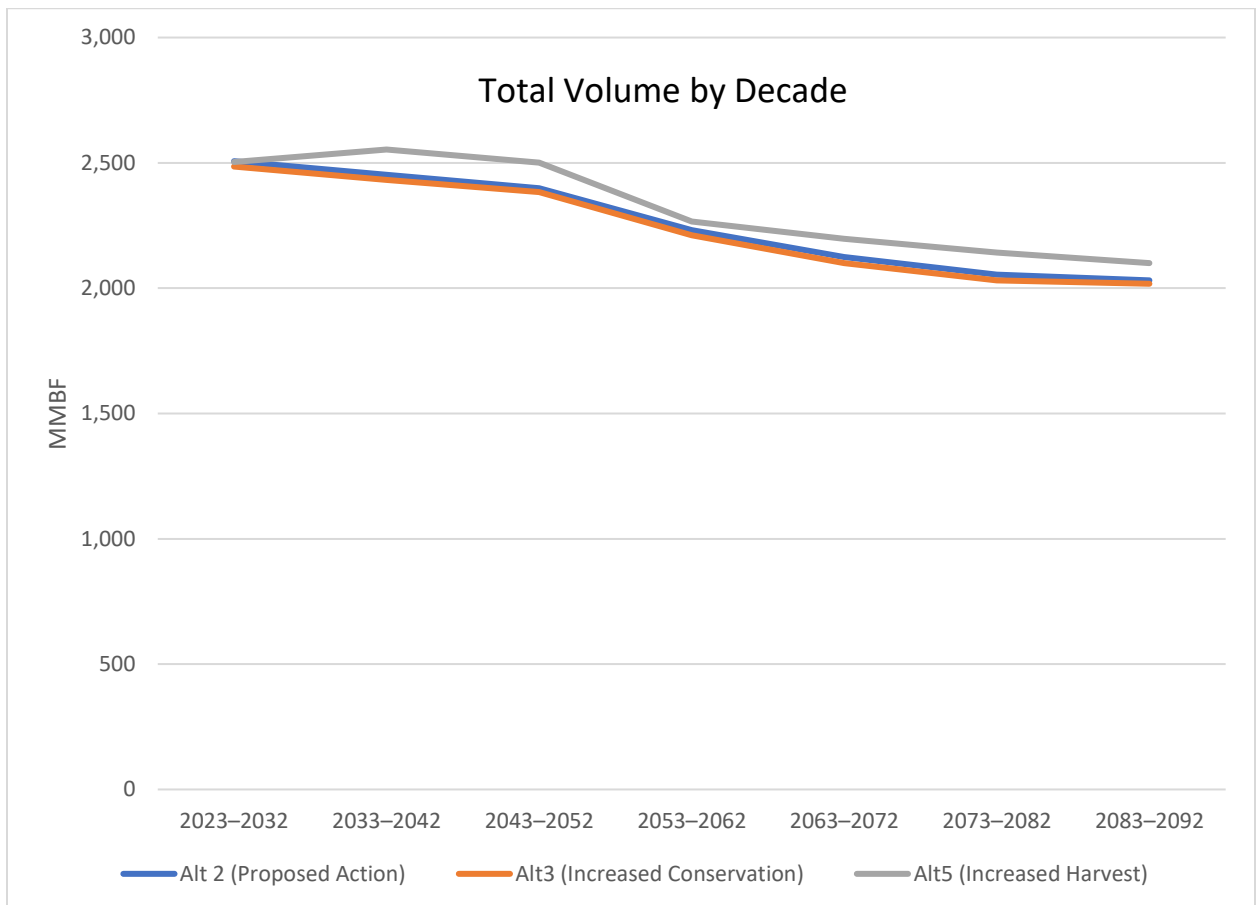


Figure 1. Modeled harvest volume by decade under the three alternatives. Timber volume sold and scaled in fiscal years 2013-2022 and the current Implementation Plan objective is also shown.

## Responses to the Board's Information Requests

### Modeled Harvest Volumes Inside and Outside HCAs

- Harvest levels inside and outside the HCAs follow the same trends across the 3 alternatives (Figure 2).
- Across all time periods, the harvest levels outside HCAs are stable and are over 2,000,000 mmbf.
- For the first 3 decades, the harvest levels inside the HCAs are over 200,000 mmbf, but drop substantially for the remaining decades.
- This is due to attaining habitat commitments inside the HCAs.
- Swiss needle cast and Alder restoration, and healthy conifer thinning is conducted earlier in the permit term to achieve biological goals and objectives over the permit term.

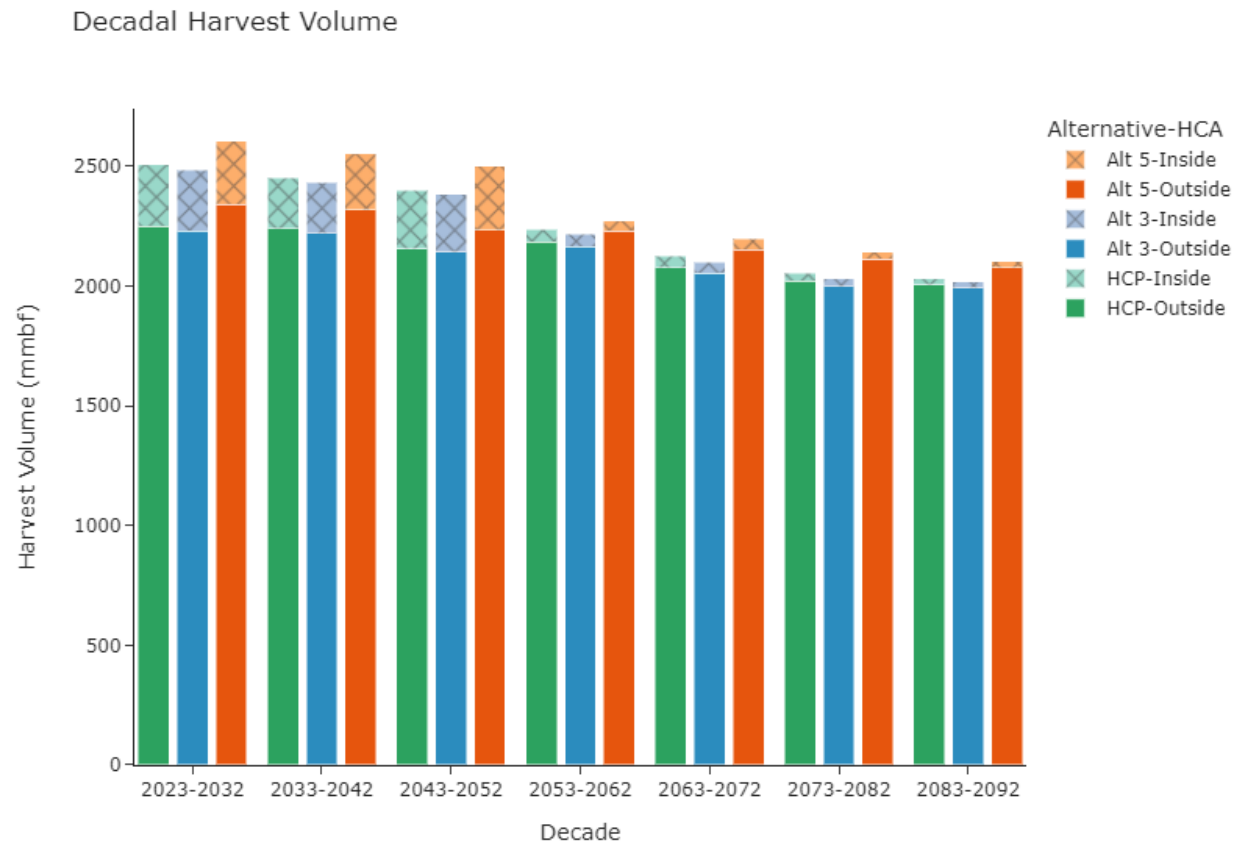


Figure 2. Decadal harvest volumes inside and outside the HCAs for the HCP, Alternative 3, and Alternative 5.

## Responses to the Board's Information Requests

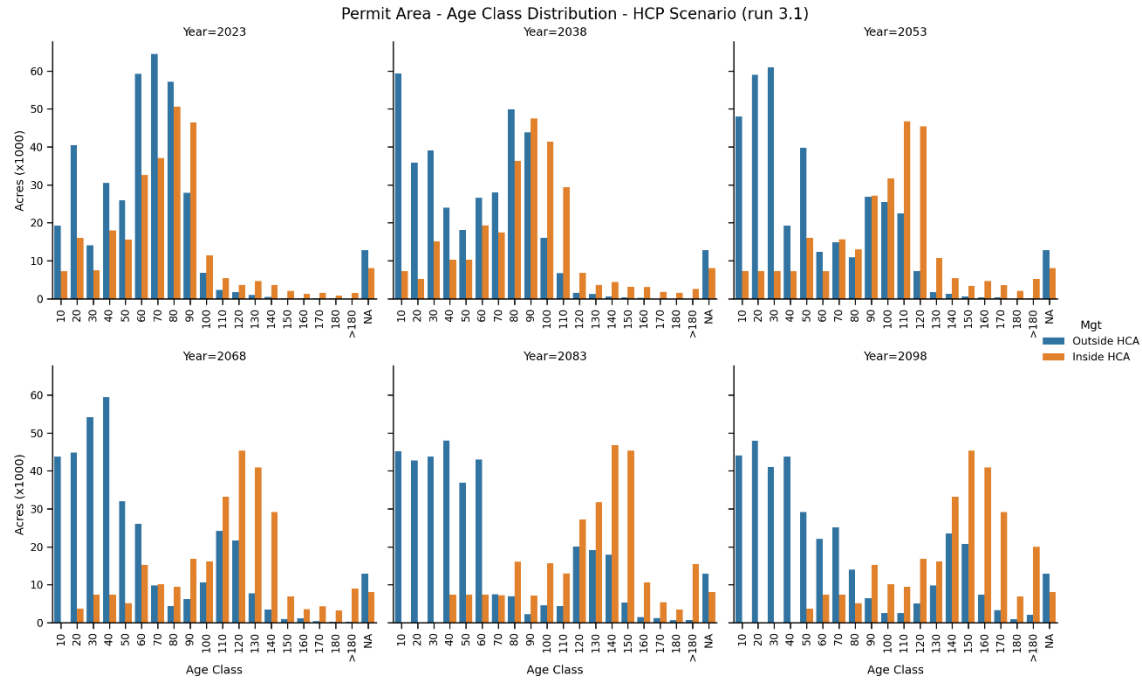


Figure 3. Age class distribution inside and outside HCAs from 2023 to 2098 for the Proposed Action (Alternative 2).

### Cumulative Net Present Value (NPV) Analysis

- Net present value was calculated for each of the three alternatives using a 3% discount rate (Figure 4) using the net disbursements to the counties and estimated net proceeds to the Common School Fund and assume Common School Forest Lands (CSFL) costs are comparable to the 63.75% / 36.25% revenue split for Board of Forestry Lands (BOFL).
- The NPV (in 2022 dollars) for each alternative is approximately \$1.5 billion.
- NPV does not account for non-timberland management investments (e.g., recreation benefits, ecosystem services), so Alternative 5 is the highest and Alternative 3 is the lowest, directly correlated to their respective harvest levels.
- This analysis does not include road construction and upgrade costs.

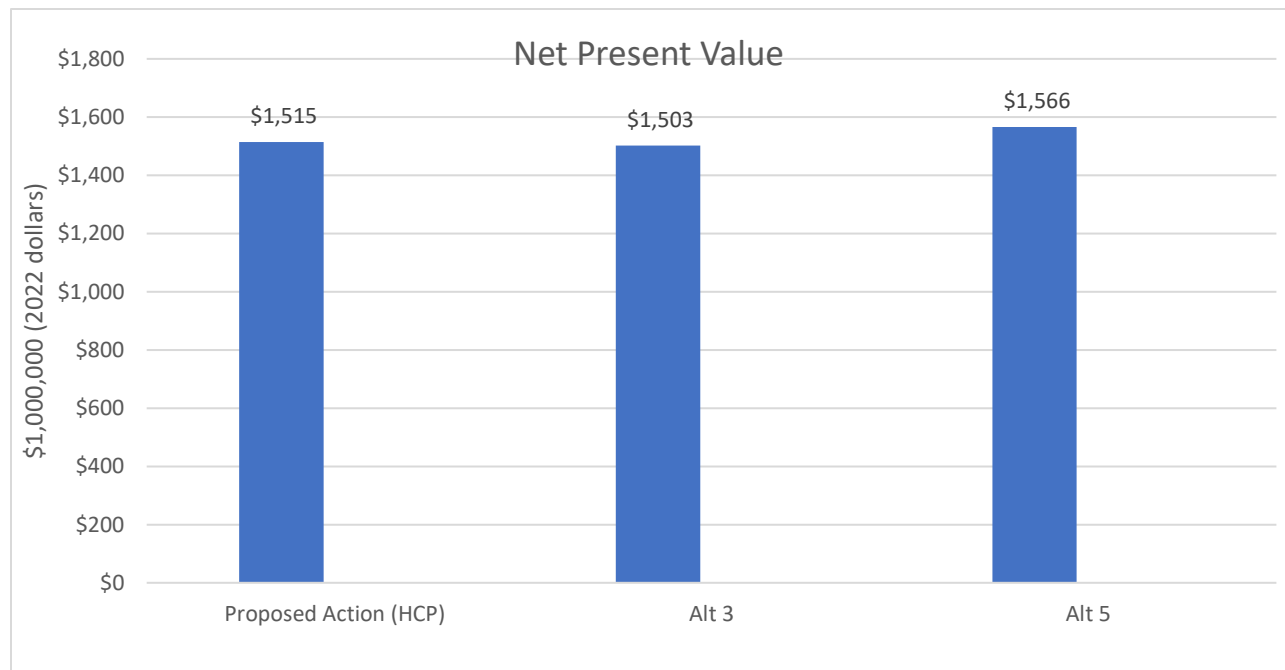


Figure 4. Net Present Value for Alternatives 2, 3, and 5 discounted to 2022 dollars using a 3% discount rate. Estimated Disbursements include BOFL & CSFL, and assume CSFL costs are comparable to the 63.75% / 36.25% BOFL revenue split. NPV does not account for non-timberland management investments (e.g., recreation, ecosystem services).

### Modeled Cash Flow Analysis

- Nominal annual cash flow for the three alternatives over the permit term is shown in Figure 5.
- Nominal cashflow is a product of harvest. As such cashflow trends very similar to harvest for each scenario. Minor variations are due to the estimated value of delivered logs and harvest costs.
- Cashflow shown in Figure 5 is the sum of estimated county disbursements from BOFL land and estimated net proceeds derived from CSFL land.
- For purposes of this analysis, it is assumed that CSFL costs are consistent with the 36.25% share retained from BOFL gross receipts.
- Note that road construction and upgrade costs were not modeled and would reduce the net revenue.



## Responses to the Board's Information Requests

- As with harvest levels cashflow is a bit higher for alternative 5, and only slightly lower for alternative 3, compared to the proposed alternative.
- Also, cashflow declines through the permit term as the model harvest higher value stands early on to maximize NPV. Cashflow recovers beyond the permit term consistent with the modeled harvest levels.
- A more restrictive even-flow constraint would have likely resulted in a lower initial cashflow and lower overall NPV.

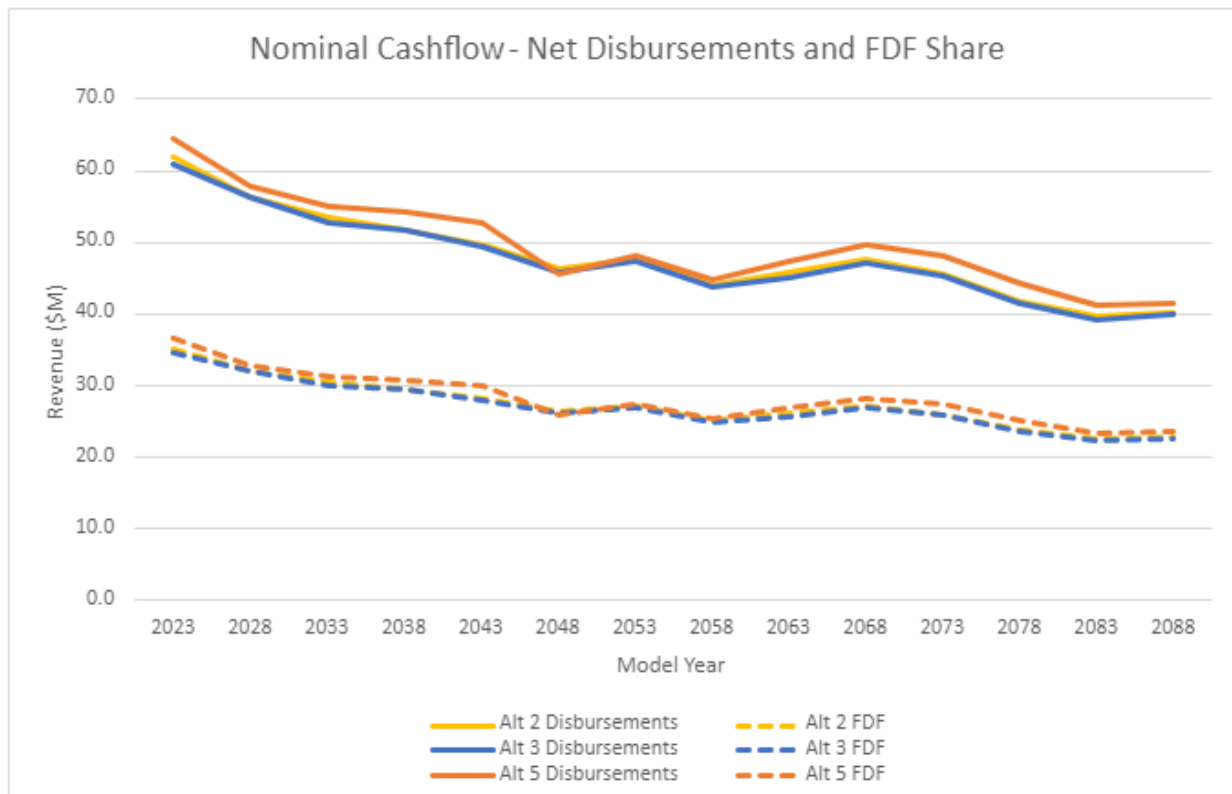


Figure 5. Nominal Annual Cash Flow for Alternatives 2, 3, and 5. Values shown are the averages for each 5-year modeling period. Includes BOFL & CSFL and assumes CSFL costs are comparable to the 63.75% / 36.25% BOFL revenue split. The amount of revenue accruing to the Forest Development Fund (FDF) is shown with dashed lines, while the amount distributed to the counties is shown with solid lines.

## The financial ramifications to ODF of having to manage road network

- There is no difference between the alternatives related to financial ramifications of managing the road network.
- The road network will be maintained under all alternatives, and decisions on maintenance, vacating, and improvement needs will be made on a case-by-case basis.

Can the Department confirm (or not) the numbers presented to us by Wild Salmon Center at the September 2022 Board meeting concerning state forest contribution as a percentage of the region's total Gross Domestic Product or employment as well as the numbers associated with log supply (broken by private industrial vs state forests, etc.) and harvest reduction/mill capacity.

- The State Forests' proportion of total timber harvest is shown in Table 1.
- From 2013 – 2020, State Forests' harvest accounted for 44% of the total harvest in Tillamook County, 33% of the total in Clatsop County, and 29% of the total in Washington County.
- All other counties are less than 10%.
- A comprehensive log-flow model would have to be developed to determine the impacts on county-level GDP.
- State Forest timber sales may be purchased by mills outside of the county of harvest, and contractors cutting the timber, building the roads, and hauling the logs also come from a regional labor pool.

*Table 1. State Forests' proportion of total timber harvest in each of the fourteen counties with State Forest lands that would be subject to the HCP.*

| County     | % ODF<br>of Total<br>Harvest<br>(2013 -<br>2020) |
|------------|--------------------------------------------------|
| Benton     | 3%                                               |
| Clackamas  | 1%                                               |
| Clatsop    | 33%                                              |
| Columbia   | 2%                                               |
| Coos       | 0%                                               |
| Douglas    | 0%                                               |
| Josephine  | 1%                                               |
| Lane       | 2%                                               |
| Lincoln    | 4%                                               |
| Linn       | 5%                                               |
| Marion     | 9%                                               |
| Polk       | 0%                                               |
| Tillamook  | 44%                                              |
| Washington | 29%                                              |

## Environmental

### Risk to Each Covered Species in Alternatives 3 & 5 as compared to the HCP

- Please note that ODF cannot answer the risk to species question; risk to species would be provided in the Services' Section 10 Findings and Biological Opinions for each covered species for the Proposed Action (HCP) only.

### Proposed Action (HCP)

- The [HCAs were designed](#) to conserve and develop durable habitat for covered species based on:
  - Species occurrence data.
  - Existing habitat.
  - Modeled habitat outcomes.
  - Landscape function.

### Alternative 3 – Increased RCAs

- HCAs remain the same. No effect on habitat inside HCAs.
- Additional stream buffers increase modeled habitat outside HCAs at the end of the permit term (Table 2).
  - Limited to upslope areas within harvest units.
  - Minor uptick in connectivity.
  - Lower take of Oregon slender salamanders and red tree voles.

*Table 2. Comparison of Proposed Action (HCP) and Alternative 3 (Increased RCAs) covered species habitat acres inside and outside of HCAs at the end of the permit term.*

| Species          | Inside HCAs | Total Habitat |         |            |
|------------------|-------------|---------------|---------|------------|
|                  | No Change   | Alt. 2        | Alt. 3  | % Increase |
| Spotted Owl      | 249,000     | 340,000       | 343,000 | 1          |
| Marbled Murrelet | 210,000     | 275,000       | 280,000 | 2          |
| Red Tree Vole    | 196,000     | 260,000       | 262,000 | 1          |

### Alternative 5 – Reduced HCAs and increased management in HCAs (Table 3).

- ODF compared the HCAs in the HCP to the adjusted HCA boundaries developed by the NEPA Team.
  - 23,500 acres of average or better timber production value removed from HCAs.
  - 8,000 acres of low production value added to HCAs.
  - Net reduction of 15,500 acres.

## Responses to the Board's Information Requests

- Less modeled habitat inside HCAs (and more outside HCAs) at the start of the permit term.
- Less modeled habitat inside HCAs at the end of the permit term.

*Table 3. Comparison of Alternative 2 (Proposed Action) and Alternative 5 (Reduced HCAs) covered species habitat acres inside HCAs.*

|                  | <b>Inside HCAs - Start of Permit Term</b> |                      |                     |                   |
|------------------|-------------------------------------------|----------------------|---------------------|-------------------|
|                  | <b>HCP</b>                                | <b>Alternative 5</b> | <b>Net Decrease</b> | <b>% Decrease</b> |
| Spotted Owl      | 123,000                                   | 114,000              | 9,000               | 7                 |
| Marbled Murrelet | 47,000                                    | 43,000               | 4,000               | 9                 |
| Red Tree Vole    | 72,000                                    | 66,000               | 6,000               | 8                 |
|                  | <b>Inside HCAs - End of Permit Term</b>   |                      |                     |                   |
|                  | <b>HCP</b>                                | <b>Alternative 5</b> | <b>Net Decrease</b> | <b>% Decrease</b> |
| Spotted Owl      | 249,000                                   | 232,000              | 17,000              | 7                 |
| Marbled Murrelet | 210,000                                   | 193,000              | 17,000              | 8                 |
| Red Tree Vole    | 196,000                                   | 179,000              | 17,000              | 9                 |

- Landscape function
  - Reduced interior habitat areas in modified HCAs.
  - Increased edge in modified HCAs.
  - Reduced connectivity among HCAs
- Localized effects
  - Reductions focused on North Coast.
  - Most substantial on the east side of Tillamook State Forest and portions of Clatsop State Forest.
- Alternative 5 also increases management activities inside HCAs.
  - Allows for an additional 6,000 of harvest of Swiss needle cast-infested stands (increase from 27% to 30% of HCAs).
  - Increased management in HCAs will increase short-term risks to covered species.
- Reduced habitat in HCAs reduces short- and long-term conservation values to covered species (Table 4).

*Table 4. Relative conservation value to species under Alternatives 3 and 5 compared to the HCP.*

|                           | <b>Relative Conservation Value to Species Compared to HCP</b> |                      |
|---------------------------|---------------------------------------------------------------|----------------------|
| <b>Covered Species</b>    | <b>Alternative 3</b>                                          | <b>Alternative 5</b> |
| Northern Spotted Owl      | Higher                                                        | Lower                |
| Marbled Murrelet          | Higher                                                        | Lower                |
| Red Tree Vole             | Higher                                                        | Lower                |
| Oregon Slender Salamander | Higher                                                        | No Change            |
| Coastal Marten            | Higher                                                        | No Change            |

Change to conservation/economic outcomes if all known activity centers of marbled murrelets and Northern Spotted Owls (NSO) (those with breeding pairs) were included in HCAs.

- Marbled Murrelet Management Area (MMMA) (29 acres) (West Oregon District).
  - 5.5 acres Designated Occupied Habitat and 23.2-acre Buffer.
  - Designated Occupied Habitat is 10 – 15 leave trees from previous harvest, would be retained under Conservation Action 8.
  - Large HCA with 3 large MMMA's ½-mile to the east.
  - Inclusion would not significantly improve conservation outcomes.
  - The buffer fractures multiple younger stands with different management histories.
  - Inclusion would cause minor but not insignificant changes to economic outcomes from management, operational, and marketing perspectives.
- Three Northern Spotted Owl Activity Centers:
  - Granite (West Oregon District)
    - Resident Single site with observations from 2008 – 2015.
    - Of the approximately 4,500 acres in the 1.5-mile-radius provincial home range, just under 3,000 acres (66%) are on ODF-managed lands. Of these, approximately 720 acres are in HCAs (24% of ODF-managed lands in the home range). One HCA is immediately adjacent to the activity center.
    - Most of the remaining lands are privately-owned (1,386 acres, 31% of total). Federal lands do not contribute significantly (136 acres, 3% of total range).
    - NSOs will still benefit from HCAs, though not managing as an active site at start of the term. Red tree voles likely present and would be impacted by harvest outside HCAs. Inclusion in HCAs would likely improve conservation outcomes for red tree voles. Murrelets have not been detected in this part of the district though some suitable habitat hasn't been surveyed recently.
    - Economic impacts would be significant at the county and district levels if the remaining 2,200 acres were included in HCAs.
  - Butte Creek (North Cascade District)
    - Resident Single site with observations from 2010 – 2014.
    - Of the approximately 2,900 acres in the 1.2-mile-radius provincial home range, just over 2,340 acres (81%) are on ODF-managed lands. Of these, approximately 560 acres are in HCAs (24% of ODF-managed lands in the home range). These HCAs are associated with two overlapping owl sites.
    - The remaining acres in the home range are on private lands (553 acres, 19% of total) and mostly too young to provide habitat for owls.
    - NSOs will still benefit from HCAs, though not managing as an active site at start of the term. Oregon slender salamander likely present and would be impacted by harvest outside HCAs. Inclusion in HCAs would likely improve conservation outcomes for Oregon slender salamander.
    - Economic impacts would be significant at the county and district levels if the remaining 1,780 acres were included in HCAs.
  - Dutch Creek (West Oregon District)
    - Pair site with observations from 2002 – 2014.
      - Failed nest attempt in artificial nest box in 2010.
      - Male last seen in 2012, Female last seen in 2014.

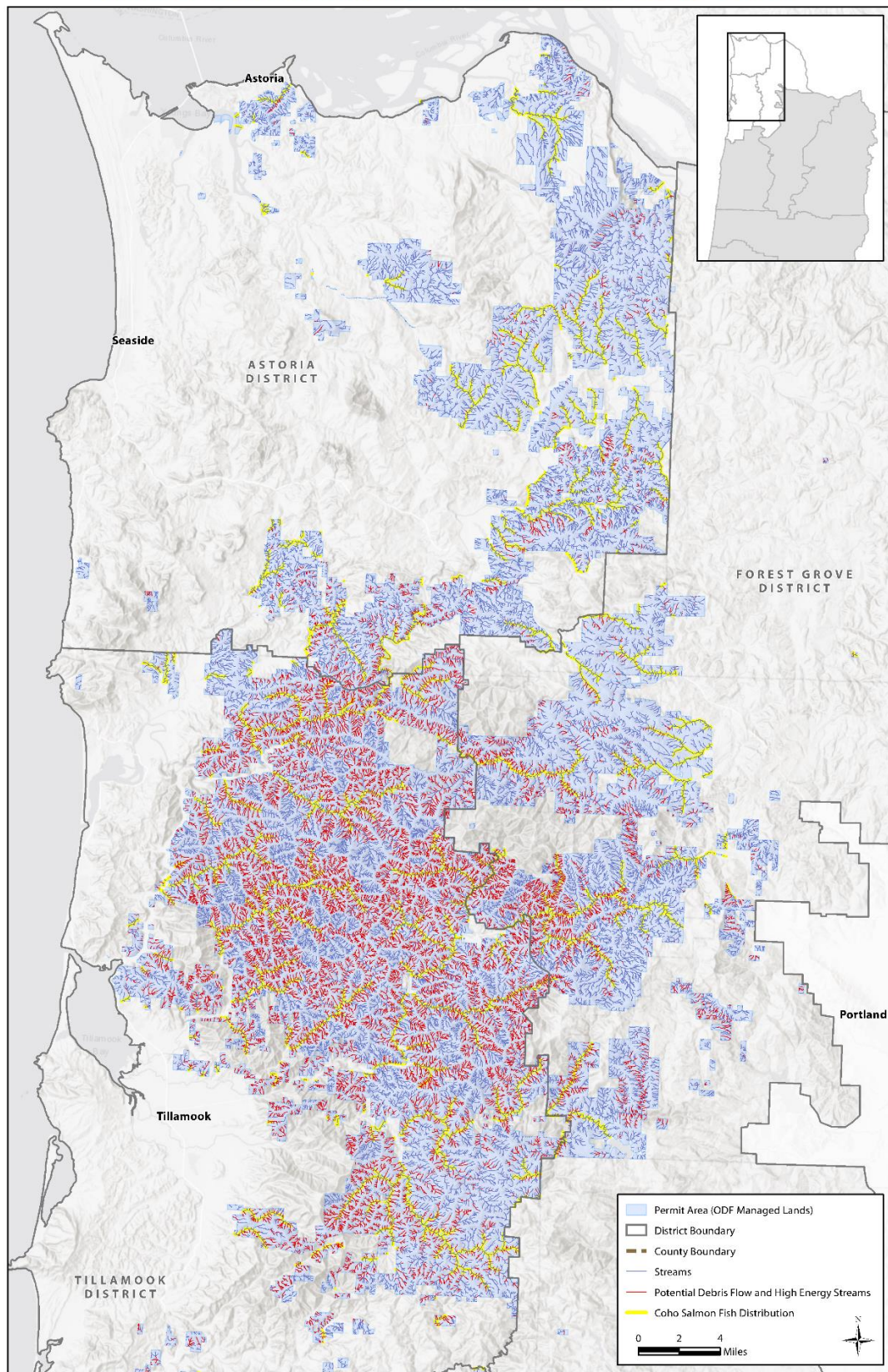


- Of the approximately 4,500 acres in the 1.5-mile-radius provincial home range, just under 980 acres (22%) are on ODF-managed lands.
- Most of the remaining lands are privately-owned (3,486 acres, 77% of total). Federal lands do not contribute significantly (60 acres, 1% of total range).
- Inclusion would not significantly improve conservation outcomes for spotted owls. The parcel is isolated from other public lands and the home range has insufficient habitat. Red tree voles likely present and would be impacted by harvest outside HCAs. Inclusion in HCAs would likely improve conservation outcomes for red tree voles. Portions of parcel were surveyed for marbled murrelets from 1993 – 1995 and 2000 – 2002. Those surveys yielded a single presence detection in 2002, but no occupancy. BLM lands to the north and south provide broader landscape connectivity through this portion of the Coast Range.
- Economic impacts would be minor but not insignificant at the county and district levels if the 980-acre parcel was included in an HCA. This area hosts a popular mountain biking trail system and there would likely be potential conflicts with trail maintenance, further development, or increased use of the system.

Where and how many steep slopes and landslide prone areas would be buffered if Alt 3 were applied.

- ODF used the synthetic stream layer to identify those with potential to deliver large wood, gravel, sediment, etc. This provides a visual representation showing potential locations that would require additional buffers under Alternative 3 (Figure 6Figure 7).
- A graphic representation of the difference in the Proposed Action (HCP)and Alternative 3 is shown in Figure 7.
- Within the permit area, an estimated 33.6% of the stream network has potential to deliver to fish streams.

**DRAFT FOR INTERNAL REVIEW PURPOSES ONLY**



**Western Oregon State Forest HCP**  
**Steep Slopes and Landslide-Prone areas, Astoria, Forest Grove, and Tillamook Districts**

Figure 6. Potential debris flow and high energy streams that may need additional buffers under Alternative 3.

## Responses to the Board's Information Requests

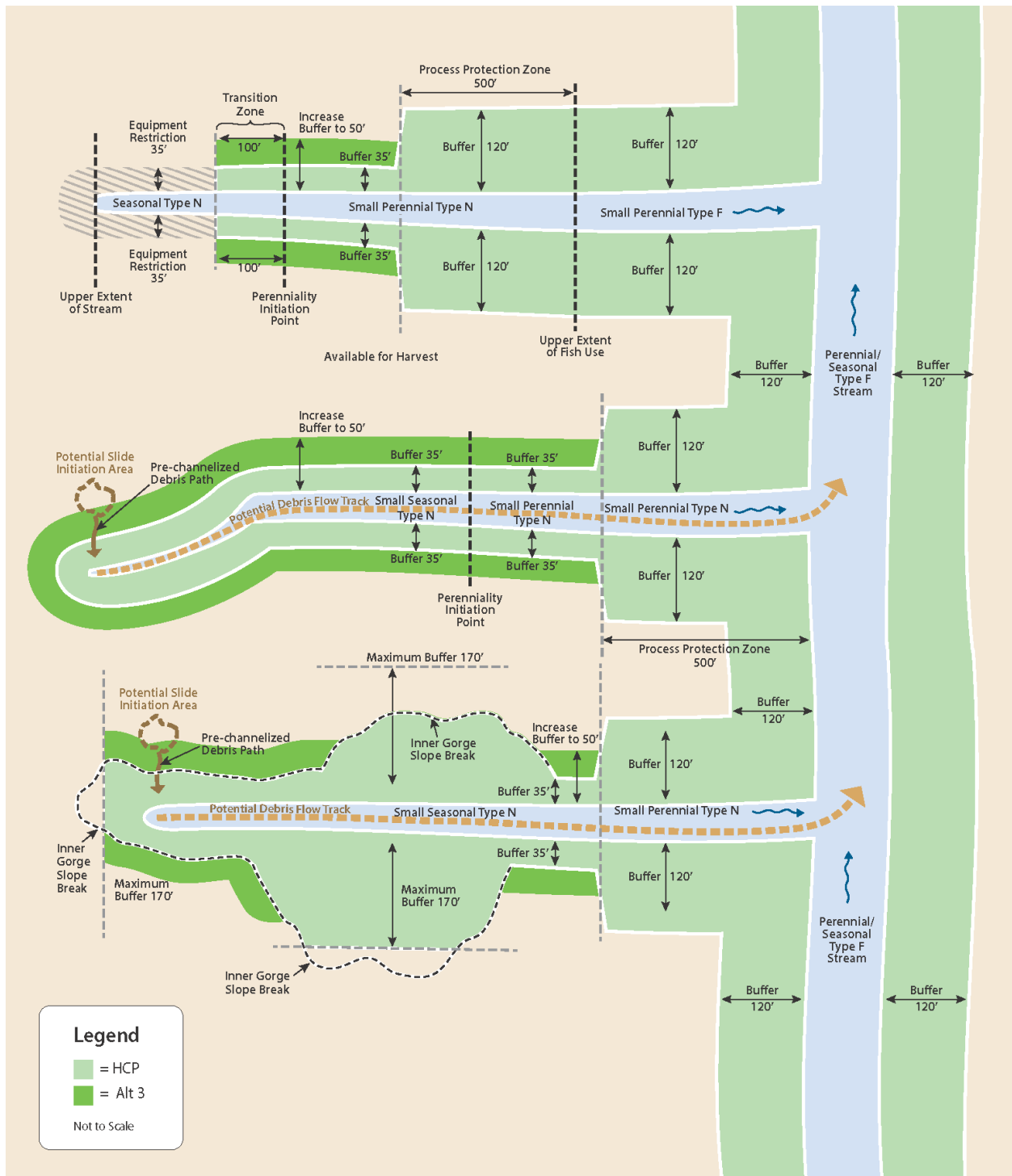


Figure 7. Visual representation showing potential locations that would require additional buffers under Alternative 3.

### The potential changes to water yield/timing

- Under the HCP, RCAs will minimize most of the effects associated with harvest activities to the covered salmon and steelhead. However, harvest outside of the RCAs can contribute to changes in watershed processes under all alternatives.
- If more than 19–25% of a watershed is clearcut at any given time, elevated peak flows become measurable; however, these effects diminish as the watershed becomes larger (Grant et al. 2008, Stednick 1996).
- The HCP included an analysis to identify HUC 10 watersheds, by ESU, or group of ESUs, that could experience elevated peak flows associated with timber harvest (stands <10 years old) in the permit area.
  - The analysis focuses on the proportion of land within ODF ownership that would exhibit clearcut conditions; however, the analysis is also expanded to the larger HUC 10 for context.
  - If an average of 20% of timber in the permit area of the HUC would be <10 years old over the course of the permit term, effects on fish could occur.
- A comparison of HCP and EIS Alternative 3 harvest model results for forest age 0-10 years indicate nominal changes in the overall distribution of clear-cut conditions throughout the HUC 10 watersheds.
- In general, if the HCP harvest model projects clear cut conditions will exceed 20% in a watershed (within the permit area) this exceedance is also projected to occur by the Alternative 3 model. However, under Alternative 3 the percentage by which this threshold is exceeded is generally reduced by a few percent.
  - It should be noted that for many of the HUCs that exceed 20% at some point during the threshold the permit area is a small portion of the overall HUC.
- The largest percentage of the permit area within the OR Coast Coho ESU occur in the following HUCs: Kilchis River (82%), Wilson River (79%), Lower Nehalem River (79%)
  - None of these HUCs approach or exceed the 20% threshold using the buffers in the HCP, Alternative 5 (same as HCP), or Alternative 3 scenarios.
  - There are a few time periods where the 20% threshold is exceeded in the Permit Area, but none of these translate to exceedances at the HUC-10 watershed level.
  - These occur where ODF has minimal ownership (i.e., approximately 1%) of the total area of the HUC-10. For example:
    - Mill Creek HUC total: 55,654 acres
    - Mill Creek HUC within the permit area: 412 acres (<1%)

What are the changes to habitat quantity and quality that are expected in the RCAs as a result of changed circumstances and how does that differ among alternatives (fire, disease, etc.)? Recognizing that the RCA protections do not change, are those protections expected to be durable over time and would the durability differ among alternatives.

- No significant difference among Alternatives.
- RCAs are designed to be resilient and provide durable protection to covered aquatic species through the permit term.
- The changed and unforeseen circumstances detailed in the HCP outlines potential disturbance events across the permit area, recognizing that the timing, location, extent, and severity of the disturbance can't be known *ex ante*.



- Adaptive Management Plan allows us to be responsive to disturbance events as they occur.
- Resource impacts will depend on the nature of the disturbance, including location, extent, and severity.
- Thermal sensitivity modeling was done to ensure all streams with potential for thermal loading are protected by RCAs.

## Risk and Process

Differences in estimated need for additional analyses if an alternative other than the preferred alternative is chosen, and time associated with any additional analyses.

Attachment 2 contains the response from Joe Zisa, Senior Fish and Wildlife Biologist with the U.S. Fish and Wildlife Service on modifying a proposed HCP.

Generally, the economic analysis associated with the ecosystem services and the non-harvest related forest dependent economy (recreation/special forest products/commercial fishing/carbon) seems significantly less developed than the analysis associated with the harvest economy. Recognizing that this is inevitable to some degree, are there data and methodologies available that may allow a more robust analysis?

A more robust socio-economic analysis will be included with the FMP modeled outcomes.

How risk to species would change or how assurance of achieving conservation outcomes would change if a longer historic period of record was utilized for determining large fire risk (to encompass Tillamook/Labor Day Fires) and/or if we assumed a greater future risk than the historic record (for purposes of changed circumstances).

- Based on historic events, disturbance is expected, and the response is detailed in unforeseen circumstances in the HCP.
- A threshold of 5,000 acres of HCAs or 50% of any given HCA was established for unforeseen disturbance events. Below this threshold, the HCP requires harvest spatial and temporal adjustments to harvest (i.e., harvests are shifted to account for the disturbance).
  - If an event were to exceed the threshold, it would become “unforeseen”, and the Division would not be responsible for creating conservation to offset it.
- Disturbance is exogenous and the differences among alternatives are not substantial enough to result in significant disturbance-based differences in risk to species.
- The Services chose not to model stochastic events (environmental or economic).
- From 1960–2020 there were 1,214 fires that burned 27,844 acres of ODF managed land in the permit area (Table 5). Fires were generally infrequent and small.
- In September 2020, a series of wildfires known as the Labor Day Fires event burned over 25,000 acres of ODF management lands, primarily the Beachie Creek fire in the Santiam State Forest. Similar to the Tillamook Burn, this was a rare, wind-driven event that left a mosaic of burn severity on the landscape.



## Responses to the Board's Information Requests

- In total, the Labor Day Fires burned approximately 25,069 acres across several ODF districts.
- The unforeseen circumstances table was updated to include the Labor Day fires and did not exceed the 5,000-acre threshold.

*Table 5. Fire history on ODF managed lands by District (1960-2020). This date range is selected to be representative of modern fire suppression methods.*

| District                     | # of Fires   | Acres Burned  | Average Acres Burned per Fire |
|------------------------------|--------------|---------------|-------------------------------|
| Northwest Oregon             | 628          | 1,176         | 2                             |
| West Oregon & North Cascades | 127          | 24,776        | 195                           |
| Western Lane & Southwest     | 458          | 1,845         | 4                             |
| Tillamook                    | 1            | 47            | 47                            |
| <b>Total</b>                 | <b>1,214</b> | <b>27,844</b> | <b>23</b>                     |

### Provide the rationale for HCA design and development.

Habitat Conservation Areas were designed with an iterative review process involving multiple data sources and layers of review.

- 1) Species occurrence:
  - a) Current occupied sites for northern spotted owls and marbled murrelets
  - b) Known occurrences for all covered species
    - i) Historic owl sites and observations
      - (1) Identifies areas of known owl use
      - (2) Areas with long history of occupancy or productivity
    - ii) Marbled murrelet observations
      - (1) Included 90% (1,227) of all observations
      - (2) Included 99% (349) of observations indicative of occupancy
      - (3) Included 87% (868) of presence observations
    - iii) Red Tree Vole occurrences
      - (1) Limited surveys on ODF-managed lands
      - (2) More on federal lands due to survey and manage requirements
      - (3) Subpopulations on ODF identified in USFWS Species Status Assessment, and identified as high risk of extirpation
    - iv) Oregon Slender Salamander occurrences
      - (1) Found in many places across the Santiam State Forest
      - (2) Locally abundant but endemic and limited range
      - (3) Assumed HCAs for owls and leave strategies outside HCAs adequate
    - v) Coastal Marten occurrences
      - (1) Very limited survey data
      - (2) Assumed HCAs for owls and leave strategies outside HCAs support marten habitat

## Responses to the Board's Information Requests

(3) Conservation Action 8 and 10 have species-specific actions.

- 2) Habitat:
  - a) Habitat models – current and projected through permit term
  - b) LiDAR canopy height and hillshade layers - identify vegetation characteristics and topography.
  - c) Age class structure - identify old stands
  - d) Existing complex structure (Layered and Old Forest Condition) - identify stands with complex structure
  - e) Desired Future Condition Complex - identify stands in the existing landscape design or previously managed for structure.
- 3) Landscape function design considerations
  - a) Minimize edge
  - b) Maximize interior habitat area
  - c) Enhance connectivity
  - d) Well-distributed across districts and elevations
  - e) Robust enough to be resistant and resilient to disturbance
- 4) Operability:
  - a) Field-led effort to characterize harvest potential of individual stands
  - b) Assumed no fish and wildlife constraints
  - c) Assumed a 30-year-old stand
  - d) Stands were grouped into 4 categories (Good, average, marginal, low) based on the following considerations:
    - i) Site class/production capability
    - ii) Operational considerations
    - iii) Access
    - iv) Proximity to mainline, paved roads, mills
    - v) Neighbors
    - vi) Local issues
    - vii) Scenic considerations
    - viii) Domestic watersheds
    - ix) Recreation
    - x) Landslides and public safety
    - xi) Forest health
    - xii) Reforestation/spraying
- 5) Development and Review Process (2020 – 2021)
  - a) ODF biologist-led first draft
    - i) Used above criteria
    - ii) Scoping team review
  - b) Field review
    - i) Suggestions for additions and removals based on operability
    - ii) Area biologists further prioritized each field suggestion based on biological considerations
  - c) Division Leadership review
    - i) Several full days of adjustments reviewing field input
    - ii) Post-hoc refinements to remove some harvestable areas and include additional operationally limited areas
  - d) Scoping Team review – subsequent minor adjustments made to incorporate some additional older stands or known occupied areas
  - e) Operational boundary adjustments
    - i) Refinements to improve operational efficiencies on both side of the HCA boundaries

## Responses to the Board's Information Requests

- ii) Snapped to roads, ridges, and streams
- iii) No net loss of habitat
- iv) Scoping Team review
- f) Used in modeling for Comparative Analysis

## Context for Maps

Maps depicting HCAs and Riparian Conservation Areas (RCAs) overlaid on County, non-operable, alder and Swiss needle cast (SNC) restoration areas, current take avoidance acres (murrelet, Northern Spotted owl), and locations of old growth forests were requested. Context or background information for these maps is included below. The pdf format maps are designed so that the features depicted can be hidden or displayed. This can be done by clicking layers on the left menu bar (icon appears as 3 stacked squares in Figure 8) in Adobe Acrobat, then clicking the box for any individual layer to show or hide that layer.

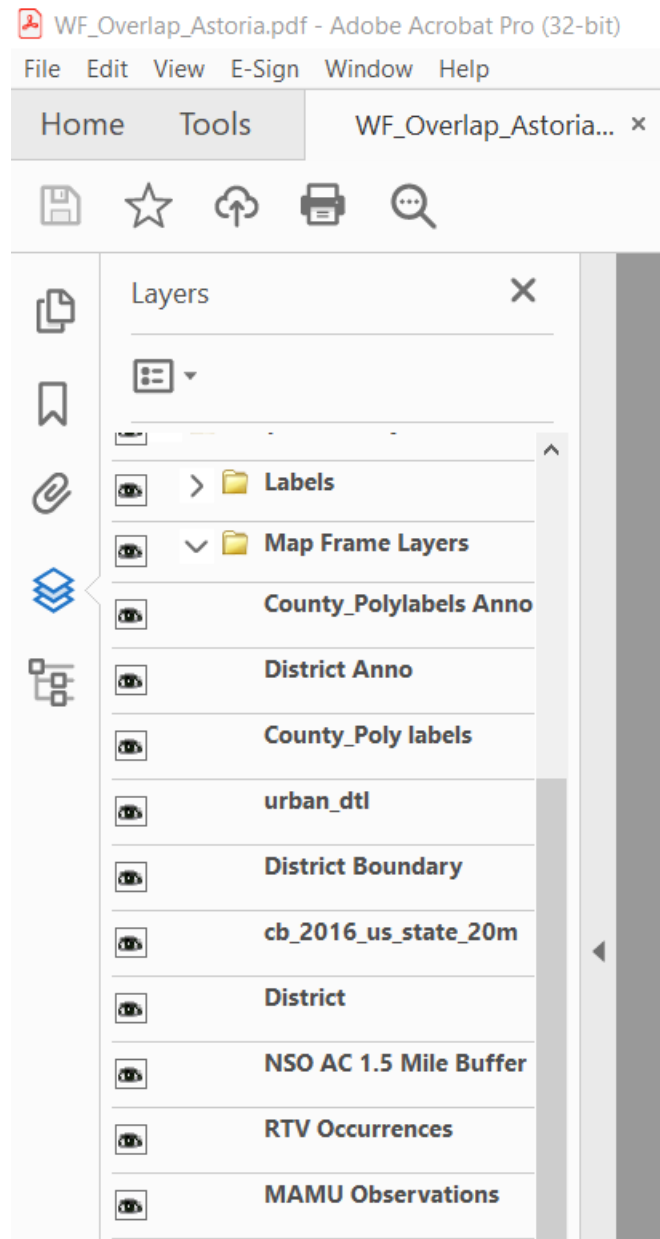


Figure 8. Accessing the clickable layers for the overlap maps in Adobe Acrobat.

### Species overlap

- 1) Northern spotted owl and marbled murrelets
  - a) Current occupied sites
  - b) Known historic occurrence (as described above)
  - c) Murrelet range limited to Coast Range
- 2) Red tree vole
  - a) Distinct Population Segment is in the Coast Range north of the Siuslaw River.
  - b) Very limited surveys on ODF-managed lands
    - i) Approximately 100 stands total from two recent studies
    - ii) Documented occurrences on Tillamook, Astoria, West Oregon, and Western Lane districts.
- 3) Oregon slender salamander and marten
  - a) Oregon slender salamander habitat is limited to North Cascade district and is more expansive than northern spotted owl habitat
  - b) Marten range is currently limited to the Central and South Coasts. Overlaps with northern spotted owl habitat in those areas and is also likely more expansive given wider range of habitat types used by the species.

### Overlap of modeled habitat

- 1) Owing to the largest range, northern spotted owl-exclusive suitable habitat occurred over 224,000 acres.
- 2) All 134,000 acres of marbled murrelet habitat and 122,000 acres of red tree vole suitable habitat are shared with one or both other species.
- 3) Over 80% percent of the marbled murrelets and red tree vole habitats are nested within northern spotted owl habitats.
- 4) Driving premise of HCAs is covering for northern spotted owl mostly covers for the other covered species
- 5) Figure 9 provides a visual depiction of the overlap described above. Overlap of habitats inside and outside HCAs, along with habitat totals are shown in Table 6.

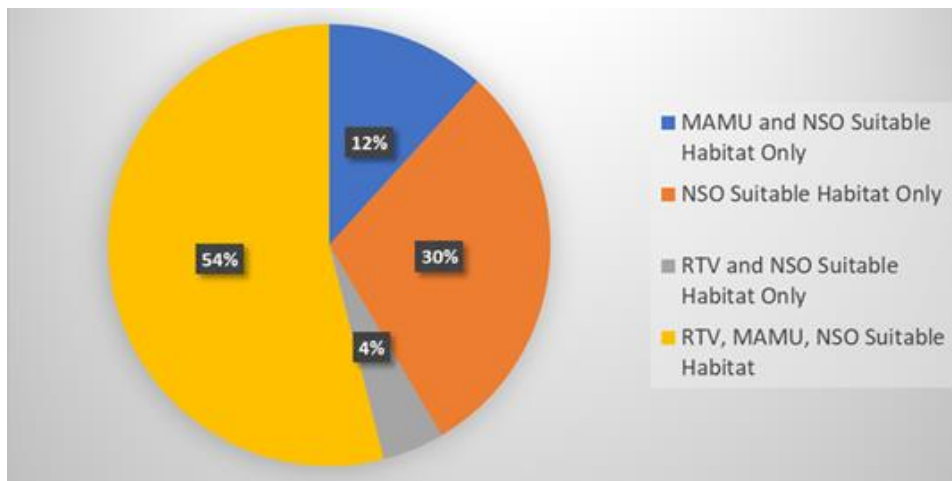


Figure 9. Overlap of northern spotted owl (NSO) habitat in the permit area with marbled murrelet (MAMU) and red tree vole (RTV) habitats.



## Responses to the Board's Information Requests

Table 6. Overlap of marbled murrelet (MAMU), northern spotted owl (NSO) and red tree vole (RTV) habitat inside and outside of HCAs.

|                                    | Inside HCA     | Outside HCA   | Grand Total    |
|------------------------------------|----------------|---------------|----------------|
| MAMU and NSO Suitable Habitat Only | 14,644         | 7,614         | 22,258         |
| NSO Suitable Habitat Only          | 37,183         | 42,882        | 80,065         |
| RTV and NSO Suitable Habitat Only  | 5,638          | 4,182         | 9,821          |
| RTV, MAMU, NSO Suitable Habitat    | 67,380         | 44,962        | 112,343        |
| <b>Grand Total</b>                 | <b>124,845</b> | <b>99,641</b> | <b>224,486</b> |

### Other Considerations

- 1) Operationally limited acres were included where there was biological rationale (occurrence, habitat, landscape function)
- 2) SNC and hardwood-dominated stands were included where there was biological rationale (occurrence, habitat, landscape function)
  - a) Untreated acres inside HCAs offer baseline comparisons for adaptive management and may be managed farther out in the permit term in consultation with USFWS.
  - b) No wildlife-related constraints outside of HCAs allows for more efficient treatment of SNC and hardwood-dominated stands.

### Old Growth Forests

- We use the Forest Ecosystem Management Assessment Team (FEMAT 1993) definition of old growth (i.e., ≥175 years old) in the 2010 FMP and HCP Conservation Action 8 (conservation actions outside of HCAs and RCAs).
- Most of the old growth stands and patches are too small and scattered to display well on district-scale maps.
- There are 76 acres of old growth outside of HCAs (3% of total).
  - 5 patches (3 – 43 acres)
  - Protected under current FMP and HCP Conservation Action 8 (Actions outside HCAs)
- There are 2,823 acres of old growth inside HCAs (97% of total).
- There are an additional 172 acres 150 – 174 years old outside of HCAs (4% of total).
  - Isolated, small, no occurrence, HCAs nearby, scattered remnants
  - Some with other constraints – scenic, high use, almost old growth (17 acres), operationally limited (23 acres)
- There are 4,061 acres 150 - 174 years old inside HCAs (96% of total).
- These data are based on the 2020 Stand Level Inventory update.
- Projected age class distributions over the permit term are shown in Figure 10 for the Proposed Action (Alternative 2), Figure 11 for Alternative 3, and Figure 12 for Alternative 5.

## Responses to the Board's Information Requests

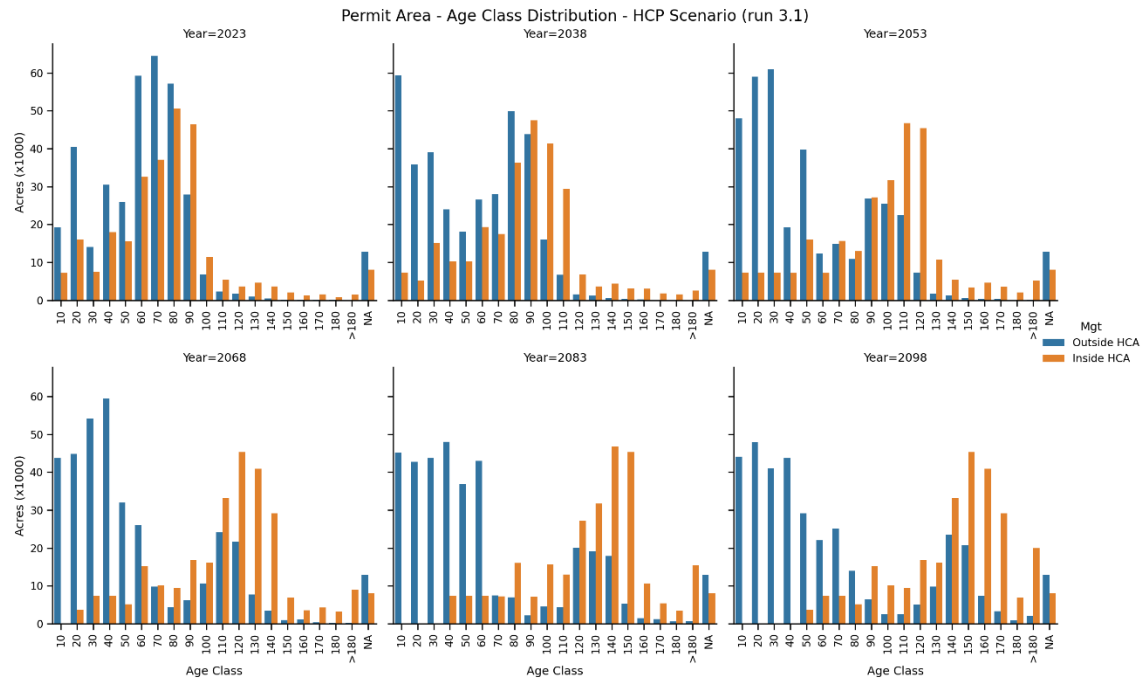


Figure 10. Age class distribution inside and outside HCAs from 2023 to 2098 for the Proposed Action (Alternative 2).

## Responses to the Board's Information Requests

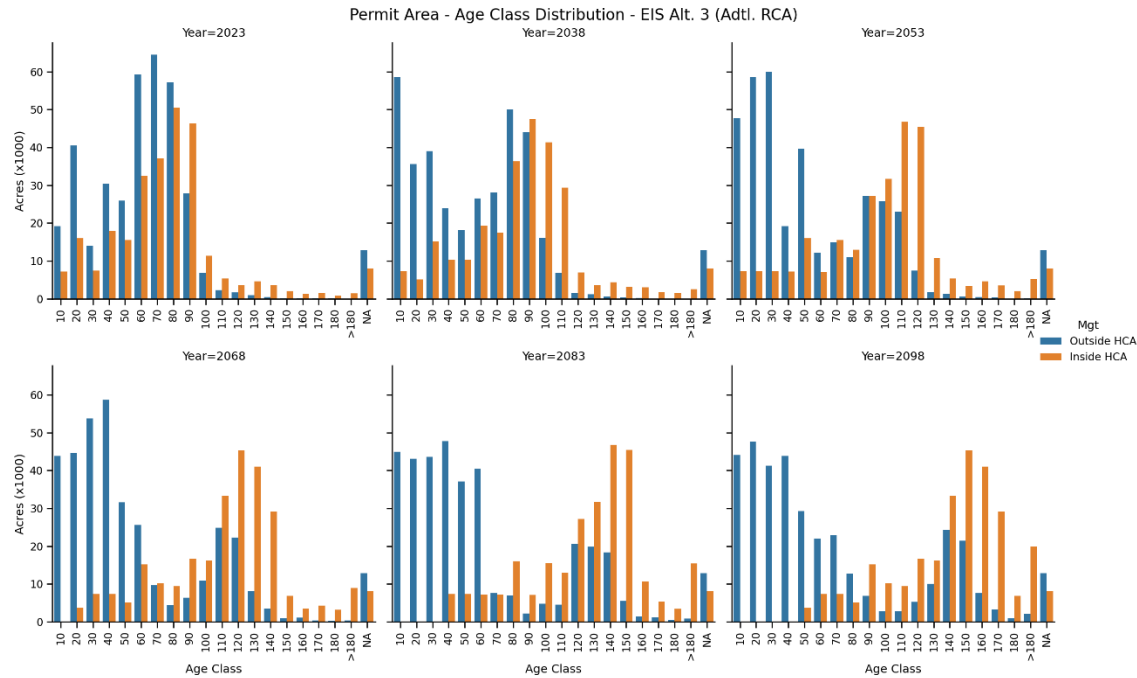


Figure 11. Age class distribution inside and outside HCAs from 2023 to 2098 for Alternative 3.

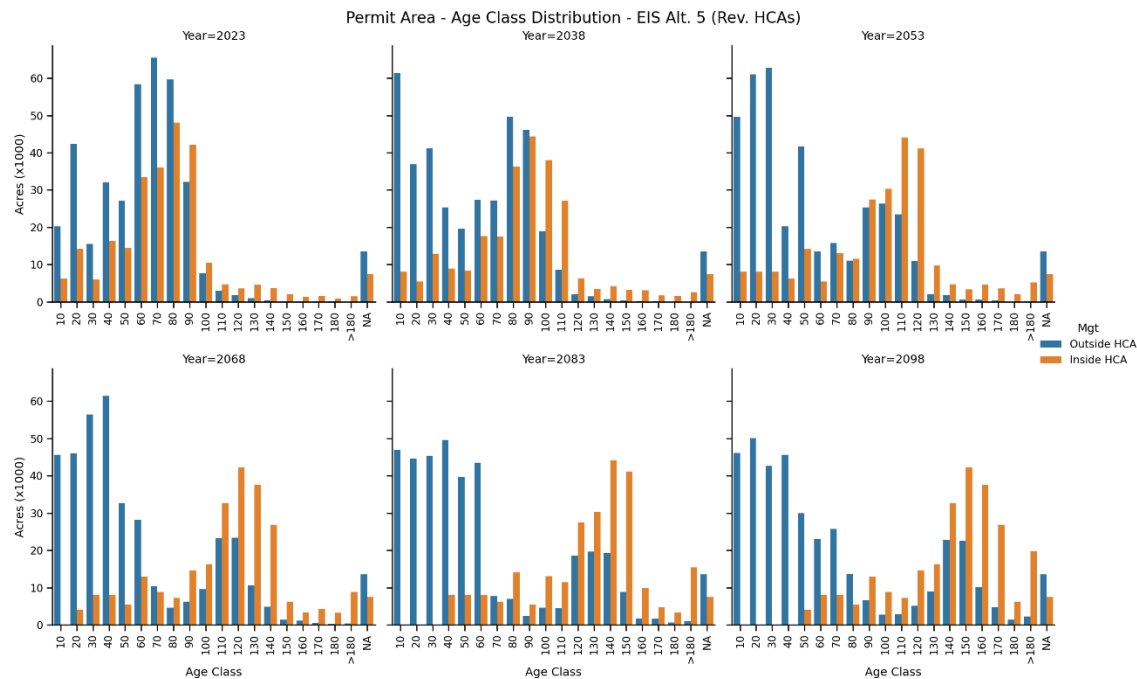


Figure 12. Age class distribution inside and outside HCAs from 2023 to 2098 for Alternative 5.

Generally, modifying a proposed HCP (at a point in the process similar to that for the WOSF HCP) to reflect a different alternative, even an alternative included in an EIS, is likely to delay and extend the Fish and Wildlife Service's process—especially the ESA (section 7 consultation/BiOp and section 10 Findings) part of the process. Additional/new work, analyses, data, and dialogue is likely to be required to determine adequacy with respect to ESA. Several factors drive this sort of outcome, including:

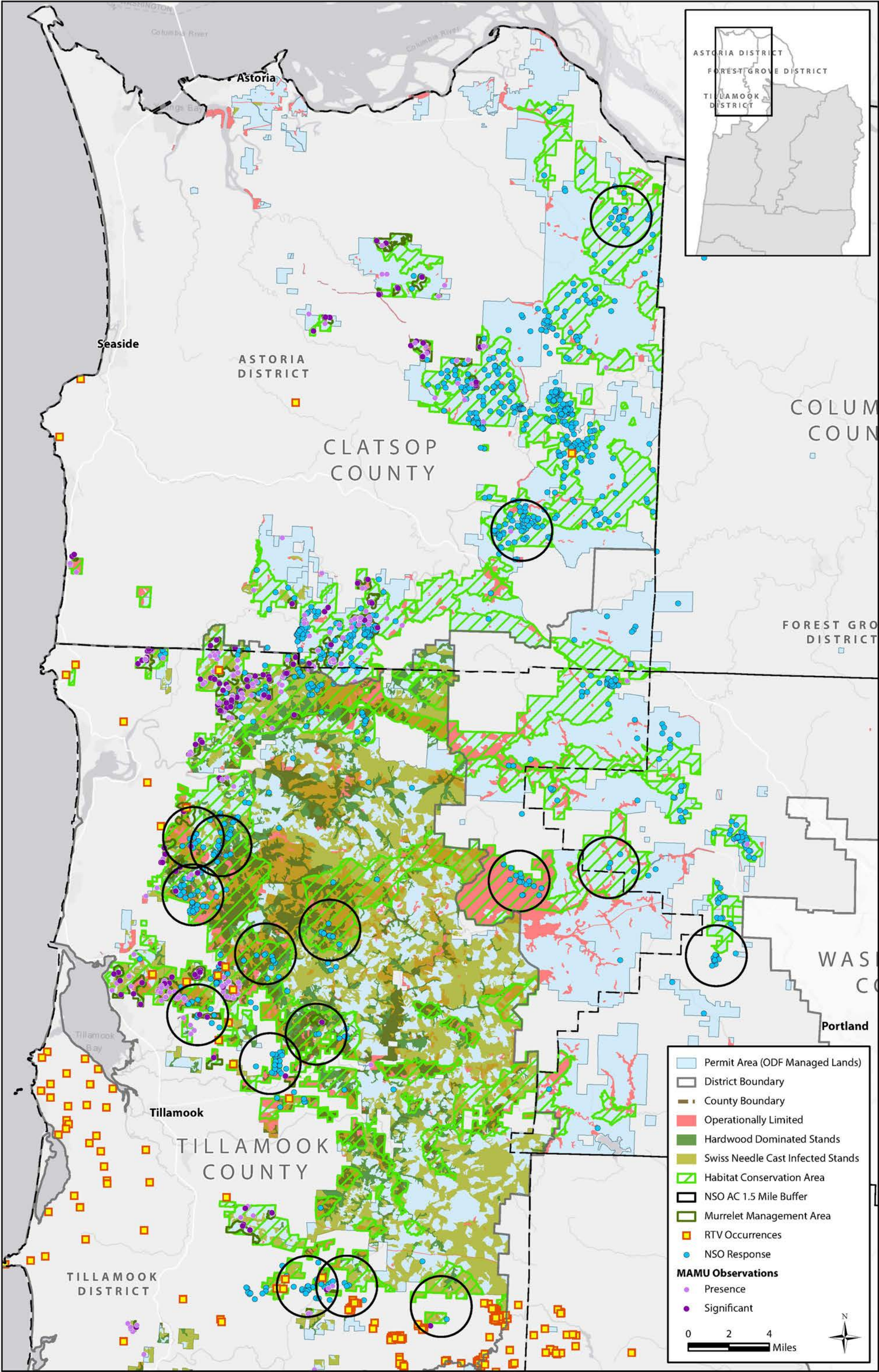
- Typically only the identified preferred/proposed alternative is formally evaluated against ESA section 10 issuance criteria. For instance, a finding of “no jeopardy” is one of the issuance criteria, but FWS doesn't conduct consultation (the only way to formally assess jeopardy) on every NEPA alternative. Instead, by necessity, we use collective professional judgments to identify (and exclude from further consideration) those alternatives that are reasonably likely to NOT meet issuance criteria (jeopardy or any others). The alternatives that do end up in an EIS, therefore, are generally ones we A) could not determine (up-front) would fail to meet issuance criteria, or B) think could meet issuance criteria, rather than ones we've actually determined do meet issuance criteria. That's an important distinction, and means we're often moving forward with some degree of uncertainty about whether any particular alternative in a NEPA document would actually pass muster upon comprehensive scrutiny under ESA.
- The analyses undertaken for NEPA are not the same analyses used to make the ESA section 7 and section 10 determinations. Sure, there's some overlap and applicability; we try to shape the NEPA analyses to be as informative as possible re: ESA. But additional work is always required to complete our BiOps and Findings.
- While NEPA and ESA analyses are separate and different, there's some “co-dependency” between them, especially in the later stages after public comment on the DEIS as we focus our efforts on a preferred or proposed alternative. For instance, completed BiOps inform RODs and RODs could also change proposed actions, which might necessitate additional or new ESA consultations, BiOps, and Findings. It's very hard to predict what will be unleashed by any tweak to the products of either process. Obviously, more substantial tweaks create more likelihood of substantial ramifications.
- Seemingly “simple” changes to proposed alternatives often have very complicated and impactful implications for the adequacy of the alternative and/or the adequacy of prior analyses of the alternative. HCP components don't influence adequacy or operate in isolation; the importance of any single component depends on its interaction with other components, and modifying a single component could affect the importance/value of many other components. As an example, in landscape management (e.g. forestry) HCPs, increasing/decreasing conservation areas results in net effects not only by altering how much benefit is derived from those areas, but also by altering the amount, frequency, and intensity of adverse impacts that will occur outside of those areas. So the true measure of a change to any part of an HCP proposal isn't always reflected in the “face value” of that change, and even if the overall HCP remains adequate following a change, new data and analyses could be needed to make that determination.

In a nutshell, much of the work to determine whether an alternative is adequate for issuance of an ITP entails work and analyses beyond those done for NEPA, and is done on a single alternative—typically the preferred or proposed alternative. Usually, before this rigorous assessment is formally triggered, the ITP applicant and the Service have engaged in extensive informal consultation (discussion, negotiation, data

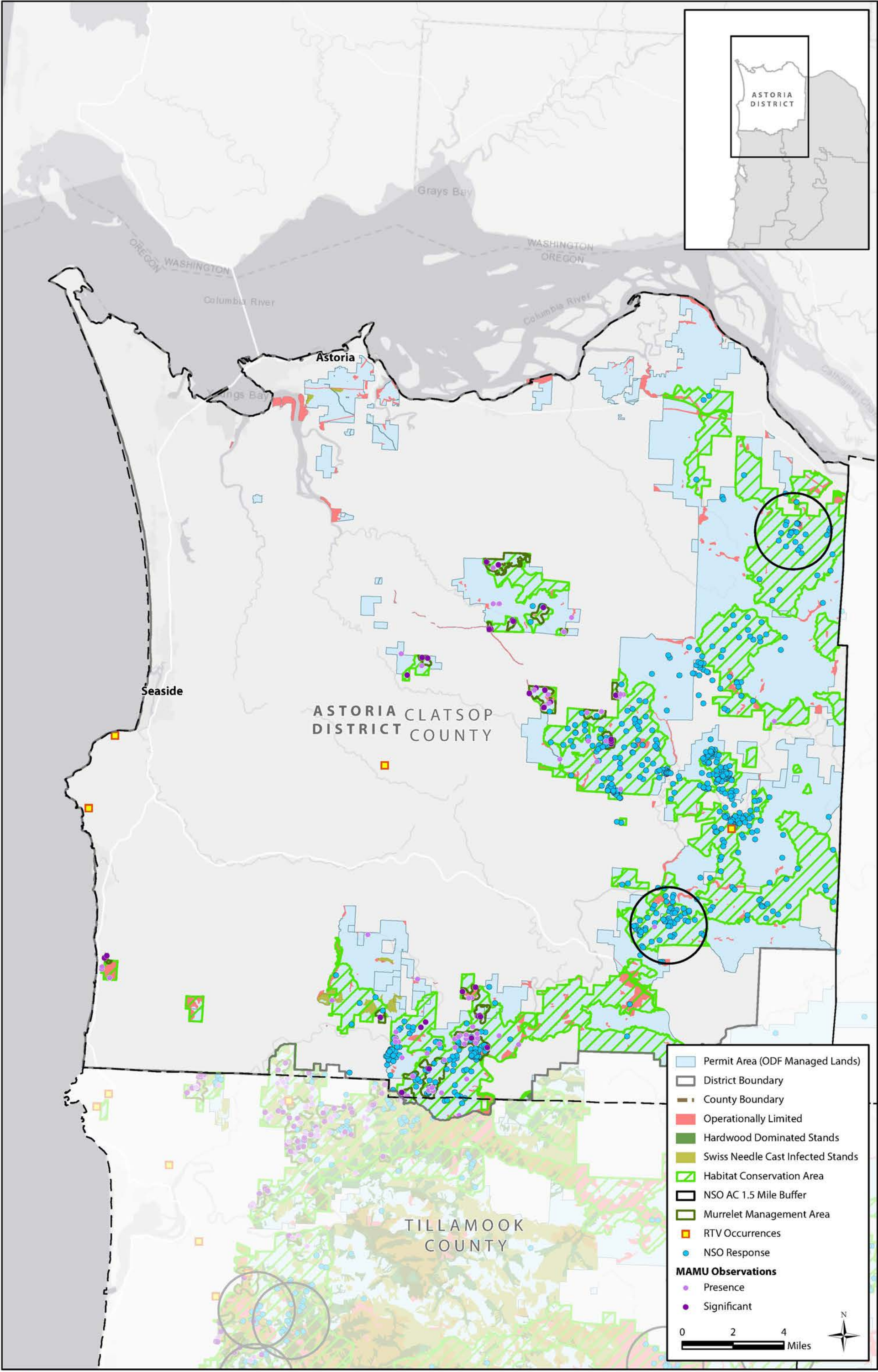
collection and evaluation, etc.) that refines the applicant's proposal in the direction of higher likelihood of meeting ESA issuance criteria.

With respect to the WOSF HCP, FWS has been engaged with ODF for about two years in the type of informal consultations (and now beginning the more formal stages) mentioned above, focused on the current HCP proposal. We arrived at this focus from: A) direction emerged from ODF and Steering/Scoping Committees, B) public input processes, and C) Service staff perspectives about likelihood of adequacy. Obviously, I can't predict exactly where this would lead the ongoing WOSF HCP process following a modified proposed action. That would be contingent on the specific nature and magnitude of the modifications. But in my individual judgment, I think a different HCP alternative, even one considered in the DEIS, represents a meaningful risk of triggering the challenges I've described, above, including the need for new/extended Informal and Formal consultation and Findings processes by FWS, and for information and analyses beyond those in the DEIS or pending FEIS. Those challenges aren't necessarily insurmountable. Over the long-term, we'd sort things out and make an issuance determination one way or another.

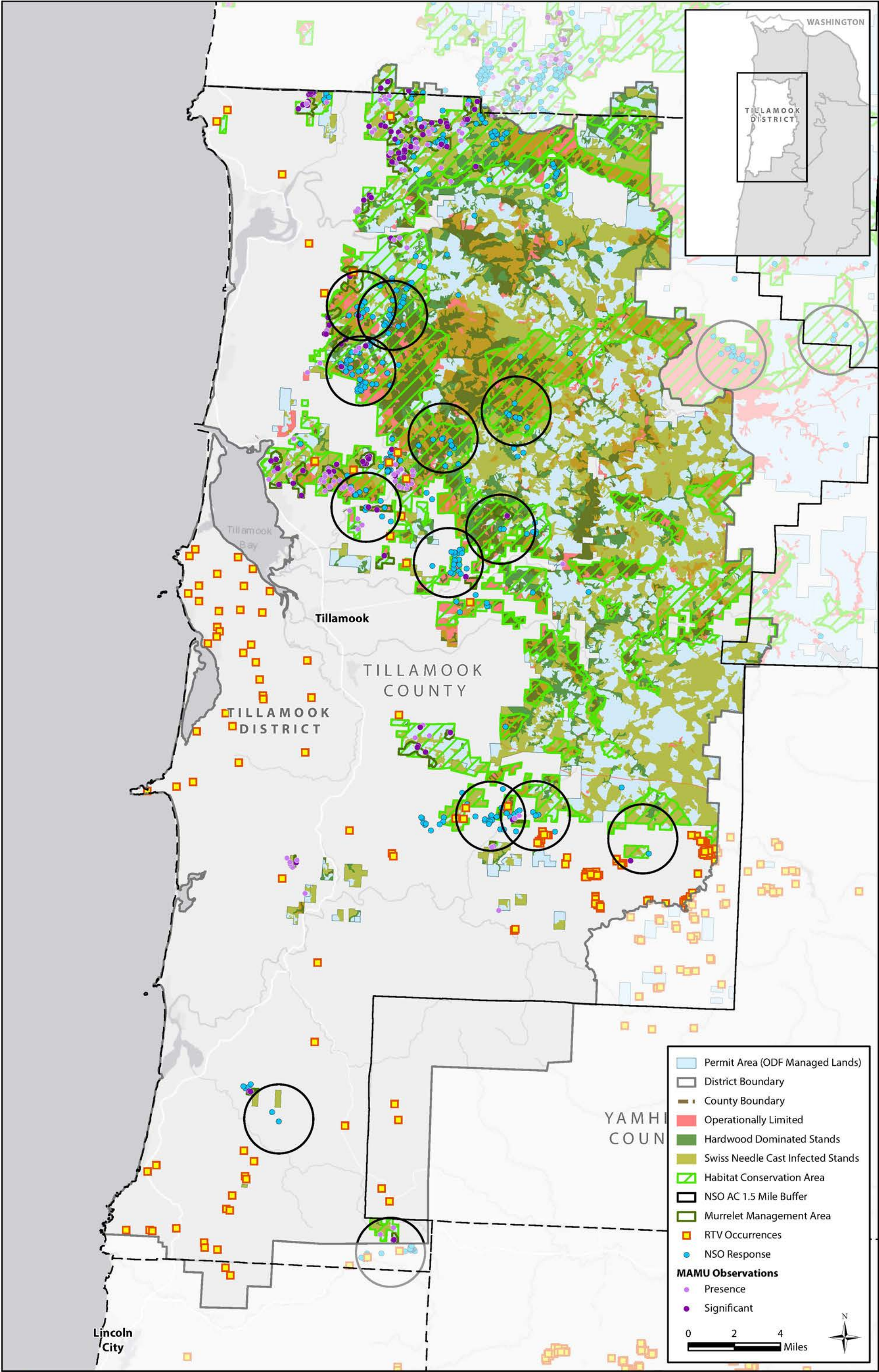




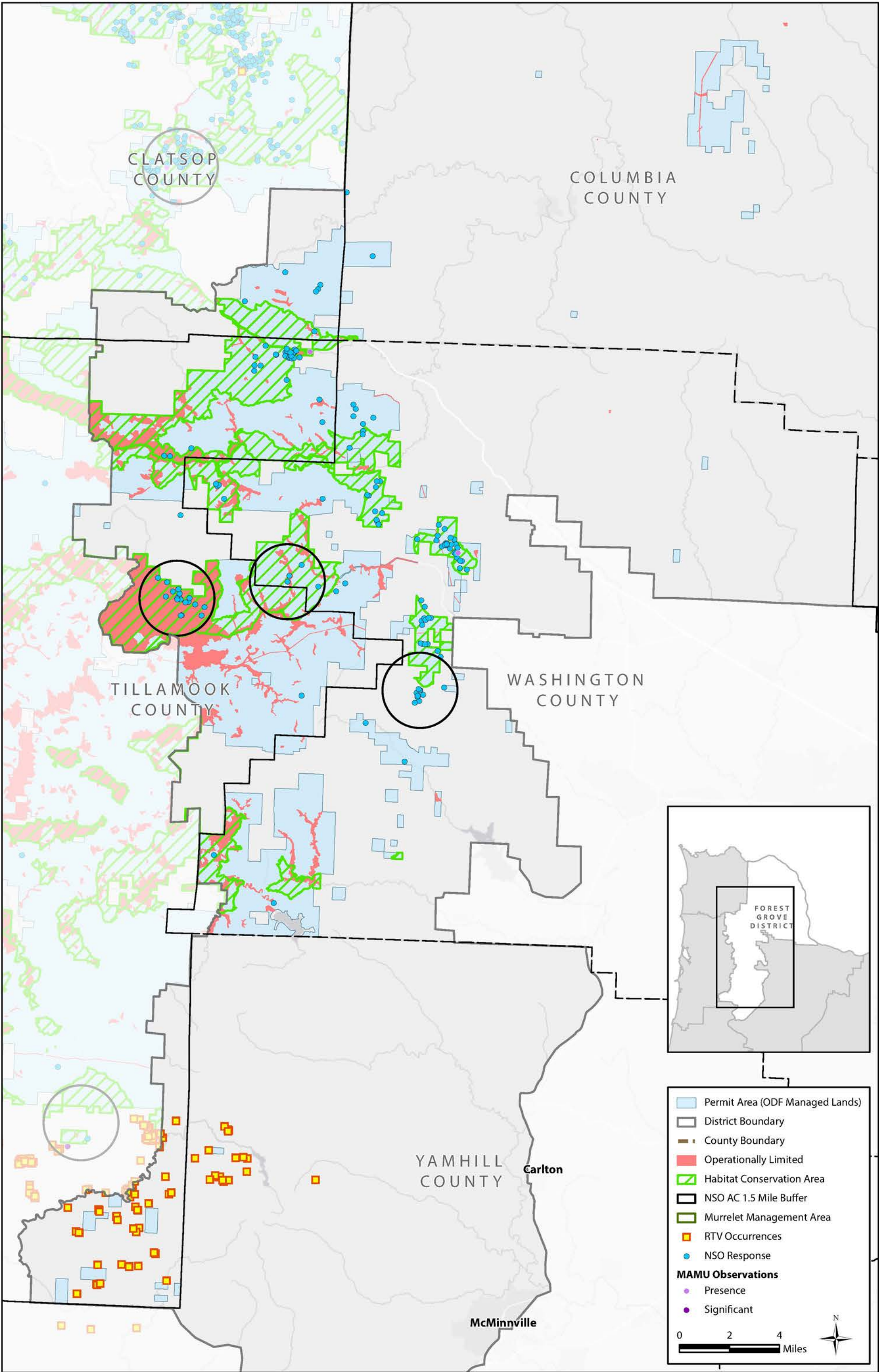




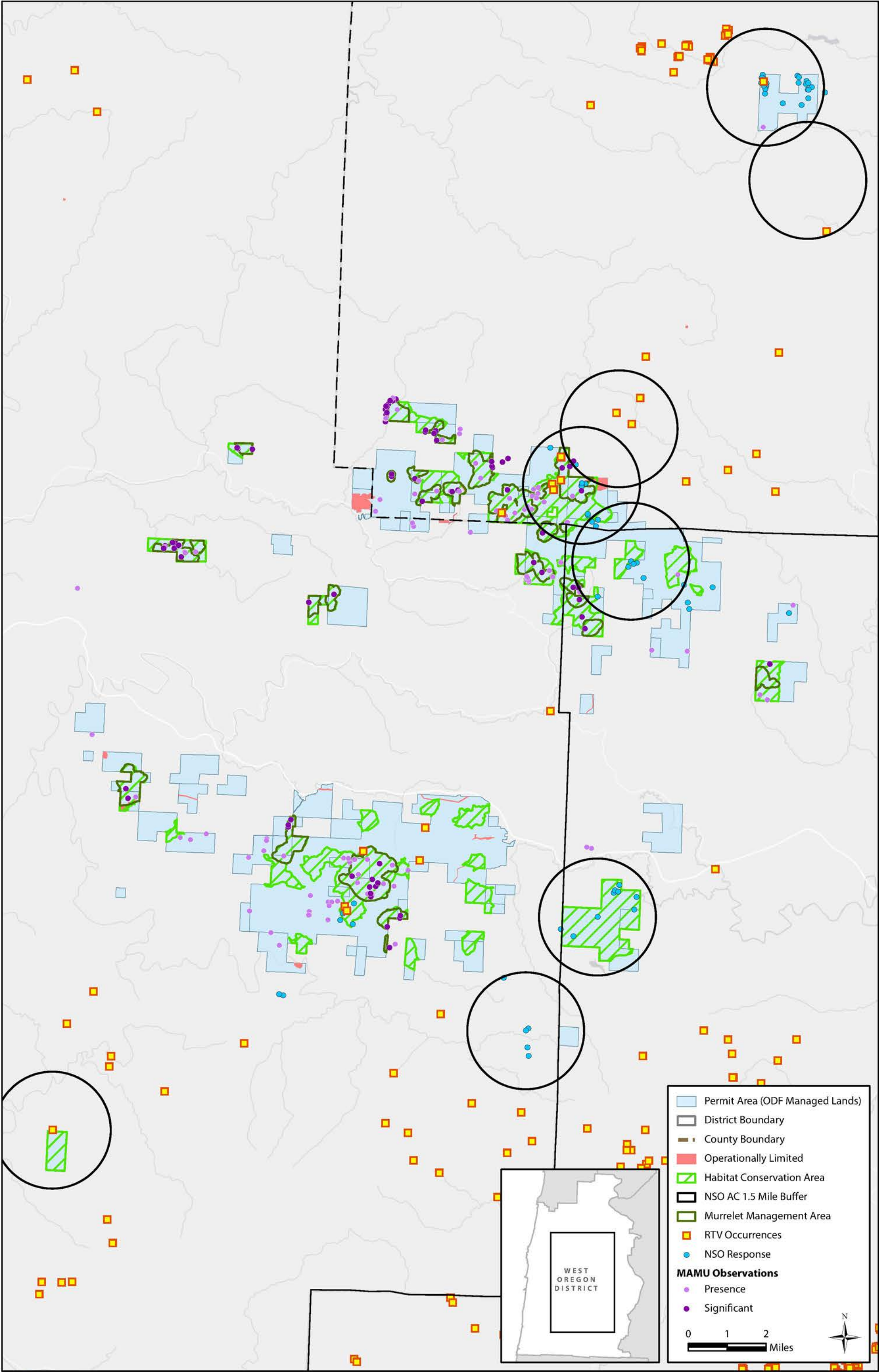




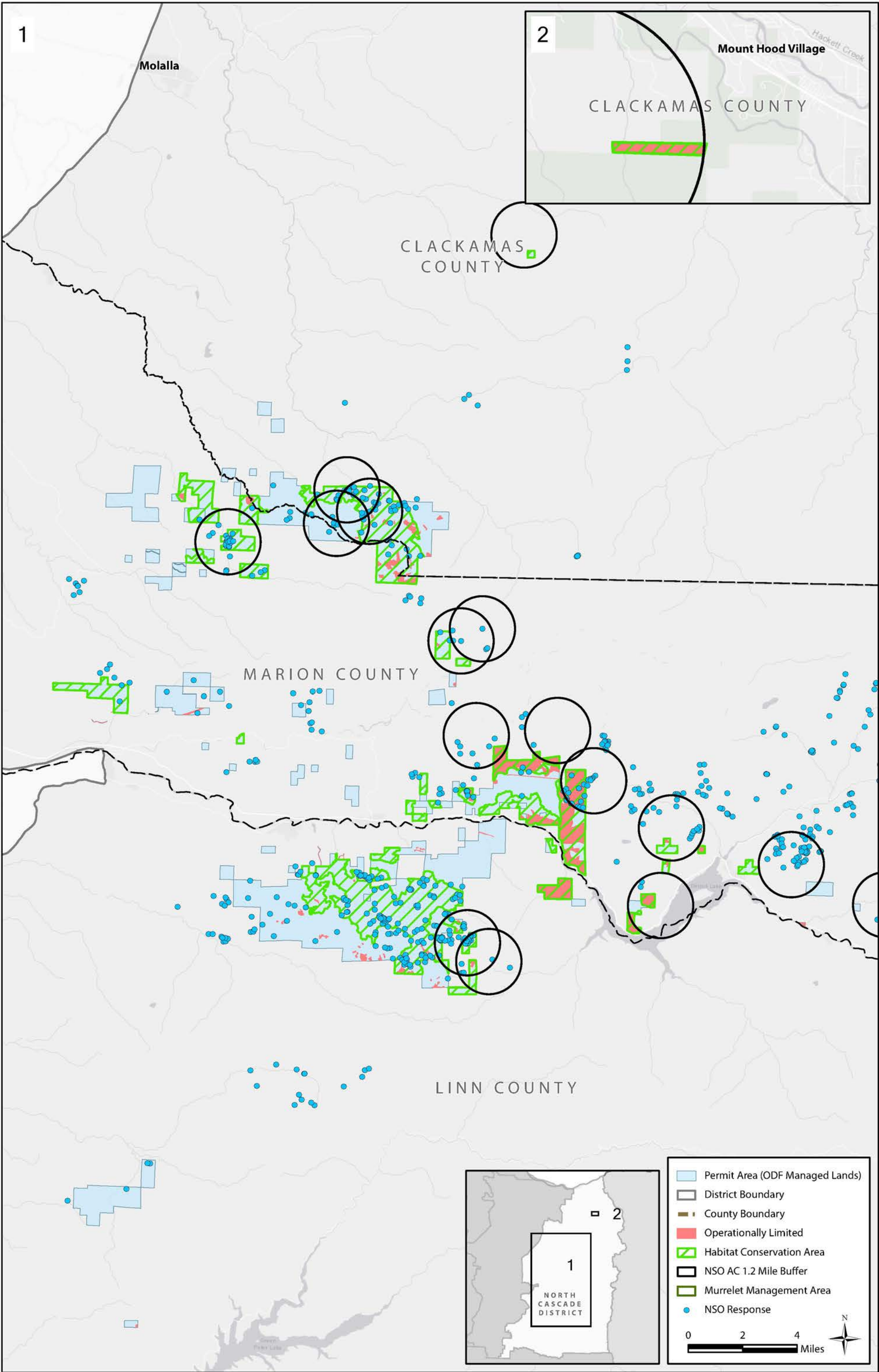




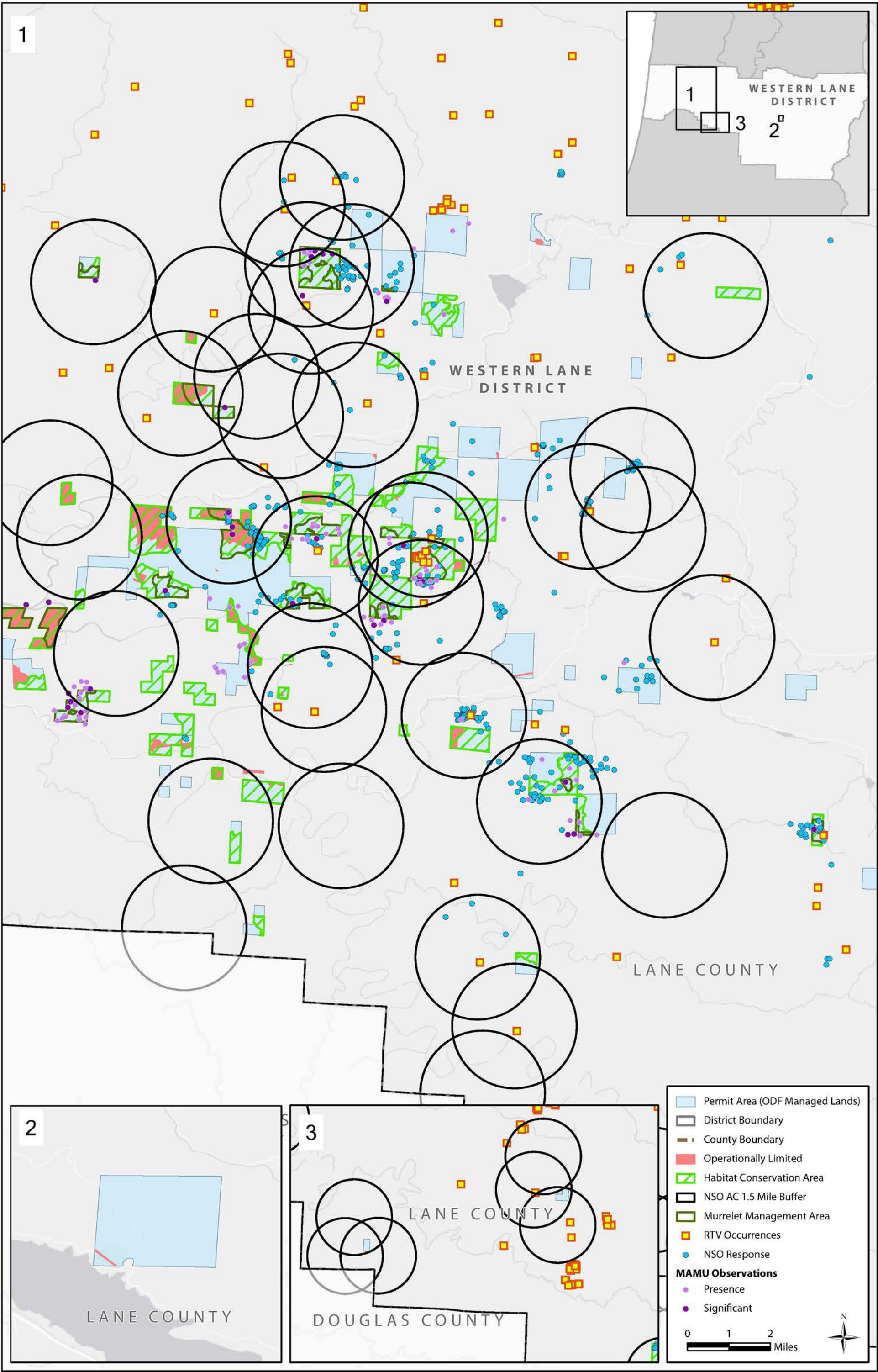




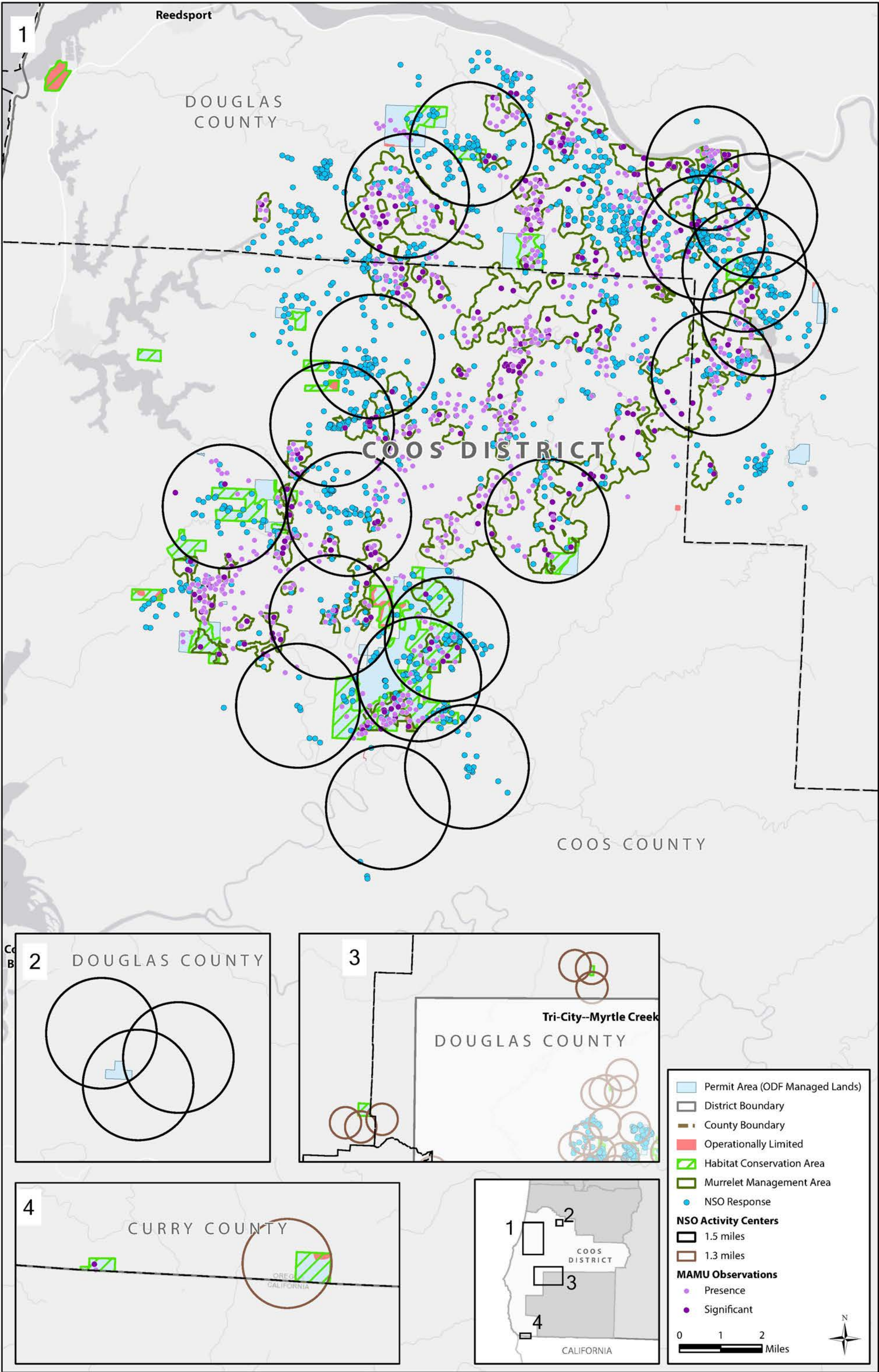




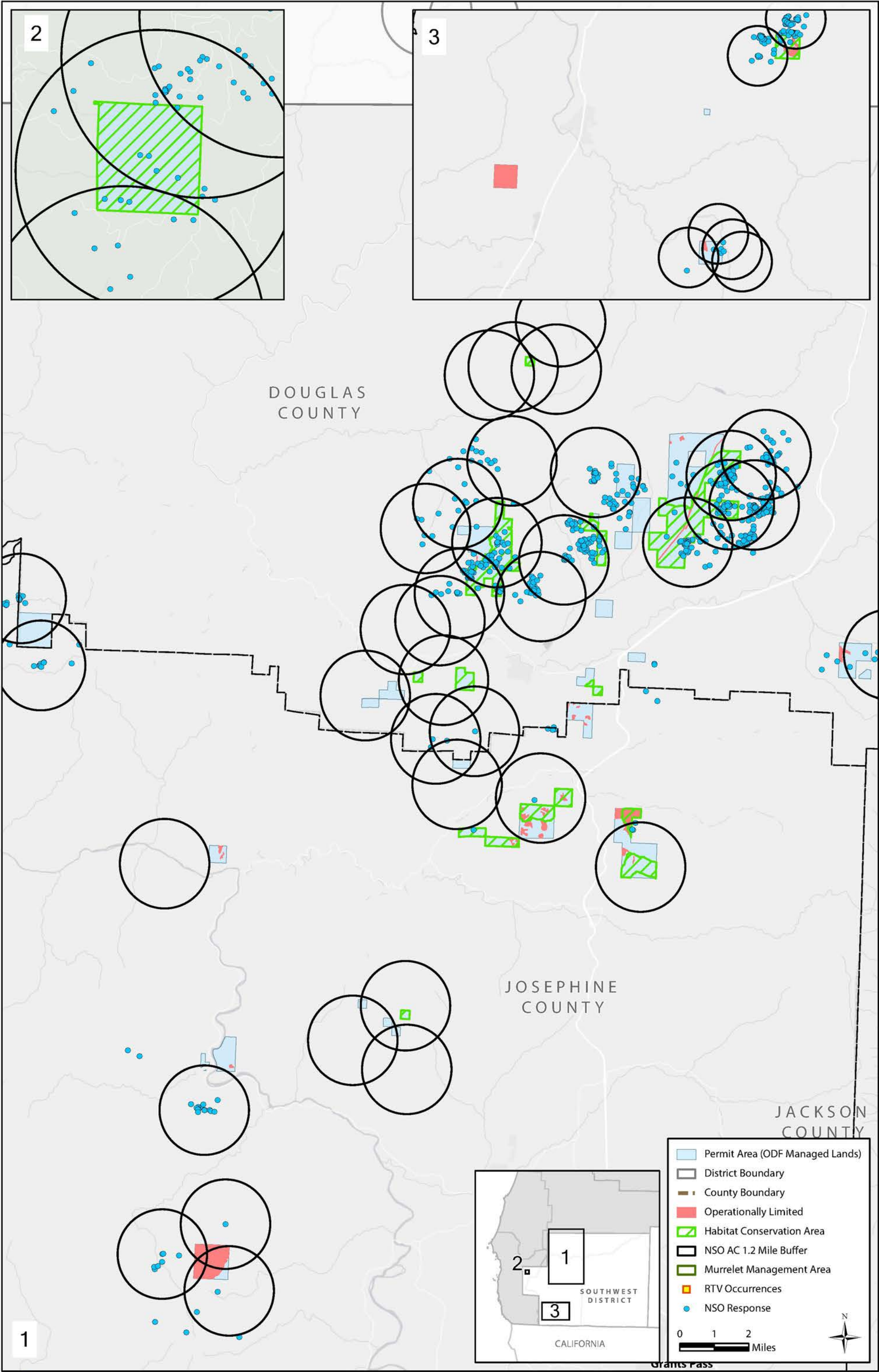




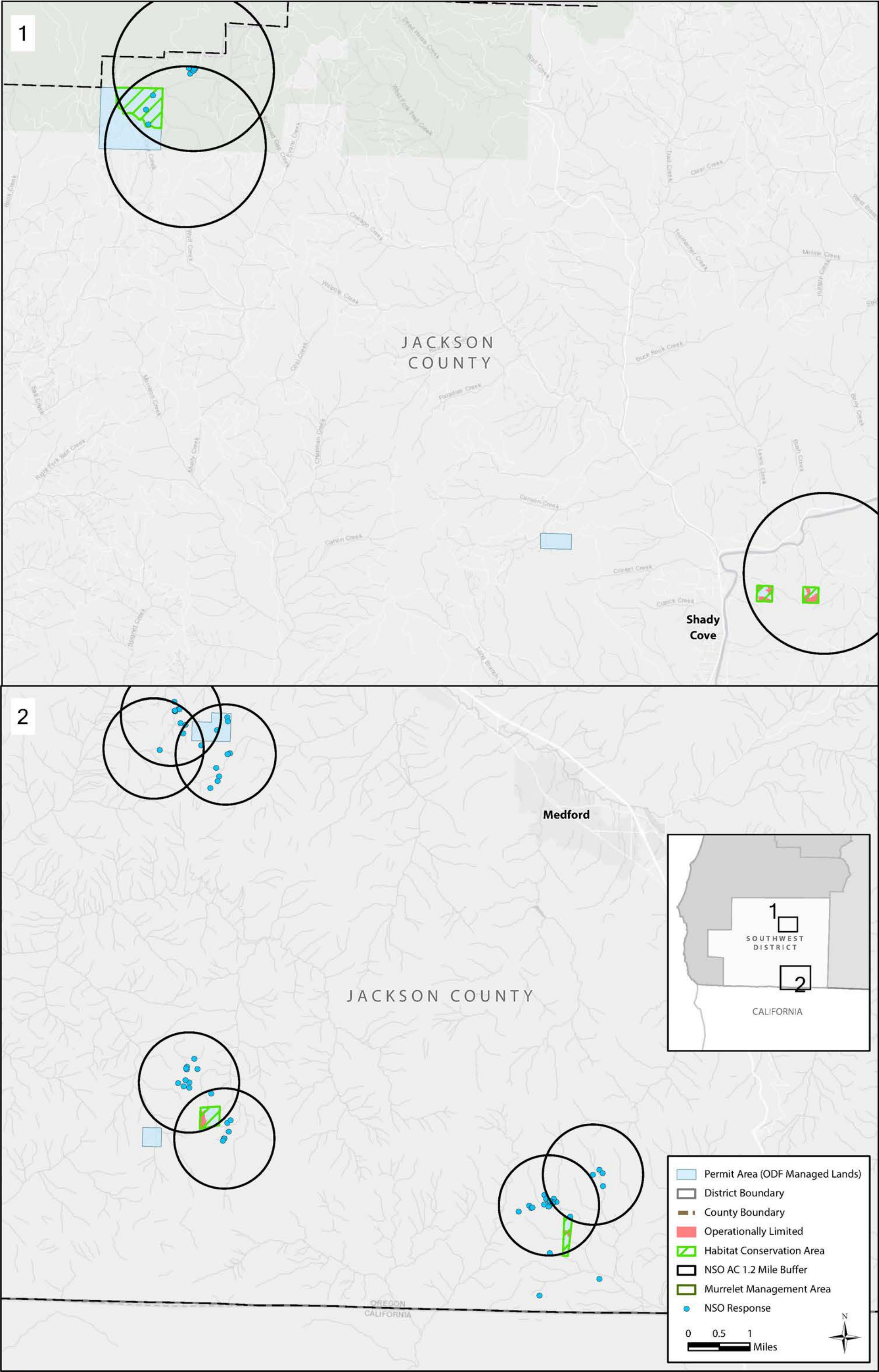














|                       |                                                                                                                                                                                                                                                                                                                                    |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | 7                                                                                                                                                                                                                                                                                                                                  |
| Work Plan:            | State Forests Work Plan                                                                                                                                                                                                                                                                                                            |
| Topic:                | State Forests Branding                                                                                                                                                                                                                                                                                                             |
| Presentation Title:   | State Forests Branding                                                                                                                                                                                                                                                                                                             |
| Date of Presentation: | November 16, 2022                                                                                                                                                                                                                                                                                                                  |
| Contact Information:  | Laura Fredrickson, Recreation, Education, and Interpretation Manager<br>503-359-7431, <a href="mailto:Laura.M.Fredrickson@ODF.Oregon.gov">Laura.M.Fredrickson@ODF.Oregon.gov</a><br>Michael Wilson, State Forests Division Chief<br>503-945-7374, <a href="mailto:Michael.Wilson@ODF.Oregon.gov">Michael.Wilson@ODF.Oregon.gov</a> |

## CONTEXT

To better inform and educate the public about the multitude of benefits State Forests have to offer Oregonians and beyond, the State Forests Division identified the need to develop a brand identity to assist in its public messaging. The need to distinguish ODF's State Forests as the backdrop for a variety of recreational and educational experiences has never been more important, as public use levels continue to increase with each passing year.

Under the leadership of the Recreation, Education, and Interpretation (REI) Program, an open bidding process took place in 2021 to identify a branding and marketing firm to help develop a brand identity and logo to communicate the values provided by the REI Program and help educate the public about the many benefits provided under Greatest Permanent Value. The Division contracted with MEAT, Inc. to take the REI Program and State Forests leadership through brand development.

The new brand will help in telling the story of State Forests, and its marketing power can be leveraged by the [State Forests Trust of Oregon](#) (ODF's supporting non-profit benefiting the REI Program) to increase donations and eventually diversify funding streams for the REI Program.

## RECOMMENDATION

Information only.

## NEXT STEPS

Future work products for the Division include a new State Forest website highlighting the many recreational, educational, and interpretive opportunities available on state forest land, marketable ODF-branded merchandise, and additional social media products to help educate and inform the public about GPV.

## STAFF REPORT

|                       |                                                                                                                                                       |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | 8                                                                                                                                                     |
| Work Plan:            | Fire Protection                                                                                                                                       |
| Topic:                | Ongoing Topic; Fire Season Update                                                                                                                     |
| Presentation Title:   | 2022 Fire Season Summary                                                                                                                              |
| Date of Presentation: | November 16, 2022                                                                                                                                     |
| Contact Information:  | Mike Shaw, Interim Chief – Fire Protection Division<br>503-945-7204, <a href="mailto:Michael.H.Shaw@odf.oregon.gov">Michael.H.Shaw@odf.oregon.gov</a> |

### SUMMARY

Oregon revised statutes define the Department's Fire Protection policy, which requires a complete and coordinated system. This system relies on the partnership between the Department and forest landowners with a commitment to ongoing communication and collaboration with many other state and federal agencies. Fire management leaders from the Department will provide a briefing on some of the ongoing coordination, an up-to-date fire season status report, and a summary of the season's outcomes during this agenda item.

|                       |                                                                                                                                                                                                                                                                                         |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agenda Item No.:      | 9                                                                                                                                                                                                                                                                                       |
| Work Plan:            | Administrative                                                                                                                                                                                                                                                                          |
| Topic:                | Macias, Gini & O'Connell (MGO) Recommendations                                                                                                                                                                                                                                          |
| Presentation Title:   | MGO Department Implementation Management Plan Progress                                                                                                                                                                                                                                  |
| Date of Presentation: | November 16, 2022                                                                                                                                                                                                                                                                       |
| Contact Information:  | Bill Herber, Deputy Director for Administration<br>(503) 945-7203 <a href="mailto:bill.herber@odf.oregon.gov">bill.herber@odf.oregon.gov</a><br>Sabrina Perez, Senior Strategy Manager<br>(503) 945-7311 <a href="mailto:sabrina.perez@odf.oregon.gov">sabrina.perez@odf.oregon.gov</a> |

## **SUMMARY**

The department will provide a joint update with Macias, Gini, and O'Connell (MGO) reviewing the department's progress on the 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, updated versions shared in September, January, and April, and the next iteration will be presented in November.

#### Legislative Funding

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

#### Organizational Response to Investments 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 established a new Planning Branch where agency-wide planning functions are 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 allows the new Admin Modernization Program within the Administrative Branch to begin taking shape as it works to implement Policy Option Package 173. ODF received new leadership last fall with Cal Mukumoto appointed as State Forester. Cal had previously been serving as the project manager for MGO implementation.

Recruitments are 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. Since we last reported in April, one of the two limited duration positions from Policy Option Package 801 originally filled in February is now vacant again. We are shifting workload to accommodate the change in the interim and will be further recruiting to fill the limited duration position again.

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 include ongoing assessments 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.

### Implementation Progress

Macias, Gini, and O'Connell (MGO) completed a [formal review in April](#) of the department's overall planning efforts and progress made to date on select recommendations and a second [formal review in June](#). Outcomes of the review were positive, showing successful mitigation and lowering of risk across several of the recommendations, as well as recognition to areas where continued monitoring is necessary to assure implementation of noted deliverables. Subsequent reviews will be performed by MGO through mid-2023 with continued reporting to the Board of Forestry. MGO will join the department in November presenting an update for this agenda item and highlights from their third assessment and review of the department's progress towards implementation.

Progress has been steady across all recommendations as shown in the department's Implementation Management Plan Version 5 (Attachment 1). Eight of the twenty-eight recommendations are now considered complete by the department and deemed as Implemented by MGO. The completed recommendations have been moved to an enhanced status for further modernization or maintenance efforts. Fifteen of the twenty remaining recommendations have work actively being completed on the deliverables with six of those in the recently initiated stage. The remaining five recommendations have work completed but are currently pending or on hold for capacity to support I.T. deliverables. Recruitments are still actively underway for this technical expertise; however, one of five open positions was successfully filled with a qualified and experienced candidate allowing work to soon be initiated on these I.T improvements. Version 6 of the Implementation Management Plan is anticipated for late winter 2023.

### **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) ODF MGO Implementation Management Plan Version 5 - November 2022



# **Oregon Department of Forestry**



## **MGO Review and Assessment Recommendations Implementation Management Plan Version 5 November 4, 2022**

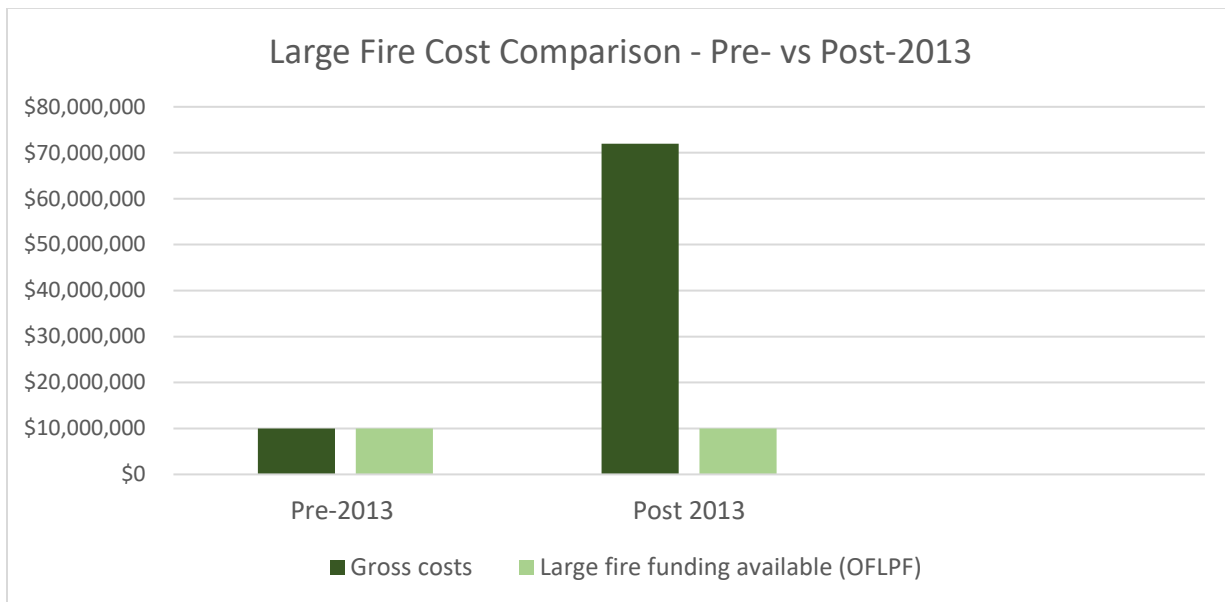
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## Background

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.



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.

## Version 5 of the Implementation Management Plan

Progress has been steady across all recommendations. Eight of the twenty-eight recommendations are now considered complete by the department and deemed as Implemented by Macias, Gini, & O'Connell. The completed recommendations have been moved to an enhanced status for further modernization or maintenance efforts. Fifteen of the twenty remaining recommendations have work actively being completed on the deliverables with six of those in the recently initiated stage. The remaining five recommendations have work completed but are currently pending or on hold for capacity to support I.T. deliverables. Recruitments are still actively underway for this technical expertise; however, one of five open positions was successfully filled with a qualified and experienced candidate allowing work to soon be initiated on these I.T improvements. Version 6 of the Implementation Management Plan is anticipated for late winter 2023.

**Oregon Department of Forestry (ODF), MGO Implementation Management Plan Version 5, Status and Change Log**

**Sorted by ID#, by Risk**

| #   | Original Recommendation (Type)                                       | Original Target Completion Date | Original Risk Rating | MGO Last Risk Rating | MGO Last Status  | ODF Last Status Version 4 | ODF Current Status Version 5 | ODF Changes and Progress                                                                                                                | ODF Status Notes and Next Steps                                                                                                   |
|-----|----------------------------------------------------------------------|---------------------------------|----------------------|----------------------|------------------|---------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| #1  | Cost Share Agreements (Consistency) (Policies & Procedures)          | 06/30/2021                      | High                 | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | No change. Completed in prior version.                                                                                                  | Complete. Enhanced status for modernization and maintenance.                                                                      |
| #2  | Cost Share Settlements (Signature Authority) (Policies & Procedures) | 06/30/2021                      | High                 | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | No change. Completed in prior version.                                                                                                  | Complete. Enhanced status for modernization and maintenance.                                                                      |
| #3  | Cost Share Collections (Policies & Procedures)                       | 06/30/2021                      | High                 | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | No change. Completed in prior version.                                                                                                  | Complete. Enhanced status for modernization and maintenance.                                                                      |
| #4  | Cash Flow Projections (Policies & Procedures)                        | 06/30/2022                      | High                 | Medium               | In Progress      | Active                    | Active                       | Added automated daily CashTracker registers, redefined workloads and oversight, new county payment holding fund, and runway procedures. | Active. Furthering development of policies and actively recruiting for the Admin Modernization Program capacity to focus on OFRS. |
| #5  | Accounts Receivable Collections (Policies & Procedures)              | 12/31/2021                      | High                 | High                 | Not Under Review | Active                    | Active                       | Progress on redefining workloads and oversight processes within financial units.                                                        | Active. Focusing on further development of policy and procedures.                                                                 |
| #6  | Policy & Procedure Storage (Information Technology)                  | 06/30/2022                      | High                 | High                 | Not Under Review | Pending                   | Initiated                    | Initiating work on policy management policy, inventory of policies and procedures, and migrating documentation to new ODFnet.           | Initiated. Actively recruiting for Admin Modernization Program capacity and submitted 23-25 budgetary policy option package.      |
| #7  | Cost Estimates (Information Technology)                              | 06/30/2022                      | High                 | Medium               | In Progress      | On Hold                   | On Hold                      | No change to IT aspect; however, progress made on cost estimate procedures and training.                                                | On hold for capacity to support IT deliverables. Actively recruiting for Admin Modernization Program capacity.                    |
| #8  | BRIO Real-Time (Information Technology)                              | 06/30/2022                      | High                 | High                 | Not Under Review | On Hold                   | Pending                      | No change to IT aspect; however, progress made on standardized reports from new OBIEE system.                                           | Pending. Actively recruiting for Admin Modernization Program capacity.                                                            |
| #9  | Accounts Payable (Policies & Procedures)                             | 06/30/2022                      | High                 | Medium               | In Progress      | Active                    | Active                       | Completed implementation of OregonBuys Phase II for eProcurement.                                                                       | Active. Focusing on further development of policy and procedures.                                                                 |
| #10 | Electronic Records (Information Technology)                          | 06/30/2022                      | High                 | High                 | Not Under Review | On Hold                   | On Hold                      | 2023-25 Agency Request Budget with policy option package 103 submitted.                                                                 | On Hold. 2023-25 Governor's Recommended Budget and Legislatively Adopted Budget.                                                  |
| #11 | IT Systems (Information Technology)                                  | 06/30/2023                      | High                 | High                 | Not Under Review | Initiated                 | Initiated                    | DAS EIS concluded inventory on agency datasets and is continuing discussions on IT Governance.                                          | Initiated. New assessment tool, discussing IT Governance strategies with leadership, direction towards policy and procedures.     |
| #12 | ACC Rate Assessments (Budgeting)                                     | 06/30/2022                      | High                 | Low                  | Implemented      | Active                    | Complete and Enhanced        | Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.                                       | Complete. Enhanced status for integrating revised templates next fiscal.                                                          |
| #13 | Oversight Reports (AP and AR systems) (Oversight)                    | 06/30/2022                      | Medium               | Medium               | In Progress      | Initiated                 | Initiated                    | Progressing in financial reporting capabilities with new OBIEE system.                                                                  | Initiated. Initial reports require definition, automation, and MGO review.                                                        |
| #14 | Training for finance personnel (Salem and Field) (Oversight)         | 06/30/2022                      | Medium               | Medium               | Not Under Review | Initiated                 | Initiated                    | Revised onboarding checklist for all employees and developed a new training for an ODF policy.                                          | Initiated. Defining items for onboarding financial employees and finalizing training framework.                                   |
| #15 | Field Protection Districts Oversight (Oversight)                     | 06/30/2022                      | Medium               | Medium               | In Progress      | Active                    | Active                       | No change.                                                                                                                              | Active. Focusing on further development of policy and procedures.                                                                 |
| #16 | Board of Forestry Oversight (Oversight)                              | 10/31/2021                      | Medium               | Medium               | Implemented      | Complete                  | Complete                     | No change. Completed in prior version.                                                                                                  | Complete. Developing coordination procedures for monthly financial report.                                                        |
| #17 | District Finance / Accounting Oversight (Oversight)                  | 12/31/2021                      | Medium               | Medium               | In Progress      | Active                    | Active                       | Filled three new Area Coordinator positions in Financial Services.                                                                      | Active. Focusing on further development of policy and procedures.                                                                 |
| #18 | Change Management (Incident Finance Audits) (Oversight)              | 06/30/2022                      | Medium               | Medium               | In Progress      | Active                    | Active                       | Establishing new Incident Resource Agreement Committee and Incident Finance Committee.                                                  | Active. Conducting After Action Reviews with both committees and operationalizing reviews.                                        |
| #19 | Invoicing (Policies & Procedures)                                    | 12/31/2021                      | Medium               | Medium               | Not Under Review | Active                    | Active                       | Developed user guides and training videos for use of new Sage invoicing system.                                                         | Active. Focusing on further development of policy and procedures.                                                                 |
| #20 | Finance / Accounting (Org Structure) (Finance/Accounting Resources)  | 06/30/2023                      | Medium               | Medium               | In Progress      | Active                    | Active                       | Filled new Area Coordinator positions. Adapting business processes and expectations, integrating changes in organizational structure.   | Active. Continued assessment of operations and adaptation of personnel duties and business processes throughout the biennium.     |
| #21 | Finance Skillsets (Finance/Accounting Resources)                     | 06/30/2023                      | Medium               | Medium               | Not Under Review | Not Started               | Initiated                    | Assembling resources and processes to begin high level review.                                                                          | Initiated. Assembling resources and processes to begin high level review.                                                         |
| #22 | OFRS (Information Technology)                                        | 06/30/2022                      | Medium               | Medium               | Not Under Review | On Hold                   | On Hold                      | No change.                                                                                                                              | On hold. Actively recruiting for Admin Modernization Program capacity.                                                            |
| #23 | Budgeting Requirements (Budgeting)                                   | 06/30/2022                      | Medium               | Low                  | Implemented      | Active                    | Complete and Enhanced        | Significant progress with current fiscal budgeting processes, templates and fiscal analysis.                                            | Complete. Enhanced status for integrating revised templates next fiscal.                                                          |
| #24 | Budgeting Requirements (Budgeting)                                   | 06/30/2022                      | Medium               | Low                  | Implemented      | Active                    | Complete and Enhanced        | Significant progress with current fiscal budgeting processes, templates and fiscal analysis.                                            | Complete. Enhanced status for integrating revised templates next fiscal.                                                          |
| #25 | Operating Association Advances (Policies & Procedures)               | 06/30/2022                      | Low                  | Low                  | Not Under Review | Not Started               | Initiated                    | Initial draft of accounting requirements made.                                                                                          | Initiated. Furthering review and coordination with operating associations.                                                        |
| #26 | FEMA Claim Status (Policies & Procedures)                            | 12/31/2021                      | Low                  | Low                  | Active           | Active                    | Active                       | Progressing on active FEMA claims with support from FEMA representatives.                                                               | Active. Procedures in development and actively recruiting for Admin Modernization Program capacity.                               |
| #27 | OregonBuys (Information Technology)                                  | 06/30/2021                      | Low                  | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | Completed in prior version.                                                                                                             | Complete. Enhanced status for related policies and maintenance.                                                                   |
| #28 | Encumbrances (Budgeting)                                             | 06/30/2023                      | Low                  | Low                  | Not Under Review | Not Started               | On Hold                      | Completed implementation of OregonBuys Phase II for eProcurement.                                                                       | On Hold. With OregonBuys Phase II implemented, future work can explore use of encumbrances.                                       |

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 (ODF), MGO Implementation Management Plan Version 5, Status and Change Log**  
**Sorted by Completion Date, by Risk**

| #   | Original Recommendation (Type)                                       | Original Target Completion Date | Original Risk Rating | MGO Last Risk Rating | MGO Last Status  | ODF Last Status Version 4 | ODF Current Status Version 5 | ODF Changes and Progress                                                                                                                | ODF Status Notes and Next Steps                                                                                                   |
|-----|----------------------------------------------------------------------|---------------------------------|----------------------|----------------------|------------------|---------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| #1  | Cost Share Agreements (Consistency) (Policies & Procedures)          | 06/30/2021                      | High                 | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | No change. Completed in prior version.                                                                                                  | Complete. Enhanced status for modernization and maintenance.                                                                      |
| #2  | Cost Share Settlements (Signature Authority) (Policies & Procedures) | 06/30/2021                      | High                 | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | No change. Completed in prior version.                                                                                                  | Complete. Enhanced status for modernization and maintenance.                                                                      |
| #3  | Cost Share Collections (Policies & Procedures)                       | 06/30/2021                      | High                 | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | No change. Completed in prior version.                                                                                                  | Complete. Enhanced status for modernization and maintenance.                                                                      |
| #27 | OregonBuys (Information Technology)                                  | 06/30/2021                      | Low                  | Low                  | Implemented      | Complete and Enhanced     | Complete and Enhanced        | Completed in prior version.                                                                                                             | Complete. Enhanced status for related policies and maintenance.                                                                   |
| #16 | Board of Forestry Oversight (Oversight)                              | 10/31/2021                      | Medium               | Medium               | Implemented      | Complete                  | Complete                     | No change. Completed in prior version.                                                                                                  | Complete. Developing coordination procedures for monthly financial report.                                                        |
| #5  | Accounts Receivable Collections (Policies & Procedures)              | 12/31/2021                      | High                 | High                 | Not Under Review | Active                    | Active                       | Progress on redefining workloads and oversight processes within financial units.                                                        | Active. Focusing on further development of policy and procedures.                                                                 |
| #17 | District Finance / Accounting Oversight (Oversight )                 | 12/31/2021                      | Medium               | Medium               | In Progress      | Active                    | Active                       | Filled three new Area Coordinator positions in Financial Services.                                                                      | Active. Focusing on further development of policy and procedures.                                                                 |
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| #26 | FEMA Claim Status (Policies & Procedures)                            | 12/31/2021                      | Low                  | Low                  | Active           | Active                    | Active                       | Progressing on active FEMA claims with support from FEMA representatives.                                                               | Active. Procedures in development and actively recruiting for Admin Modernization Program capacity.                               |
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| #6  | Policy & Procedure Storage (Information Technology)                  | 06/30/2022                      | High                 | High                 | Not Under Review | Pending                   | Initiated                    | Initiating work on policy management policy, inventory of policies and procedures, and migrating documentation to new ODFnet.           | Initiated. Actively recruiting for Admin Modernization Program capacity and submitted 23-25 budgetary policy option package.      |
| #7  | Cost Estimates (Information Technology)                              | 06/30/2022                      | High                 | Medium               | In Progress      | On Hold                   | On Hold                      | No change to IT aspect; however progress made on cost estimate procedures and training.                                                 | On hold for capacity to support IT deliverables. Actively recruiting for Admin Modernization Program capacity.                    |
| #8  | BRIO Real-Time (Information Technology)                              | 06/30/2022                      | High                 | High                 | Not Under Review | On Hold                   | Pending                      | No change to IT aspect; however, progress made on standardized reports from new OBIEE system.                                           | Pending. Actively recruiting for Admin Modernization Program capacity.                                                            |
| #9  | Accounts Payable (Policies & Procedures)                             | 06/30/2022                      | High                 | Medium               | In Progress      | Active                    | Active                       | Completed implementation of OregonBuys Phase II for eProcurement.                                                                       | Active. Focusing on further development of policy and procedures.                                                                 |
| #10 | Electronic Records (Information Technology)                          | 06/30/2022                      | High                 | High                 | Not Under Review | On Hold                   | On Hold                      | 2023-25 Agency Request Budget with policy option package 103 submitted.                                                                 | On Hold. 2023-25 Governor's Recommended Budget and Legislatively Adopted Budget.                                                  |
| #12 | ACC Rate Assessments (Budgeting)                                     | 06/30/2022                      | High                 | Low                  | Implemented      | Active                    | Complete and Enhanced        | Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.                                       | Complete. Enhanced status for integrating revised templates next fiscal.                                                          |
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| #22 | OFRS (Information Technology)                                        | 06/30/2022                      | Medium               | Medium               | Not Under Review | On Hold                   | On Hold                      | No change.                                                                                                                              | On hold. Actively recruiting for Admin Modernization Program capacity                                                             |
| #23 | Budgeting Requirements (Budgeting)                                   | 06/30/2022                      | Medium               | Low                  | Implemented      | Active                    | Complete and Enhanced        | Significant progress with current fiscal budgeting processes, templates and fiscal analysis.                                            | Complete. Enhanced status for integrating revised templates next fiscal.                                                          |
| #24 | Budgeting Requirements (Budgeting)                                   | 06/30/2022                      | Medium               | Low                  | Implemented      | Active                    | Complete and Enhanced        | Significant progress with current fiscal budgeting processes, templates and fiscal analysis.                                            | Complete. Enhanced status for integrating revised templates next fiscal.                                                          |
| #25 | Operating Association Advances (Policies & Procedures)               | 06/30/2022                      | Low                  | Low                  | Not Under Review | Not Started               | Initiated                    | Initial draft of accounting requirements made.                                                                                          | Initiated. Furthering review and coordination with operating associations.                                                        |
| #11 | I.T. Systems (Information Technology)                                | 06/30/2023                      | High                 | High                 | Not Under Review | Initiated                 | Initiated                    | DAS EIS concluded inventory on agency datasets and is continuing discussions on IT Governance.                                          | Initiated. New assessment tool, discussing IT Governance strategies with leadership, direction towards policy and procedures.     |
| #20 | Finance / Accounting (Org Structure) (Finance/Accounting Resources ) | 06/30/2023                      | Medium               | Medium               | In Progress      | Active                    | Active                       | Filled new Area Coordinator positions. Adapting business processes and expectations, integrating changes in organizational structure.   | Active. Continued assessment of operations and adaptation of personnel duties and business processes throughout the biennium.     |
| #21 | Finance Skillsets (Finance/Accounting Resources)                     | 06/30/2023                      | Medium               | Medium               | Not Under Review | Not Started               | Initiated                    | Assembling resources and processes to begin high level review.                                                                          | Initiated. Assembling resources and processes to begin high level review.                                                         |
| #28 | Encumbrances (Budgeting)                                             | 06/30/2023                      | Low                  | Low                  | Not Under Review | Not Started               | On Hold                      | Completed implementation of OregonBuys Phase II for eProcurement.                                                                       | On Hold. With OregonBuys Phase II implemented, future work can explore use of encumbrances.                                       |

Active Work is actively being completed against the recommendation  
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## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Fire Protection Chief

**Due Date:** Implemented

**Last Update:** 10/18/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update;  
**High-** The ODF Operations and Administrative Branches should clearly define policies and procedures for cost share agreements to ensure the terms utilized by the Fire Protection Districts are appropriate (based on applicable regulations) and to ensure the ODF Operations and Administrative Branch are kept informed of the cost share terms and status.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                                                                                       | Owner                        | Estimated Completion Date | Deliverable Status |             | Approver(s)                        | Deliverable Review         |        |        |     | Supporting Documentation                     |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------|--------------------|-------------|------------------------------------|----------------------------|--------|--------|-----|----------------------------------------------|
| √                                                   | Deliverable Name                                                                                                                                                                                                                      |                              |                           | Status Indicator   | Status      |                                    | District Business Managers | LT     | ET     | BOF |                                              |
| MILESTONES                                          |                                                                                                                                                                                                                                       |                              |                           |                    |             |                                    |                            |        |        |     |                                              |
| √                                                   | Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020) between ODF, operating associations, and federal agencies includes cost share agreement template and instructions                        | Fire Protection Deputy Chief | Done                      | ●                  | Complete    | State Forester                     | n/a                        | n/a    | n/a    |     | Master Cooperative Agreement 2020, 2021-2023 |
| √                                                   | Oregon Statewide 2020 Operating Plan (01/01/2020) between ODF, operating associations, and federal agencies defines delegated authority, cost share methodologies, and preliminary review of cost share by ODF Incident Business Lead | Fire Protection Deputy Chief | Done                      | ●                  | Complete    | State Forester                     | n/a                        | n/a    | n/a    |     | Statewide Operating Plan 2020, 2021-2023     |
| √                                                   | Cost Share Tracker developed (MGO)                                                                                                                                                                                                    | Protection Finance Manager   | Done                      | ●                  | Complete    | Fire Protection Chief              | n/a                        | n/a    | n/a    |     | Cost Share Tracker 05.17.21, 02.28.22        |
| √                                                   | Cost Share Tracker joint review w/ODF Operations and Administrative Branch                                                                                                                                                            | Protection Finance Manager   | 05/24/2021                | ●                  | Complete    | Deputy Director for Administration | n/a                        | n/a    | n/a    |     | n/a                                          |
| POLICY AND PROCEDURES                               |                                                                                                                                                                                                                                       |                              |                           |                    |             |                                    |                            |        |        |     |                                              |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                                                                                       |                              |                           |                    |             |                                    |                            |        |        |     |                                              |
| n/a                                                 | n/a                                                                                                                                                                                                                                   | n/a                          | n/a                       | n/a                | n/a         | n/a                                | n/a                        | n/a    | n/a    | n/a | n/a                                          |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                                                                                       |                              |                           |                    |             |                                    |                            |        |        |     |                                              |
| √                                                   | Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)                                                                                                                                                            | Protection Finance Manager   | 06/30/2021                | ●                  | Complete    | Fire Protection Deputy Chief       | n/a                        | n/a    | n/a    |     | ODF Procedure - Cost Share Tracker           |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                                                                                       |                              |                           |                    |             |                                    |                            |        |        |     |                                              |
| √                                                   | Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)                                                                       | Protection Finance Manager   | 06/30/2021                | ●                  | Complete    | Fire Protection Deputy Chief       | Jun-21                     | Jun-21 | Jun-21 |     | ODF Green Book                               |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                                                                                       |                              |                           |                    |             |                                    |                            |        |        |     |                                              |
| n/a                                                 | n/a                                                                                                                                                                                                                                   | n/a                          | n/a                       | n/a                | n/a         | n/a                                | n/a                        | n/a    | n/a    | n/a | n/a                                          |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                                                                                                       |                              |                           |                    |             |                                    |                            |        |        |     |                                              |
|                                                     | Technical requirements for cost share tracker application defined, if desired                                                                                                                                                         | Protection Finance Manager   | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD    | TBD    |     |                                              |
|                                                     | Project formulated for prioritizing within internal application development capacity                                                                                                                                                  | Admin Modernization Program  | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD    | TBD    |     |                                              |
|                                                     | Application development and testing for cost share tracker                                                                                                                                                                            | Admin Modernization Program  | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD    | TBD    |     |                                              |
|                                                     | Cost Share Tracker application deployment                                                                                                                                                                                             | Admin Modernization Program  | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD    | TBD    |     |                                              |
|                                                     | Procedures for updating Cost Share Tracker revised to incorporate new application                                                                                                                                                     | Protection Finance Manager   | TBD                       | ●                  | Not Started | Fire Protection Deputy Chief       | TBD                        | TBD    | TBD    |     |                                              |



## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Fire Protection Chief

**Due Date:** Implemented

**Last Update:** 10/18/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating reduced to Low.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update; **High-** The ODF Operations and Administrative Branches should clearly define policies and procedures for cost share agreements to ensure the terms utilized by the Fire Protection Districts are appropriate (based on applicable regulations) and to ensure the ODF Operations and Administrative Branch are kept informed of the cost share terms and status.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                                                              | Owner                              | Estimated Completion Date | Deliverable Status |                      | Approver(s)                  | Deliverable Review         |        |        |     | Supporting Documentation                                  |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------|--------------------|----------------------|------------------------------|----------------------------|--------|--------|-----|-----------------------------------------------------------|
| ✓                                                        | Deliverable Name                                                                                             |                                    |                           | Status Indicator   | Status               |                              | District Business Managers | LT     | ET     | BOF |                                                           |
| COMMUNICATION PLANNING                                   |                                                                                                              |                                    |                           |                    |                      |                              |                            |        |        |     |                                                           |
| ✓                                                        | Announcement of 2021 Agency Administrator Training (Email)                                                   | Protection Training Coordinator    | Done                      | ●                  | Complete             | Fire Protection Deputy Chief | May-21                     | May-21 | May-21 |     | Agency Administrator Seminar (calendar)                   |
| ✓                                                        | Announcement of 2021 Incident Finance Trainings (Email)                                                      | Incident Finance / FEMA Unit       | 05/12/2021                | ●                  | Complete             | Fire Protection Deputy Chief | May-21                     | May-21 | May-21 |     | 2021 Incident Finance Trainings (email)                   |
| ✓                                                        | Communicate procedural changes to impacted personnel and supervisors                                         | Incident Finance / FEMA Unit       | 06/30/2021                | ●                  | Complete             | Public Affairs Manager       | Jun-21                     | Jun-21 | Jun-21 |     | Green Book Updates 2021 (Email)                           |
| ✓                                                        | Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed | Incident Finance / FEMA Unit       | 06/30/2021                | ●                  | Complete             | Public Affairs Manager       | Jun-21                     | Jun-21 | Jun-21 |     | Green Book Updates 2021 (Email)                           |
| TRAINING NEEDS                                           |                                                                                                              |                                    |                           |                    |                      |                              |                            |        |        |     |                                                           |
| ✓                                                        | Agency Administrator Training Section on Cost Shares updated                                                 | Protection Finance Manager         | 06/11/2021                | ●                  | Complete             | Fire Protection Deputy Chief | Jun-21                     | Jun-21 | n/a    |     | Agency Administrator Tool Kit on ODFnet                   |
| ✓                                                        | Agency Administrator Seminar conducted June 14, 2021                                                         | Protection Training Coordinator    | 06/14/2021                | ●                  | Complete             | Fire Protection Deputy Chief | Jun-21                     | Jun-21 | n/a    |     | Agency Administrator Seminar held on June 14, 2021        |
| ✓                                                        | 2021 Incident Finance Training                                                                               | Incident Finance / FEMA Unit       | 05/12/2021                | ●                  | Complete             | Fire Protection Deputy Chief | May-21                     | May-21 | n/a    |     | ODF pre-recorded training sessions published May 12, 2021 |
| ✓                                                        | Interagency Cost Share Training hosted by Regional 6 Forest Service                                          | Incident Finance / FEMA Unit       | 05/12/2021                | ●                  | Complete             | Fire Protection Deputy Chief | May-21                     | May-21 | n/a    |     | Region 6 Forest Service hosted on May 12 and 27, 2021     |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                                              |                                    |                           |                    |                      |                              |                            |        |        |     |                                                           |
|                                                          | Cost share templates, procedures, and training updated (annually)                                            | Protection Finance Manager         | 06/30/2022                | ●                  | In Review / Underway | Fire Protection Deputy Chief | TBD                        | TBD    | TBD    |     |                                                           |
|                                                          | Protection and Admin Finance Fiscal Year Operating Plan core duties updated                                  | Deputy Chief(s)                    | 06/30/2022                | ●                  | Not Started          | Fire Protection Deputy Chief | n/a                        | n/a    | n/a    |     |                                                           |
|                                                          | Position Descriptions updated w/duties                                                                       | Manager(s)                         | 06/30/2022                | ●                  | Not Started          | Human Resources Analyst      | n/a                        | n/a    | n/a    |     |                                                           |
| ✓                                                        | Master Agreement and Statewide Operating Plan updated (as needed)                                            | Fire Prevention and Policy Manager | 01/31/2021                | ●                  | Complete             | Fire Protection Deputy Chief | TBD                        | TBD    | TBD    |     | Master Cooperative Agreement 2021-2023                    |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                                              |                                    |                           |                    |                      |                              |                            |        |        |     |                                                           |
|                                                          | n/a                                                                                                          | n/a                                | n/a                       | n/a                | n/a                  | n/a                          | n/a                        | n/a    | n/a    | n/a | n/a                                                       |

|                       |                      |
|-----------------------|----------------------|
| <b>Status Legend:</b> |                      |
| ●                     | Not Started          |
| ●                     | Being Initiated      |
| ●                     | In Review / Underway |
| ●                     | Approved / Completed |

## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Fire Protection Chief

**Due Date:** Implemented

**Last Update:** 10/18/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update; **High-** The ODF Operations and Administrative Branches should establish formal policies regarding cost share decision making authority limits and settlement attendance.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                                                                                       | Owner                              | Estimated Completion Date | Deliverable Status |          | Approver(s)                        | Deliverable Review         |        |        |     | Supporting Documentation                     |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------|--------------------|----------|------------------------------------|----------------------------|--------|--------|-----|----------------------------------------------|
| ✓                                                   | Deliverable Name                                                                                                                                                                                                                      |                                    |                           | Status Indicator   | Status   |                                    | District Business Managers | LT     | ET     | BOF |                                              |
| MILESTONES                                          |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| ✓                                                   | Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020) between ODF, operating associations, and federal agencies includes cost share agreement template and instructions                        | Fire Protection Deputy Chief       | Done                      | ●                  | Complete | State Forester                     | n/a                        | n/a    | n/a    |     | Master Cooperative Agreement 2020, 2021-2023 |
| ✓                                                   | Oregon Statewide 2020 Operating Plan (01/01/2020) between ODF, operating associations, and federal agencies defines delegated authority, cost share methodologies, and preliminary review of cost share by ODF Incident Business Lead | Fire Protection Deputy Chief       | Done                      | ●                  | Complete | State Forester                     | n/a                        | n/a    | n/a    |     | Statewide Operating Plan 2020, 2021-2023     |
| ✓                                                   | Settlement Process Review by Operations and Administrative Branch (MGO)                                                                                                                                                               | Protection Finance Manager         | 05/24/2021                | ●                  | Complete | Deputy Director for Administration | n/a                        | n/a    | n/a    |     | n/a                                          |
| ✓                                                   | Signature Authority thresholds defined for cost share settlements (MGO)                                                                                                                                                               | Protection Division Chief          | 05/24/2021                | ●                  | Complete | Deputy Director for Administration | Jul-21                     | Jul-21 | n/a    |     | n/a                                          |
| ✓                                                   | Attendance at settlement meetings defined (MGO)                                                                                                                                                                                       | Protection Division Chief          | 05/24/2021                | ●                  | Complete | Deputy Director for Administration | Jul-21                     | Jul-21 | n/a    |     | n/a                                          |
| POLICY AND PROCEDURES                               |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| ✓                                                   | ODF Directive 0-2-3-206 Internal Controls over Delegated Authority Rescinded (MGO)                                                                                                                                                    | Deputy Director for Administration | 12/30/2021                | ●                  | Complete | State Forester                     | Sep-21                     | Sep-21 | Sep-21 |     | ODF Policy - Delegation of Authorities       |
| ✓                                                   | ODF Policy - Signature Authority updated w/ cost share settlements defined (MGO)                                                                                                                                                      | Deputy Director for Administration | 12/30/2021                | ●                  | Complete | State Forester                     | Sep-21                     | Sep-21 | Sep-21 |     | ODF Policy - Delegation of Authorities       |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| n/a                                                 | n/a                                                                                                                                                                                                                                   | n/a                                | n/a                       | n/a                | n/a      | n/a                                | n/a                        | n/a    | n/a    | n/a | n/a                                          |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| ✓                                                   | Chapter 80 - Cost Share Field Procedures and Appendices - updated w/ authorities, expectations for interdepartmental communications, timing, roles (MGO)                                                                              | Protection Finance Manager         | 06/30/2021                | ●                  | Complete | Fire Protection Deputy Chief       | Jun-21                     | Jun-21 | Jun-21 |     | ODF Green Book                               |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| ✓                                                   | Cost Share Reconciliation Process Best Practices (new)                                                                                                                                                                                | Protection Finance Manager         | 06/13/2021                | ●                  | Complete | Fire Protection Deputy Chief       | Jun-21                     | Jun-21 | Jun-21 |     | ODF Green Book - Appendix 80.22              |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| n/a                                                 | n/a                                                                                                                                                                                                                                   | n/a                                | n/a                       | n/a                | n/a      | n/a                                | n/a                        | n/a    | n/a    | n/a | n/a                                          |
| COMMUNICATION PLANNING                              |                                                                                                                                                                                                                                       |                                    |                           |                    |          |                                    |                            |        |        |     |                                              |
| ✓                                                   | Announcement of 2021 Agency Administrator Training (Email)                                                                                                                                                                            | Protection Training Coordinator    | Done                      | ●                  | Complete | Fire Protection Deputy Chief       | May-21                     | May-21 | May-21 |     | Agency Administrator Seminar (calendar)      |
| ✓                                                   | Announcement of 2021 Incident Finance Trainings (Email)                                                                                                                                                                               | Incident Finance / FEMA Unit       | 05/12/2021                | ●                  | Complete | Fire Protection Deputy Chief       | May-21                     | May-21 | May-21 |     | 2021 Incident Finance Trainings (email)      |
| ✓                                                   | Communicate procedural changes to impacted personnel and supervisors                                                                                                                                                                  | Incident Finance / FEMA Unit       | 06/30/2021                | ●                  | Complete | Public Affairs Manager             | Jun-21                     | Jun-21 | Jun-21 |     | Green Book Updates 2021 (Email)              |
| ✓                                                   | Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed                                                                                                                          | Incident Finance / FEMA Unit       | 06/30/2021                | ●                  | Complete | Public Affairs Manager             | Jun-21                     | Jun-21 | Jun-21 |     | Green Book Updates 2021 (Email)              |

## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Fire Protection Chief

**Due Date:** Implemented

**Last Update:** 10/18/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating reduced to Low.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

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

04/2022  
update;  
**High-**

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

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

**Status Legend:**

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

MGO Implementation Management Plan Template - Deliverable Status Log

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

ET Sponsor: Fire Protection Chief

Due Date: Implemented

Last Update: 10/18/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - April 2022 MGO Implementation Plan Review

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

Rating: MGO Recommendation:

Low, per MGO 04/2022 update; High- Formal procedures related to cost share partner collection efforts should be implemented and include, at minimum, monthly reconciliation and collection meetings with the respective cost share partners. Additionally, roles and responsibilities should be clearly defined between ODF Operations and Administrative Branches as related to collection efforts.

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

(MGO) Action Plan:

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

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

MGO Observation:

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

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

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

ET Sponsor: Fire Protection Chief

Due Date: Implemented

Last Update: 10/18/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - April 2022 MGO Implementation Plan Review

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

Rating: MGO Recommendation:

Low, per MGO 04/2022 update; High-  
Formal procedures related to cost share partner collection efforts should be implemented and include, at minimum, monthly reconciliation and collection meetings with the respective cost share partners. Additionally, roles and responsibilities should be clearly defined between ODF Operations and Administrative Branches as related to collection efforts.  
Note: This recommendation is dependent upon the cost-share partner's attendance.

(MGO) Action Plan:

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

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

MGO Observation:

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

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

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

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



## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #4 - Cash Flow Projections

**ET Sponsor:** Deputy Director for Administration

**Due Date:** In Progress

**Last Update:** 11/02/2022 v.5 | **MGO has defined this recommendation as In Progress, with the risk rating reduced to Medium.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:  
**Medium,** ODF Administrative Branch should develop and implement controls/ policies/ procedures as related to accounts payable, accounts receivable, and cash flow projections. Procedures related to accounts payable and receivables should include recording details at a transactional level, when possible.  
per MGO 04/2022 update; **High-**

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

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

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

### ODF Management Response:

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

| Deliverable Identification                            |                                                                                                                                                                      | Owner                                           | Estimated Completion Date | Deliverable Status |                      | Approver(s)                              | Deliverable Review         |     |     |     | Supporting Documentation                                            |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------|--------------------|----------------------|------------------------------------------|----------------------------|-----|-----|-----|---------------------------------------------------------------------|
| √                                                     | Deliverable Name                                                                                                                                                     |                                                 |                           | Status Indicator   | Status               |                                          | District Business Managers | LT  | ET  | BOF |                                                                     |
| √                                                     | Outstanding Assets & Liabilities Tracker (MGO)                                                                                                                       | Protection Finance Manager                      | Done                      | ●                  | Complete             | Asst. Deputy Director for Administration | Jun-21                     | n/a | n/a |     | Outstanding Assets & Liabilities Tracker                            |
| √                                                     | ODF Monthly Financial Report to Legislators, Board, and Executives (MGO)                                                                                             | Deputy Director for Administration              | Done                      | ●                  | Complete             | State Forester                           | n/a                        | n/a | n/a |     | ODF Financial Report 2022.10                                        |
| √                                                     | Automated Daily Cash Tracker Registers (MGO)                                                                                                                         | Admin Modernization Program                     | Done                      | ●                  | Complete             | Deputy Director for Administration       | n/a                        | n/a | n/a |     | Daily CashTracker w/ Attachments Examples: 11.01.22 and 10.14.22    |
| √                                                     | Cash and Appropriation Projection Tool for CFO/LFO Monthly Meeting (MGO)                                                                                             | Asst Deputy Director for Administration         | Done                      | ●                  | Complete             | Deputy Director for Administration       | n/a                        | n/a | n/a |     | ODF FY22 Appn Cash Outlook 1-18-22                                  |
| √                                                     | Monthly Meeting with DAS Chief Financial Officer and Legislative Fiscal Officer (MGO)                                                                                | Deputy Director for Administration              | Done                      | ●                  | Complete             | State Forester                           | n/a                        | n/a | n/a |     | Outlook Meeting: Monthly Cash Flow CheckIn                          |
| √                                                     | Bimonthly Meeting with FEMA Representatives from Region, Environmental Historic Preservation (EHP), Public Assistance Program Delivery, and OEM (new) (MGO)          | Financial Services Manager                      | Done                      | ●                  | Complete             | Deputy Director for Administration       | n/a                        | n/a | n/a |     | FEMA DR-4562 Status Updates                                         |
| √                                                     | ODF Financial Outlook Runway (new) (MGO)                                                                                                                             | Financial Services Manager                      | Done                      | ●                  | Complete             | Deputy Director for Administration       | n/a                        | n/a | n/a |     | ODF Financial Outlook Runway                                        |
| √                                                     | Redefined workloads and oversight process (Examples: Quarterly Distribution to Counties for Timber Sales, Program Accountant's oversight of financial reports) (MGO) | Financial Services Manager                      | Done                      | ●                  | Complete             | Deputy Director for Administration       | n/a                        | n/a | n/a |     | Email: Chase providing background on new roles and responsibilities |
| √                                                     | County Payment Holding Fund (MGO)                                                                                                                                    | Financial Services Manager                      | Done                      | ●                  | Complete             | Deputy Director for Administration       | n/a                        | n/a | n/a |     | Email: Chase providing background on new cash account               |
| <b>POLICY AND PROCEDURES</b>                          |                                                                                                                                                                      |                                                 |                           |                    |                      |                                          |                            |     |     |     |                                                                     |
| <b>ODF Policy (list topics and define milestones)</b> |                                                                                                                                                                      |                                                 |                           |                    |                      |                                          |                            |     |     |     |                                                                     |
|                                                       | ODF Policy - Disbursements and Expenditures (new) (MGO)                                                                                                              | Financial Services Manager                      | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration       | TBD                        | TBD | TBD |     |                                                                     |
|                                                       | ODF Policy - Accounts Receivable (AR) (MGO)                                                                                                                          | Financial Services Manager                      | 06/30/2022                | ●                  | In Review / Underway | Assistant Deputy Director for Admin      | TBD                        | TBD | TBD |     |                                                                     |
|                                                       | ODF Policy - Procurement (new) (MGO)                                                                                                                                 | Contract Services Program Manager               | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration       | TBD                        | TBD | TBD |     |                                                                     |
|                                                       | ODF Policy - Internal Controls (new) (MGO)                                                                                                                           | Assistant Deputy Director for Admin             | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration       | TBD                        | TBD | TBD |     |                                                                     |
|                                                       | ODF Policy Cost Estimate Generation (new) (MGO)                                                                                                                      | Protection Finance Manager                      | TBD                       | ●                  | Not Started          | Deputy Director for Administration       | TBD                        | TBD | TBD |     |                                                                     |
|                                                       | ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forest Land Protection Fund 07/01/2020 (revise from directive to policy)     | Oregon Forestland Protection Fund Administrator | TBD                       | ●                  | Not Started          | Deputy Director for Administration       | TBD                        | TBD | TBD |     |                                                                     |

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #4 - Cash Flow Projections

**ET Sponsor:** Deputy Director for Administration

**Due Date:** In Progress

**Last Update:** 11/02/2022 v.5 | **MGO has defined this recommendation as In Progress, with the risk rating reduced to Medium.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:  
**Medium,** ODF Administrative Branch should develop and implement controls/ policies/ procedures as related to accounts payable, accounts receivable, and cash flow projections. Procedures related to accounts payable and receivables should include recording details at a transactional level, when possible.  
per MGO 04/2022 update; **High**.

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

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

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

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                 | Owner                           | Estimated Completion Date | Deliverable Status |                      | Approver(s)                                     | Deliverable Review         |        |        |     | Supporting Documentation                                     |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------|--------------------|----------------------|-------------------------------------------------|----------------------------|--------|--------|-----|--------------------------------------------------------------|
| √                                                   | Deliverable Name                                                                                                                                                |                                 |                           | Status Indicator   | Status               |                                                 | District Business Managers | LT     | ET     | BOF |                                                              |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                 |                                 |                           |                    |                      |                                                 |                            |        |        |     |                                                              |
|                                                     | Invoicing and Recording Accounts Receivable (MGO)                                                                                                               | Financial Services Manager      | 06/30/2022                | <div></div>        | Being Initiated      | Assistant Deputy Director for Admin             | TBD                        | TBD    | n/a    |     |                                                              |
|                                                     | Reconciliation Procedures for open market purchase orders and invoices (MGO)                                                                                    | Disbursements Manager           | TBD                       | <div></div>        | TBD                  | Financial Services Manager                      | n/a                        | n/a    | n/a    |     |                                                              |
|                                                     | Disbursements and Expenditure Procedures updated for OregonBuys (MGO)                                                                                           | Disbursements Manager           | 06/30/2022                | <div></div>        | Being Initiated      | Financial Services Manager                      | TBD                        | TBD    | TBD    |     |                                                              |
| √                                                   | Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)                                                                                      | Protection Finance Manager      | 06/30/2021                | <div></div>        | Complete             | Fire Protection Deputy Chief                    | n/a                        | n/a    | n/a    |     | ODF Procedure - Cost Share Tracker                           |
| √                                                   | Co-op Tracker Updating Procedure (MGO)                                                                                                                          | n/a                             | n/a                       | n/a                | n/a                  | Fire Protection Deputy Chief                    | Jan-22                     | n/a    | n/a    |     | n/a - combined with Outstanding Assets & Liabilities Tracker |
| √                                                   | Outstanding Assets & Liabilities Tracker Updating Procedure (MGO)                                                                                               | Protection Finance Manager      | 06/30/2022                | <div></div>        | Complete             | Fire Protection Deputy Chief                    | Jan-22                     | n/a    | n/a    |     | Procedure/instructions for updating is first tab on tracker. |
|                                                     | Active Incident Tracker Updating Procedure (MGO)                                                                                                                | Protection Finance Manager      | 06/30/2022                | <div></div>        | In Review / Underway | Fire Protection Deputy Chief                    | Jan-22                     | n/a    | n/a    |     |                                                              |
|                                                     | Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator (MGO)                          | Protection Finance Manager      | 06/30/2022                | <div></div>        | Not Started          | Oregon Forestland Protection Fund Administrator | TBD                        | TBD    | n/a    |     |                                                              |
|                                                     | OFRS Reporting Tool Use Procedures (MGO)                                                                                                                        | Financial Services Manager      | 06/30/2022                | <div></div>        | Not Started          | Assistant Deputy Director for Admin             | TBD                        | n/a    | n/a    |     |                                                              |
| √                                                   | Financial Outlook Runway Procedures (MGO)                                                                                                                       | Financial Services Manager      | Done                      | <div></div>        | Complete             | Assistant Deputy Director for Admin             | TBD                        | n/a    | n/a    |     | Monthly Runway Procedures v2                                 |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                 |                                 |                           |                    |                      |                                                 |                            |        |        |     |                                                              |
| √                                                   | Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO) | Protection Finance Manager      | 06/30/2021                | <div></div>        | Complete             | Fire Protection Deputy Chief                    | Jun-21                     | Jun-21 | Jun-21 |     | ODF Green Book                                               |
|                                                     | Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)                            | Incident Finance / FEMA Manager | 06/30/2022                | <div></div>        | Not Started          | Protection Finance Manager                      | TBD                        | n/a    | n/a    |     |                                                              |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                 |                                 |                           |                    |                      |                                                 |                            |        |        |     |                                                              |
|                                                     | TBD                                                                                                                                                             | TBD                             | TBD                       | TBD                | TBD                  | TBD                                             | TBD                        | TBD    | TBD    |     |                                                              |

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #4 - Cash Flow Projections

**ET Sponsor:** Deputy Director for Administration

**Due Date:** In Progress

**Last Update:** 11/02/2022 v.5 | **MGO has defined this recommendation as In Progress, with the risk rating reduced to Medium.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:  
**Medium,** ODF Administrative Branch should develop and implement controls/ policies/ procedures as related to accounts payable, accounts receivable, and cash flow projections. Procedures related to accounts payable and receivables should include recording details at a transactional level, when possible.  
 per MGO 04/2022 update; ~~High~~

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

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

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

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                      | Owner                               | Estimated Completion Date | Deliverable Status |             | Approver(s)                        | Deliverable Review         |        |     |     | Supporting Documentation                                |
|----------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|-------------|------------------------------------|----------------------------|--------|-----|-----|---------------------------------------------------------|
| √                                                        | Deliverable Name                                                     |                                     |                           | Status Indicator   | Status      |                                    | District Business Managers | LT     | ET  | BOF |                                                         |
| IT SYSTEM CONSIDERATIONS                                 |                                                                      |                                     |                           |                    |             |                                    |                            |        |     |     |                                                         |
|                                                          | Deployment of new OFRS Reporting Tool                                | Admin Modernization Program         | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD    | TBD |     |                                                         |
| COMMUNICATION PLANNING                                   |                                                                      |                                     |                           |                    |             |                                    |                            |        |     |     |                                                         |
| √                                                        | Instructions for Outstanding Assets & Liabilities Tracker (SOALT)    | Protection Finance Manager          | Done                      | ●                  | Complete    | Deputy Director for Administration | Jun-21                     | n/a    | n/a |     | SOALT Tracker and Reminders (Email 6/23, 7/12, monthly) |
|                                                          | Communicate procedural changes to impacted personnel and supervisors | Deputy Director for Administration  | TBD                       | ●                  | Not Started | Public Affairs Manager             | TBD                        | TBD    | TBD |     |                                                         |
| TRAINING NEEDS                                           |                                                                      |                                     |                           |                    |             |                                    |                            |        |     |     |                                                         |
|                                                          | Training module on the use of the OFRS Reporting Tool                | Admin Modernization Program         | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD    | TBD |     |                                                         |
| √                                                        | Fire Finance Training (annual) - Cost Estimates module               | Incident Finance / FEMA Manager     | 05/17/2021                | ●                  | Complete    | Protection Finance Manager         | May-21                     | May-21 | n/a |     | Incident Finance: Cost Estimates                        |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                      |                                     |                           |                    |             |                                    |                            |        |     |     |                                                         |
|                                                          | OFRS Reporting Tool updates, upgrades, and maintenance               | Admin Modernization Program         | 06/30/2023                | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD    | TBD |     |                                                         |
|                                                          | Review and update policy/procedures to meet changing needs           | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | n/a                        | n/a    | n/a |     |                                                         |
|                                                          | Administrative Branch Fiscal Year Operating Plan core duties updated | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | n/a                        | n/a    | n/a |     |                                                         |
|                                                          | Position Descriptions updated w/duties                               | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | n/a                        | n/a    | n/a |     |                                                         |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                      |                                     |                           |                    |             |                                    |                            |        |     |     |                                                         |
|                                                          | n/a                                                                  | n/a                                 | n/a                       | n/a                | n/a         | n/a                                | n/a                        | n/a    | n/a | n/a | n/a                                                     |

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #5 - Accounts Receivable Collections

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(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 grasp its financial situation and engage with its partners to ensure payments are ultimately received. ODF will implement formal policies and outline oversight regarding collections, both through agency collections and Department of Revenue efforts to minimize the length of aging AR days as much as possible given the nature of the debt.

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #5 - Accounts Receivable Collections

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(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 grasp its financial situation and engage with its partners to ensure payments are ultimately received. ODF will implement formal policies and outline oversight regarding collections, both through agency collections and Department of Revenue efforts to minimize the length of aging AR days as much as possible given the nature of the debt.

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

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



## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #6 - Policy & Procedure Storage

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5

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

**Rating:** MGO Recommendation:

High The ODF Administrative Branch should maintain, review, approve, and upload all finance/ accounting policies, procedures, desktop manuals and flowcharts in a centralized location accessible by all Field Protection Districts.

**(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 in a centralized location and/ or are not easily located. Additionally, we noted that various versions of policies, procedures, desktop manuals and flowcharts were outdated, duplicative of existing documents, or had unrestricted editing access.

**MGO Potential Impact / Risk:**

Potential inaccurate, incomplete, duplicative, or missing finance and accounting policies, procedures, desktop manuals and flowcharts could lead to inefficient or incorrect processes performed by staff resulting in inefficiencies and/ or errors in finance reporting.

**ODF Management Response:**

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

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #6 - Policy & Procedure Storage

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5

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

**Rating:** MGO Recommendation:

High The ODF Administrative Branch should maintain, review, approve, and upload all finance/ accounting policies, procedures, desktop manuals and flowcharts in a centralized location accessible by all Field Protection Districts.

**(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 in a centralized location and/ or are not easily located. Additionally, we noted that various versions of policies, procedures, desktop manuals and flowcharts were outdated, duplicative of existing documents, or had unrestricted editing access.

**MGO Potential Impact / Risk:**

Potential inaccurate, incomplete, duplicative, or missing finance and accounting policies, procedures, desktop manuals and flowcharts could lead to inefficient or incorrect processes performed by staff resulting in inefficiencies and/ or errors in finance reporting.

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                                                                                                            | Owner                                  | Estimated Completion Date | Deliverable Status |             | Approver(s)                        | Deliverable Review         |     |     |     | Supporting Documentation      |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------|--------------------|-------------|------------------------------------|----------------------------|-----|-----|-----|-------------------------------|
| v                                                        | Deliverable Name                                                                                                                                           |                                        |                           | Status Indicator   | Status      |                                    | District Business Managers | LT  | ET  | BOF |                               |
| COMMUNICATION PLANNING                                   |                                                                                                                                                            |                                        |                           |                    |             |                                    |                            |     |     |     |                               |
|                                                          | Communicate procedural changes to impacted personnel and supervisors                                                                                       | Deputy Director for Administration     | 06/30/2022                | ●                  | Not Started | Public Affairs Manager             | TBD                        | TBD | TBD |     |                               |
|                                                          | Coordinate agency input and review into technology solution development                                                                                    | Deputy Director for Administration     | 06/30/2022                | ●                  | Not Started | Public Affairs Manager             | TBD                        | TBD | TBD |     |                               |
| TRAINING NEEDS                                           |                                                                                                                                                            |                                        |                           |                    |             |                                    |                            |     |     |     |                               |
|                                                          | TBD                                                                                                                                                        | TBD                                    | TBD                       | TBD                | TBD         | TBD                                | TBD                        | TBD | TBD |     |                               |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                                                                                            |                                        |                           |                    |             |                                    |                            |     |     |     |                               |
|                                                          | License renewal and software application updates                                                                                                           | Chief Information Officer              | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD | TBD |     |                               |
|                                                          | Policy and procedures reviewed and updated                                                                                                                 | Records Manager / Sr. Strategy Manager | TBD                       | ●                  | Not Started | State Forester                     | TBD                        | TBD | TBD |     |                               |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                                                                                            |                                        |                           |                    |             |                                    |                            |     |     |     |                               |
| v                                                        | 2023-2025 Agency Request Budget: Package 103 - Document Management System Preparation; 1 permanent full-time position focused on agency's records function | Public Affairs Manager                 | Done                      | ●                  | Complete    | Oregon Governor and Legislature    | n/a                        | n/a | n/a |     | 2023-25 Agency Request Budget |

**Status Legend:**

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #7 - Cost Estimates

**ET Sponsor:** Fire Protection Chief

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

**Last Update:** 11/02/2022 v.5 | **MGO has defined this recommendation as In Progress, with the risk rating reduced to Medium.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

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

**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:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #7 - Cost Estimates

**ET Sponsor:** Fire Protection Chief

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

**Last Update:** 11/02/2022 v.5 | **MGO has defined this recommendation as In Progress, with the risk rating reduced to Medium.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

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

**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:**











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





**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

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

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

# MGO Implementation Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #8 - BRIO Real-time

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5

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

**Rating:** MGO Recommendation:

High Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.

**(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                                      |
|-----------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|----------------------------|-----|-----|-----|---------------------------------------------------------------|
| √                                                   | Deliverable Name                                                                 |                                    |                           | Status Indicator   | Status               |                                     | District Business Managers | LT  | ET  | BOF |                                                               |
| MILESTONES                                          |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
| √                                                   | Inventory of existing standard and non-standard reports sent to the field (MGO)  | Financial Services Manager         | 08/31/2021                | <div></div>        | Complete             | Assistant Deputy Director for Admin | n/a                        | n/a | n/a |     | Financial Reports Generated by Financial Services - June 2021 |
|                                                     | Standardize reports as defined in MGO Recommendation #13 (MGO)                   | Financial Services Manager         | 06/30/2022                | <div></div>        | In Review / Underway | Assistant Deputy Director for Admin | Nov-22                     | n/a | n/a |     | OBIEE FY2023 Monthly Transactions Report w/Pivot Tables 09.22 |
| √                                                   | Identify any outstanding information needs not met in standardized reports (MGO) | Financial Services Manager         | 06/30/2022                | <div></div>        | Complete             | Assistant Deputy Director for Admin | Nov-22                     | n/a | n/a |     | DART Meeting Update 11.02.22 on OBIEE Standard Reports        |
| POLICY AND PROCEDURES                               |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
| ODF Policy (list topics and define milestones)      |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
|                                                     | ODF Policy - Financial Reporting and Oversight                                   | Financial Services Manager         | 06/30/2022                | <div></div>        | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD | TBD |     |                                                               |
| ODF Procedures (list topic(s), define each)         |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
|                                                     | Financial Reporting procedures for preparation of each standardized report (TBD) | Financial Services Manager         | 06/30/2022                | <div></div>        | Not Started          | Assistant Deputy Director for Admin | TBD                        | n/a | n/a |     |                                                               |
|                                                     | Financial Oversight procedures for review of each standardized report (TBD)      | Financial Services Manager         | 06/30/2022                | <div></div>        | Not Started          | Assistant Deputy Director for Admin | TBD                        | n/a | n/a |     |                                                               |
|                                                     | OFRS Reporting Tool Use Procedures (MGO)                                         | Financial Services Manager         | TBD                       | <div></div>        | Not Started          | Assistant Deputy Director for Admin | TBD                        | n/a | n/a |     |                                                               |
| ODF Greenbook (list sections, define action needed) |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
|                                                     | n/a                                                                              | n/a                                | n/a                       | n/a                | n/a                  | n/a                                 | n/a                        | n/a | n/a | n/a | n/a                                                           |
| ODF Guidance or Memorandum (list sections)          |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
|                                                     | TBD                                                                              | TBD                                | TBD                       | TBD                | TBD                  | TBD                                 | TBD                        | TBD | TBD |     |                                                               |
| IT SYSTEM CONSIDERATIONS                            |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
|                                                     | Report designs integrated into OFRS application (MGO)                            | Admin Modernization Program        | TBD                       | <div></div>        | 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                       | <div></div>        | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                               |
|                                                     | Feedback mechanism for adaptive response in procedural use or training (MGO)     | Admin Modernization Program        | TBD                       | <div></div>        | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                               |
|                                                     | Coordinate agency input and review into technology solution development          | Deputy Director for Administration | TBD                       | <div></div>        | Not Started          | Public Affairs Manager              | TBD                        | TBD | TBD |     |                                                               |
| TRAINING NEEDS                                      |                                                                                  |                                    |                           |                    |                      |                                     |                            |     |     |     |                                                               |
|                                                     | Training plan for use of the OFRS Reporting Tool (MGO)                           | Admin Modernization Program        | TBD                       | <div></div>        | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                               |
|                                                     | Training module on the use of the OFRS Reporting Tool (MGO)                      | Admin Modernization Program        | TBD                       | <div></div>        | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                               |



# MGO Implementation Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #8 - BRIO Real-time

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5

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

**Rating:** MGO Recommendation:

High Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.

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

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #9 - Accounts Payable

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5 | **MGO has defined this recommendation as In Progress, with the risk rating reduced to Medium.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

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

04/2022

update; **High-**

**(MGO) Action Plan:**

1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system.  
2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis.  
3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system, if a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.

**MGO Observation:**

Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.

**MGO Potential Impact / Risk:**

The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                       | Owner                             | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |     | Supporting Documentation                                  |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|-----|-----------------------------------------------------------|
| √                                                   | Deliverable Name                                                                                                                      |                                   |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF |                                                           |
| MILESTONES                                          |                                                                                                                                       |                                   |                           |                    |                      |                                     |                    |        |        |     |                                                           |
| √                                                   | Transition Plan for ORPIN Users to OregonBuys                                                                                         | Contract Services Program Manager | 06/01/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | Apr-21             | Apr-21 | n/a    |     | ORPIN User Survey for Transition to OregonBuys 04/21/2021 |
| √                                                   | OregonBuys Phase I for Payments launched for ODF use (MGO)                                                                            | Contract Services Program Manager | 07/01/2021                | ●                  | Complete             | DAS                                 | Jul-21             | Jul-21 | n/a    |     | Email-OregonBuys is Live 07/02/21                         |
| √                                                   | OregonBuys Phase II for eProcurement launched for ODF use (MGO)                                                                       | Contract Services Program Manager | 06/01/2022                | ●                  | Complete             | DAS                                 | Jul-21             | Jul-21 | n/a    |     | OregonBuys Project eNewsletters, July and August 2022     |
|                                                     | Preseason Agreements for fire vendors imputed into OregonBuys as master blanket purchase orders to support ability to accrue expenses | Contract Services Program Manager | TBD                       | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | Analysis of feasibility / need to establish accruals for each fire within OregonBuys                                                  | Contract Services Program Manager | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | TBD    | TBD    |     |                                                           |
| √                                                   | Analysis of OregonBuys capabilities for reporting and tracking expenditures                                                           | Financial Services Manager        | 08/01/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     | Data exports and reporting                                |
|                                                     | Analysis of OregonBuys encumbrances vs. SFMA encumbrances                                                                             | Financial Services Manager        | 06/01/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     |                                                           |
|                                                     | Analysis of budget allocations to encumbrances, unknown liabilities                                                                   | Financial Services Manager        | 06/01/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     |                                                           |
| √                                                   | Reference Outstanding Assets & Liabilities Tracker to capture all unknown liabilities                                                 | Financial Services Manager        | 12/31/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     | Outstanding Assets & Liabilities Tracker                  |
| POLICY AND PROCEDURES                               |                                                                                                                                       |                                   |                           |                    |                      |                                     |                    |        |        |     |                                                           |
| ODF Policy (list topics and define milestones)      |                                                                                                                                       |                                   |                           |                    |                      |                                     |                    |        |        |     |                                                           |
|                                                     | ODF Directive 0-2-5-100 Purchasing Controls Rescinded                                                                                 | Contract Services Program Manager | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | ODF Directive 0-4-0-100 Procurement, Agreements, Contracts, and Leases Rescinded                                                      | Contract Services Program Manager | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | ODF Directive 0-2-3-250 Accounting for Disbursement Transactions Rescinded                                                            | Financial Services Manager        | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | ODF Directive 0-2-3-205 Internal Controls Over Expenditures Rescinded                                                                 | Financial Services Manager        | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | ODF Policy - Disbursements and Expenditures (new) (MGO)                                                                               | Financial Services Manager        | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | ODF Policy - Procurement (new) (MGO)                                                                                                  | Contract Services Program Manager | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | ODF Policy - SPOTS Purchase Cards (revise) (MGO)                                                                                      | Disbursements Manager             | 06/30/2022                | ●                  | In Review / Underway | Financial Services Manager          | TBD                | TBD    | TBD    |     |                                                           |
| √                                                   | ODF Policy - Signature Authority updated for inclusion of OregonBuys                                                                  | Contract Services Program Manager | 12/30/2021                | ●                  | Complete             | Deputy Director for Administration  | Oct-21             | Dec-21 | Sep-21 |     | ODF Policy - Delegation of Authorities                    |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                       |                                   |                           |                    |                      |                                     |                    |        |        |     |                                                           |
|                                                     | Disbursements and Expenditure Procedures updated for OregonBuys (MGO)                                                                 | Disbursements Manager             | 06/30/2022                | ●                  | In Review / Underway | Financial Services Manager          | TBD                | TBD    | TBD    |     |                                                           |
|                                                     | Reconciliation Procedures for open market purchase orders and invoices (MGO)                                                          | Disbursements Manager             | TBD                       | ●                  | Not Started          | Financial Services Manager          | n/a                | n/a    | n/a    |     |                                                           |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                       |                                   |                           |                    |                      |                                     |                    |        |        |     |                                                           |
|                                                     | Chapter 20 - Procurement revised to integrate new OregonBuys procedures (MGO)                                                         | Incident Finance / FEMA Manager   | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager          | Jul-22             | n/a    | n/a    |     |                                                           |
|                                                     | Chapter 90 - Incident Payments revised to integrate new payment procedures (MGO)                                                      | Incident Finance / FEMA Manager   | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager          | Jul-22             | n/a    | n/a    |     |                                                           |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                       |                                   |                           |                    |                      |                                     |                    |        |        |     |                                                           |
|                                                     | OregonBuys Payment Guidance revised to include new procedures                                                                         | Disbursements Manager             | 06/30/2022                | ●                  | Not Started          | Financial Services Manager          | Jul-22             | n/a    | n/a    |     | AGENDA ITEM 9<br>Attachment 1                             |

AGENDA ITEM 9

Attachment 1

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## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #9 - Accounts Payable

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5 | **MGO has defined this recommendation as In Progress, with the risk rating reduced to Medium.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Medium,** per ODF Administrative Branch should implement processes and procedures related to expense accruals, and consider the use of purchase orders within OregonBuys.  
MGO  
04/2022  
update; **High-**

**(MGO) Action Plan:**

1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system.  
2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis.  
3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system, if a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.

**MGO Observation:**

Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.

**MGO Potential Impact / Risk:**

The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                                                                                                        | Owner                                 | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |     | Supporting Documentation                                    |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|-----|-------------------------------------------------------------|
| √                                                        | Deliverable Name                                                                                                                                       |                                       |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF |                                                             |
| IT SYSTEM CONSIDERATIONS                                 |                                                                                                                                                        |                                       |                           |                    |                      |                                     |                    |        |        |     |                                                             |
|                                                          | Sage AP module, scope of work, budget and timeline                                                                                                     | Financial Services Manager            | TBD                       | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | TBD    | n/a    |     |                                                             |
|                                                          | Sage AP module updated to integrate with business practices                                                                                            | Financial Services Manager            | TBD                       | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | TBD    | n/a    |     |                                                             |
| COMMUNICATION PLANNING                                   |                                                                                                                                                        |                                       |                           |                    |                      |                                     |                    |        |        |     |                                                             |
| √                                                        | Continued communications on the launch of OregonBuys procurement functionality                                                                         | Contract Services Program Manager     | 06/30/2022                | ●                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                | TBD    | n/a    |     | OregonBuys Project eNewsletters, July and August 2022       |
|                                                          | Agency-wide emails that specifically address accounts payable documentation and processing expectations. Resend as necessary to reaffirm expectations. | Deputy Director for Administration    | 06/30/2022                | ●                  | Not Started          | Public Affairs Manager              | TBD                | TBD    | TBD    |     |                                                             |
| TRAINING NEEDS                                           |                                                                                                                                                        |                                       |                           |                    |                      |                                     |                    |        |        |     |                                                             |
| √                                                        | OregonBuys Department Access User Overview Training announced (4 modules) (MGO)                                                                        | Department of Administrative Services | 05/26/2021                | ●                  | Complete             | n/a                                 | May-21             | May-21 | May-21 |     | Email: OregonBuys Training Now Available in iLearn 05/26/21 |
| √                                                        | OregonBuys Basic Procurement User Training (7 modules) (MGO)                                                                                           | Department of Administrative Services | 05/26/2021                | ●                  | Complete             | n/a                                 | May-21             | May-21 | May-21 |     | Email: OregonBuys Training Now Available in iLearn 05/26/21 |
| √                                                        | OregonBuys Phase II Training                                                                                                                           | Department of Administrative Services | 05/11/2022                | ●                  | Complete             | n/a                                 | May-22             | May-22 | May-22 |     | Email: OregonBuys Phase II Updates and Trainings 04/20/22   |
|                                                          | Fire Finance Training (annual) - Procurement and Incident Payment modules                                                                              | Incident Finance / FEMA Manager       | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager          | Jul-22             | n/a    | n/a    |     |                                                             |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                                                                                        |                                       |                           |                    |                      |                                     |                    |        |        |     |                                                             |
|                                                          | AP Payment Guidance/Procedures reviewed (annually)                                                                                                     | Disbursements Manager                 | 10/01/2022                | ●                  | Not Started          | Financial Services Manager          | TBD                | TBD    | TBD    |     |                                                             |
|                                                          | Disbursements, Expenditures, Procurement, Signature Authority policies reviewed                                                                        | Assistant Deputy Director for Admin   | 10/01/2023                | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                             |
|                                                          | Administrative Branch Fiscal Year Operating Plan core duties updated                                                                                   | Assistant Deputy Director for Admin   | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration  | n/a                | n/a    | n/a    |     |                                                             |
|                                                          | Position Descriptions updated w/duties                                                                                                                 | Assistant Deputy Director for Admin   | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration  | n/a                | n/a    | n/a    |     |                                                             |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                                                                                        |                                       |                           |                    |                      |                                     |                    |        |        |     |                                                             |
|                                                          | Consider Temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development as deliverables progress                      | Contract Services Program Manager     | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                             |

**Status Legend:**

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

# MGO 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: 11/02/2022 v.5

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

**Rating MGO Recommendation:**

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                                                                                                                                                                                                                                                             | Owner                       | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review         |     |     |     | Supporting Documentation                                                                                          |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------|--------------------|----------------------|-------------------------------------|----------------------------|-----|-----|-----|-------------------------------------------------------------------------------------------------------------------|
| ✓                                                   | Deliverable Name                                                                                                                                                                                                                                                                                                                                                                                            |                             |                           | Status Indicator   | Status               |                                     | District Business Managers | LT  | ET  | BOF |                                                                                                                   |
| MILESTONES                                          |                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |                    |                      |                                     |                            |     |     |     |                                                                                                                   |
|                                                     | This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2023-25 Legislatively Adopted Budget by 07/30/2023, that is inclusive of ODF Policy Option Packages developed through the 23-25 biennial budget development cycle. ODF's timeline to develop these packages with the Board of Forestry aligns with the recommendation due date of 06/30/2022. (MGO) | State Forester              | 07/30/2023                | ●                  | In Review / Underway | Oregon Legislative Assembly         | TBD                        | TBD | TBD |     |                                                                                                                   |
| ✓                                                   | Project management outline assessing resource needs for Fire Finance Document Management (sponsor, owner, project manager, business analyst, business case, with project, staffing, communication, implementation and production plans, etc.) (MGO)                                                                                                                                                         | Fiscal Analyst 3 (MGO LD)   | 11/16/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                        | TBD | TBD |     | ODF Document Management System Proposal, ODF Protection Incident Paperless Document and Financial System Proposal |
| ✓                                                   | Fire Finance Document Management permanent resource needs (owner, position, organizational structure) (MGO)                                                                                                                                                                                                                                                                                                 | Fiscal Analyst 3 (MGO LD)   | 11/16/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                        | TBD | TBD |     | ODF Document Management System Proposal, ODF Protection Incident Paperless Document and Financial System Proposal |
| ✓                                                   | Short-term working group established to convert historical hard copy/manual financial data (e.g. fire boxes) to electronic files, catalogued for storage on the future document management software. (MGO)                                                                                                                                                                                                  | Fiscal Analyst 3 (MGO LD)   | 06/30/2022                | ●                  | Complete             | Deputy Director for Administration  | TBD                        | TBD | TBD |     | ODF Protection Historical Document Archiving Opt-Out Justification                                                |
|                                                     | Document classification methodology including grouping and security considerations.                                                                                                                                                                                                                                                                                                                         | Records Technician          | TBD                       | ●                  | Not Started          | Public Affairs Manager              | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Procure professional document management application - see budgetary(MGO)                                                                                                                                                                                                                                                                                                                                   | Public Affairs Manager      | TBD                       | ●                  | Not Started          | Public Affairs Manager              | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Inventory of all paper fire finance documents created on incident, including owner, criteria for documentation and, identifying opportunities for electronic alternatives.                                                                                                                                                                                                                                  | Protection Finance Manager  | TBD                       | ●                  | Not Started          | Financial Services Manager          | TBD                        | TBD | TBD |     |                                                                                                                   |
| POLICY AND PROCEDURES                               |                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |                    |                      |                                     |                            |     |     |     |                                                                                                                   |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |                    |                      |                                     |                            |     |     |     |                                                                                                                   |
|                                                     | ODF Policy - Fire Finance Document Management (w/implementation of system) (MGO)                                                                                                                                                                                                                                                                                                                            | Protection Finance Manager  | TBD                       | ●                  | Not Started          | Financial Services Manager          | TBD                        | TBD | TBD |     |                                                                                                                   |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |                    |                      |                                     |                            |     |     |     |                                                                                                                   |
|                                                     | Procedures for electronic management of each document type - what, when and how to capture, create, save and share documents (w/implementation of system) (MGO)                                                                                                                                                                                                                                             | Protection Finance Manager  | TBD                       | ●                  | Not Started          | Financial Services Manager          | TBD                        | TBD | TBD |     |                                                                                                                   |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |                    |                      |                                     |                            |     |     |     |                                                                                                                   |
| ✓                                                   | Introduction - Incident Finance Electronic Process Documents (MGO)                                                                                                                                                                                                                                                                                                                                          | Protection Finance Manager  | 06/29/2021                | ●                  | Complete             | Financial Services Manager          | Jul-22                     | n/a | n/a |     | ODF Green Book - Incident Finance Folder Structure and Naming Convention                                          |
|                                                     | 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      | Financial Services Manager          | Jul-22                     | n/a | n/a |     |                                                                                                                   |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |                    |                      |                                     |                            |     |     |     |                                                                                                                   |
|                                                     | TBD                                                                                                                                                                                                                                                                                                                                                                                                         | TBD                         | TBD                       | TBD                | TBD                  | TBD                                 | TBD                        | TBD | TBD |     |                                                                                                                   |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |                    |                      |                                     |                            |     |     |     |                                                                                                                   |
|                                                     | Technical requirements for electronic fire records solution defined                                                                                                                                                                                                                                                                                                                                         | Admin Modernization Program | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Technical requirements for document management system defined (MGO)                                                                                                                                                                                                                                                                                                                                         | Admin Modernization Program | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Cost analysis for internal / external application development needs(MGO)                                                                                                                                                                                                                                                                                                                                    | Admin Modernization Program | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Project(s) formulated for prioritizing within internal application development capacity or for upcoming budgetary request (MGO)                                                                                                                                                                                                                                                                             | Admin Modernization Program | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Review potential application(s) for ODF compatability and standards, including storage, security, licensing, and ability to expand scope to other agency business lines. (MGO)                                                                                                                                                                                                                              | Chief Information Officer   | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Application development and testing for electronic fire records solution                                                                                                                                                                                                                                                                                                                                    | Admin Modernization Program | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                                                                   |
|                                                     | Application development and testing for document management system(MGO)                                                                                                                                                                                                                                                                                                                                     | Admin Modernization Program | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     | AGENDA ITEM 9                                                                                                     |
|                                                     | Application deployment(s) (MGO)                                                                                                                                                                                                                                                                                                                                                                             | Admin Modernization Program | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD | TBD |     | Attachment 1                                                                                                      |

## 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:** 11/02/2022 v.15

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

**Rating MGO Recommendation:**

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

| Deliverable Identification                                      |                                                                                  | Owner                               | Estimated Completion Date | Deliverable Status |                            | Approver(s)                         | Deliverable Review         |     |     |     | Supporting Documentation                                              |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|----------------------------|-------------------------------------|----------------------------|-----|-----|-----|-----------------------------------------------------------------------|
| √                                                               | Deliverable Name                                                                 |                                     |                           | Status Indicator   | Status                     |                                     | District Business Managers | LT  | ET  | BOF |                                                                       |
|                                                                 | Removal of any alternate / adhoc processes or systems being utilized (MGO)       | Chief Information Officer           | TBD                       | ●                  | Not Started                | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                       |
|                                                                 | Procedures for fire record keeping revised to incorporate new application        | Protection Finance Manager          | TBD                       | ●                  | Not Started                | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                       |
| <b>COMMUNICATION PLANNING</b>                                   |                                                                                  |                                     |                           |                    |                            |                                     |                            |     |     |     |                                                                       |
|                                                                 | Communication Plan identifying stakeholders, RACI metrics, and change management | Project Manager                     | TBD                       | ●                  | Not Started                | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                       |
| <b>TRAINING NEEDS</b>                                           |                                                                                  |                                     |                           |                    |                            |                                     |                            |     |     |     |                                                                       |
| √                                                               | District Electronic Fire Folders - Incident Finance Training module              | Protection Finance Manager          | 05/12/2021                | ●                  | Complete                   | Deputy Fire Protection Chief        | TBD                        | TBD | TBD |     | Incident Finance Training - District Electronic Fire Folders          |
| √                                                               | IMT Electronic Process - Incident Finance Training module                        | Protection Finance Manager          | 05/12/2021                | ●                  | Complete                   | Deputy Fire Protection Chief        | TBD                        | TBD | TBD |     | Incident Finance Training - IMT Electronic Process                    |
|                                                                 | Fire Finance Training (annual)                                                   | Incident Finance / FEMA Manager     | TBD                       | ●                  | Protection Finance Manager | Deputy Fire Protection Chief        | TBD                        | TBD | TBD |     |                                                                       |
| <b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>                    |                                                                                  |                                     |                           |                    |                            |                                     |                            |     |     |     |                                                                       |
|                                                                 | Metrics on adoption and compliance gathered and monitored                        | Protection Finance Manager          | TBD                       | ●                  | Not Started                | Deputy Fire Protection Chief        | TBD                        | TBD | TBD |     |                                                                       |
|                                                                 | Metrics on storage usage gathered and monitored                                  | Protection Finance Manager          | TBD                       | ●                  | Not Started                | Deputy Fire Protection Chief        | TBD                        | TBD | TBD |     |                                                                       |
|                                                                 | License renewal and software application updates                                 | Chief Information Officer           | TBD                       | ●                  | Not Started                | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                                                                       |
|                                                                 | Policy and procedures reviewed and updated (annually)                            | Protection Finance Manager          | TBD                       | ●                  | Not Started                | Fire Protection Deputy Chief        | TBD                        | TBD | TBD |     |                                                                       |
| <b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b> |                                                                                  |                                     |                           |                    |                            |                                     |                            |     |     |     |                                                                       |
| √                                                               | Perm Records Technician position drafted for 2023-25 budget development (MGO)    | Assistant Deputy Director for Admin | 05/01/2022                | ●                  | Complete                   | Deputy Director for Administration  | TBD                        | TBD | TBD |     | 2023-25 Agency Request Budget                                         |
|                                                                 | Document Management System(s) drafted for 2025-27 budget development (MGO)       | Assistant Deputy Director for Admin | 05/01/2024                | ●                  | Being Initiated            | Deputy Director for Administration  | TBD                        | TBD | TBD |     | *Note: 23-25 POP focused on FTE first, then a system for 25-27 budget |
| √                                                               | Strategic Initiatives for 2023-25 budget development                             | State Forester                      | 10/30/2021                | ●                  | Complete                   | Board of Forestry                   | TBD                        | TBD | TBD |     | ODF 2021 Agency Strategic Initiatives                                 |
| √                                                               | Guiding Principles and Direction for 2023-25 budget development (MGO)            | State Forester                      | 01/30/2022                | ●                  | Complete                   | Board of Forestry                   | TBD                        | TBD | TBD |     | Guiding Principles Budget Development                                 |
| √                                                               | Input on Budget Concepts for 2023-25 budget development (MGO)                    | State Forester                      | 04/30/2022                | ●                  | Complete                   | Board of Forestry                   | TBD                        | TBD | TBD |     | April 27, 2022 Board of Forestry                                      |
| √                                                               | Policy Option Packages for 2023-25 budget development (MGO)                      | State Forester                      | 06/30/2022                | ●                  | Complete                   | Board of Forestry                   | TBD                        | TBD | TBD |     | 2023-25 Agency Request Budget                                         |
| √                                                               | 2023-25 Agency Request Budget: Package 103 Document Management System            | State Forester                      | 07/30/2022                | ●                  | Complete                   | Board of Forestry                   | TBD                        | TBD | TBD |     | 2023-25 Agency Request Budget                                         |
|                                                                 | 2023-25 Governor's Recommended Budget                                            | Governor                            | 02/28/2023                | ●                  | Not Started                | Legislative Assembly                | TBD                        | TBD | TBD |     |                                                                       |
|                                                                 | 2023-25 Legislative Adopted Budget                                               | Legislative Assembly                | 07/30/2023                | ●                  | Not Started                | Legislative Assembly                | TBD                        | TBD | TBD |     |                                                                       |
|                                                                 | Document Management System Acquisition (MGO)                                     | Protection Finance Manager          | TBD                       | ●                  | Not Started                | Assistant Deputy Director for Admin | TBD                        | TBD | TBD |     |                                                                       |

**Status Legend:**

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



## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #11 - IT Systems

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/03/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(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.

| Deliverable Identification                          |                                                                                    |                           | Owner      | Estimated Completion Date | Deliverable Status   |                                     | Approver(s) | Deliverable Review |     |     |                                | Supporting Documentation |
|-----------------------------------------------------|------------------------------------------------------------------------------------|---------------------------|------------|---------------------------|----------------------|-------------------------------------|-------------|--------------------|-----|-----|--------------------------------|--------------------------|
| ✓                                                   | Deliverable Name                                                                   | Status Indicator          |            |                           | Status               | District Business Managers          |             | LT                 | ET  | BOF |                                |                          |
| MILESTONES                                          |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | 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 (list topics and define milestones)      |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | ODF Policy - I.T. Software and Service Governance (MGO)                            | Chief Information Officer | 06/30/2023 | ●                         | Not Started          | Deputy Director for Administration  | 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 topic(s), define each)         |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | Procedure to request new or updated applications or services (MGO)                 | Chief Information Officer | 06/30/2023 | ●                         | Not Started          | Deputy Director for Administration  | TBD         | TBD                | TBD |     |                                |                          |
| ODF Greenbook (list sections, define action needed) |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | n/a                                                                                | n/a                       | n/a        | n/a                       | n/a                  | n/a                                 | n/a         | n/a                | n/a | n/a | n/a                            |                          |
| ODF Guidance or Memorandum (list sections)          |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | TBD                                                                                | TBD                       | TBD        | TBD                       | TBD                  | TBD                                 | TBD         | TBD                | TBD |     |                                |                          |
| IT SYSTEM CONSIDERATIONS                            |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | Explore the option of self-service application installs and updates                | Chief Information Officer | 06/30/2023 | ●                         | Not Started          | Deputy Director for Administration  | TBD         | TBD                | TBD |     |                                |                          |
|                                                     | TBD                                                                                | TBD                       | TBD        | TBD                       | TBD                  | TBD                                 | TBD         | TBD                | TBD |     |                                |                          |
| COMMUNICATION PLANNING                              |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | Communicate procedural changes to impacted personnel and supervisors               | Chief Information Officer | 06/30/2023 | ●                         | Not Started          | Public Affairs Manager              | TBD         | TBD                | TBD |     |                                |                          |
| TRAINING NEEDS                                      |                                                                                    |                           |            |                           |                      |                                     |             |                    |     |     |                                |                          |
|                                                     | TBD                                                                                | TBD                       | TBD        | TBD                       | TBD                  | TBD                                 | TBD         | TBD                | TBD |     |                                |                          |

MGO Implementation Management Plan Template - Deliverable Status Log





MGO Recommendation # and Title: #11 - IT Systems  
ET Sponsor: Deputy Director for Administration  
Due Date: 06/30/2023  
Last Update: 11/03/2022 v.5

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

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

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

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

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #12 - ACC Rate Assessments

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating reduced to Low.** - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update;  
**High-** Formal policies and procedures should be implemented to define the process for setting the ACC rates. The ACC rate determination should be as systematic as possible and manual data entry or potential for manipulation should be limited.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                     | Owner                               | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |     | Supporting Documentation                                     |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|-----|--------------------------------------------------------------|
| ✓                                                   | Deliverable Name                                                                                                    |                                     |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF |                                                              |
| MILESTONES                                          |                                                                                                                     |                                     |                           |                    |                      |                                     |                    |        |        |     |                                                              |
| ✓                                                   | Establish ODF Budget Divergence Project w/ cross-agency representation                                              | Fire Protection Chief               | 01/25/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | 2021 Protection GF Divergence Project Charter ver3 (draft)   |
| ✓                                                   | Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)                            | Fire Protection Chief               | 04/30/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Divergence Phase 1 Summary (draft)                           |
| ✓                                                   | Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)                                            | Fire Protection Chief               | 04/30/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Divergence Phase 1 Summary (draft)                           |
| ✓                                                   | Underlying Statutory Policy Review (MGO) (new)                                                                      | Fiscal Analyst 3 (MGO LD)           | 11/12/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| ✓                                                   | Divergence Project Review and Proposals (MGO)                                                                       | Fiscal Analyst 3 (MGO LD)           | 01/30/2022                | ●                  | Complete             | Deputy Director for Administration  | TBD                | TBD    | TBD    |     | Protection Budget Review and Proposals Executive Summary     |
| ✓                                                   | ACC & Budget Historical Analysis                                                                                    | Fiscal Analyst 3 (MGO LD)           | 11/08/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                | TBD    | TBD    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| ✓                                                   | Assessment of Current ACC Rate Calculations                                                                         | Fiscal Analyst 3 (MGO LD)           | 11/08/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                | TBD    | TBD    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| ✓                                                   | ACC Template & Fiscal Budget Template for FY23 - Protected Excel Worksheets (MGO)                                   | Protection Fiscal Analyst 2         | 01/25/2022                | ●                  | Complete             | Protection Finance Manager          | TBD                | TBD    | TBD    |     | FY23 Integrated Fiscal Budget Instructions & Templates       |
|                                                     | ACC Template & Fiscal Budget Template for FY24 - further integrate recommended improvements from Divergence Project | Fiscal Analyst 3 (MGO LD)           | 02/30/2023                | ●                  | In Review / Underway | Protection Finance Manager          | TBD                | TBD    | TBD    |     |                                                              |
| ✓                                                   | ACC IT System Project Defined - Need, Solution, Budget, and Steps (MGO) (new)                                       | Fiscal Analyst 3 (MGO LD)           | 11/10/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                | TBD    | TBD    |     | Proposal ODF Protection Budgeting and Tracking System        |
| POLICY AND PROCEDURES                               |                                                                                                                     |                                     |                           |                    |                      |                                     |                    |        |        |     |                                                              |
| ODF Policy (list topics and define milestones)      |                                                                                                                     |                                     |                           |                    |                      |                                     |                    |        |        |     |                                                              |
|                                                     | ODF Policy - Budgetary Development, Tracking, and Reconciliation                                                    | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration  | Jul-22             | Jul-22 | May-22 |     |                                                              |
| ODF Procedures (list topic(s), define each)         |                                                                                                                     |                                     |                           |                    |                      |                                     |                    |        |        |     |                                                              |
| ✓                                                   | Actual Cost Computation (ACC) Rate Procedures (MGO)                                                                 | Fire Business Coordinator           | 02/30/2023                | ●                  | Complete             | Protection Finance Manager          | Jul-22             | Jun-22 | Jun-22 |     | Actual Cost Computation and Budget Rate Page Reference Guide |
|                                                     | Budget Development Procedures (Biennial/Fiscal)                                                                     | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Jul-22             | Jun-22 | Jun-22 |     |                                                              |
| ✓                                                   | Integrated Fiscal Budget Instructions                                                                               | Protection Fiscal Analyst 2         | 01/25/2022                | ●                  | Complete             | Protection Finance Manager          | TBD                | TBD    | n/a    |     | FY23 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                                                                                                                 | n/a                                 | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a    | n/a    | n/a | n/a                                                          |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                     |                                     |                           |                    |                      |                                     |                    |        |        |     |                                                              |
|                                                     | n/a                                                                                                                 | n/a                                 | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a    | n/a    | n/a | n/a                                                          |

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #12 - ACC Rate Assessments

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating reduced to Low.** - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update;  
**High-** Formal policies and procedures should be implemented to define the process for setting the ACC rates. The ACC rate determination should be as systematic as possible and manual data entry or potential for manipulation should be limited.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                                                                    | Owner                               | Estimated Completion Date | Deliverable Status |                 | Approver(s)                        | Deliverable Review |        |        |     | Supporting Documentation                                  |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|-----------------|------------------------------------|--------------------|--------|--------|-----|-----------------------------------------------------------|
| √                                                        | Deliverable Name                                                                                                   |                                     |                           | Status Indicator   | Status          |                                    | District Business  | LT     | ET     | BOF |                                                           |
| IT SYSTEM CONSIDERATIONS                                 |                                                                                                                    |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | Online ACC Rate Calculator                                                                                         | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Technical requirements for Budget Tracker defined                                                                  | Admin Modernization Program         | TBD                       | ●                  | Being Initiated | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS                                                  | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Project formulated for prioritizing within internal application development capacity                               | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Application development and testing for Budget Tracker, if feasible (MGO)                                          | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Budget Tracker application deployment, if feasible                                                                 | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Budget Tracker Interface for OFRS                                                                                  | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Procedures for ACC and Budgeting revised to incorporate new application(s)                                         | Protection Fiscal Analyst 2         | TBD                       | ●                  | Not Started     | Protection Finance Manager         | TBD                | TBD    | TBD    |     |                                                           |
| COMMUNICATION PLANNING                                   |                                                                                                                    |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | n/a                                                                                                                | n/a                                 | n/a                       | n/a                | n/a             | n/a                                | n/a                | n/a    | n/a    | n/a | n/a                                                       |
| TRAINING NEEDS                                           |                                                                                                                    |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
| √                                                        | Impact of Landowner Rates of SB762 Positions and Funding                                                           | Protection Fiscal Analyst 2         | 01/21/2022                | ●                  | Complete        | Protection Finance Manager         | Feb-22             | Feb-22 | n/a    |     | Email: Training Session - Impact of Landowner Rates SB762 |
|                                                          | ACC Rate Calculations - a review of current ACC rate assessment                                                    | Assistant Deputy Director for Admin | 06/30/2023                | ●                  | Not Started     | Deputy Director for Administration | Jul-22             | Jun-22 | Jun-22 |     |                                                           |
|                                                          | Budget Development, Tracking, and Reconciliation Training                                                          | Assistant Deputy Director for Admin | 01/10/2023                | ●                  | Being Initiated | Deputy Director for Administration | Jul-22             | Jun-22 | Jun-22 |     | Scheduled for January 9 and 10                            |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                                                    |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | Review and update policy/procedures to meet changing needs (annually)                                              | Assistant Deputy Director for Admin | 06/30/2023                | ●                  | Not Started     | Deputy Director for Administration | n/a                | n/a    | n/a    |     |                                                           |
|                                                          | Administrative Branch Fiscal Year Operating Plan core duties updated                                               | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started     | Deputy Director for Administration | n/a                | n/a    | n/a    |     |                                                           |
|                                                          | Position Descriptions updated w/duties                                                                             | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started     | Deputy Director for Administration | n/a                | n/a    | n/a    |     |                                                           |
|                                                          | Established feedback process for use of new budgeting tools to allow for real-time changes or additional training. | Assistant Deputy Director for Admin | 06/30/2023                | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                                                    |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | Assessment of staffing/technology to determine if additional investment is warranted                               | Assistant Deputy Director for Admin | 06/30/2023                | ●                  | Not Started     | Deputy Director for Administration | n/a                | n/a    | n/a    |     |                                                           |

**Status Legend:**

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #13 - Oversight Reports - AP and AR systems

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

Medium ODF Administrative Branch should establish documented controls/ policies/ procedures related to oversight of fire protection finance, including the preparation and timely review of standardized reports.

**(MGO) Action Plan:**

Examples of standardized reports which should be prepared and reviewed on an on-going basis:

1. Payroll coding/ exceptions
2. Co-op fund classification
3. Project coding, including large fire coding
4. Spend against budget limitation
5. Emergency cost estimate reports
6. Severity Summary and Dashboard

**MGO Observation:**

Reports compiled for oversight of fire protection finance appear to be ad-hoc, manually manipulated, and prepared on an as needed basis. Formalized policies and procedures related to the preparation and review of fire protection finance related reports do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Operations and Administrative Branches personnel.

**MGO Potential Impact / Risk:**

Use of ad-hoc and manually manipulated reports for oversight of fire protection finance could result in the use of incomplete and inaccurate data for management decisions. Additionally, the lack of formalized policies and procedures and inefficiencies could lead to duplication of efforts.

**ODF Management Response:**

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

| Deliverable Identification                     |                                                                                       | Owner                                   | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |        | Supporting Documentation                                         |
|------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|--------|------------------------------------------------------------------|
| ✓                                              | Deliverable Name                                                                      |                                         |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF    |                                                                  |
| MILESTONES                                     |                                                                                       |                                         |                           |                    |                      |                                     |                    |        |        |        |                                                                  |
| ✓                                              | Inventory of existing standard and non-standard reports sent to the field (MGO)       | Financial Services Manager              | 07/30/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |        | Inventory of reports                                             |
| ✓                                              | Monthly Transactions Report from OBIEE (MGO)                                          | Financial Services Manager              | 06/30/2022                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        | OBIEE FY2023 Monthly Transactions Report w/Pivot Tables 09.22    |
|                                                | Payroll Coding /Exceptions Report - reviewed and standards defined (MGO)              | Admin Modernization Program             | 06/30/2022                | ●                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | Co-op Fund Classification Report - reviewed and standards defined (MGO)               | Financial Services Manager              | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | Spend Against Budget Limitation Report - reviewed and standards defined (MGO)         | Financial Services Manager              | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
| ✓                                              | Emergency Cost Estimate Reports - reviewed and standards defined (MGO)                | EFCC Committee Administrator            | 06/30/2022                | ●                  | Complete             | Financial Services Manager          | TBD                | n/a    | n/a    |        | 2022 Fire Season Emergency Cost Estimate 10-21-22                |
|                                                | Severity Summary and Dashboard - new report developed and standards defined (MGO)     | Protection Finance Manager              | 06/30/2022                | ●                  | Not Started          | Fire Protection Deputy Chief        | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | Accounts Receivable Aging Report - reviewed and standards defined (MGO)               | Financial Services Manager              | 06/30/2022                | ●                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | Accounts Payable Report - reviewed and standards defined (MGO)                        | Financial Services Manager              | 06/30/2022                | ●                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
| ✓                                              | Automated Daily Cash Tracker Registers (MGO)                                          | Admin Modernization Program             | Done                      | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |        | Daily CashTracker w/ Attachments Examples: 11.01.22 and 10.14.22 |
| ✓                                              | Cash and Appropriation Projection Tool for CFO/LFO Monthly Meeting (MGO)              | Asst Deputy Director for Administration | Done                      | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |        | ODF FY22 Appn Cash Outlok 1-18-22                                |
| ✓                                              | Monthly Meeting with DAS Chief Financial Officer and Legislative Fiscal Officer (MGO) | Deputy Director for Administration      | Done                      | ●                  | Complete             | State Forester                      | n/a                | n/a    | n/a    |        | Outlook Meeting: Monthly Cash Flow Checkin                       |
| ✓                                              | ODF Financial Outlook Runway (new) (MGO)                                              | Financial Services Manager              | Done                      | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |        | ODF Financial Outlook Runway                                     |
| ✓                                              | Fires to Be Invoiced Report - new report and standards defined (MGO)                  | Protection Finance Manager              | Done                      | ●                  | Complete             | Fire Protection Deputy Chief        | TBD                | n/a    | n/a    |        | Outstanding Assets & Liabilities Tracker                         |
|                                                | Exception Report Summaries - new report and standards defined (MGO)                   | Financial Services Manager              | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | District Fiscal Budgets to Actual Report - reviewed and standards defined (MGO)       | Financial Services Manager              | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | District Fiscal Budgets to Biennial Report - reviewed and standards defined (MGO)     | Financial Services Manager              | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | Biennial Budget to Actual Expenditures Report - reviewed and standards defined (MGO)  | Financial Services Manager              | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
|                                                | Additional standardized reports not defined in MGO report (TBD)                       | Financial Services Manager              | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | n/a    | n/a    |        |                                                                  |
| ✓                                              | Monthly Financial Condition Report for Legislative, Executive, and Board (MGO)        | Deputy Director for Administration      | 08/27/2021                | ●                  | Complete             | State Forester                      | Aug-21             | Aug-21 | Aug-21 | Aug-21 | ODF - Monthly Financial Condition Report(s)                      |
| POLICY AND PROCEDURES                          |                                                                                       |                                         |                           |                    |                      |                                     |                    |        |        |        |                                                                  |
| ODF Policy (list topics and define milestones) |                                                                                       |                                         |                           |                    |                      |                                     |                    |        |        |        |                                                                  |
| ✓                                              | ODF 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    |        | AGENDA ITEM 9 Attachment 1                                       |



# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #13 - Oversight Reports - AP and AR systems

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

Medium ODF Administrative Branch should establish documented controls/ policies/ procedures related to oversight of fire protection finance, including the preparation and timely review of standardized reports.

**(MGO) Action Plan:**

Examples of standardized reports which should be prepared and reviewed on an on-going basis:

1. Payroll coding/ exceptions
2. Co-op fund classification
3. Project coding, including large fire coding
4. Spend against budget limitation
5. Emergency cost estimate reports
6. Severity Summary and Dashboard

**MGO Observation:**

Reports compiled for oversight of fire protection finance appear to be ad-hoc, manually manipulated, and prepared on an as needed basis. Formalized policies and procedures related to the preparation and review of fire protection finance related reports do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Operations and Administrative Branches personnel.

**MGO Potential Impact / Risk:**

Use of ad-hoc and manually manipulated reports for oversight of fire protection finance could result in the use of incomplete and inaccurate data for management decisions. Additionally, the lack of formalized policies and procedures and inefficiencies could lead to duplication of efforts.

**ODF Management Response:**

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

| Deliverable Identification                                      |                                                                                                                                                                | Owner                               | Estimated Completion Date | Deliverable Status |             | Approver(s)                                     | Deliverable Review |        |     |     | Supporting Documentation     |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|-------------|-------------------------------------------------|--------------------|--------|-----|-----|------------------------------|
| √                                                               | Deliverable Name                                                                                                                                               |                                     |                           | Status Indicator   | Status      |                                                 | District Business  | LT     | ET  | BOF |                              |
|                                                                 | 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 |     |                              |
| √                                                               | Financial Outlook Runway Procedures (MGO)                                                                                                                      | Financial Services Manager          | Done                      | ●                  | Complete    | Assistant Deputy Director for Admin             | TBD                | n/a    | n/a |     | Monthly Runway Procedures v2 |
|                                                                 | OFRS Reporting Tool Use Procedures                                                                                                                             | Financial Services Manager          | 06/30/2022                | ●                  | Not Started | Assistant Deputy Director for Admin             | TBD                | n/a    | n/a |     |                              |
|                                                                 | Procedures for Correcting Payroll                                                                                                                              | Financial Services Manager          | 06/30/2022                | ●                  | Not Started | Assistant Deputy Director for Admin             | TBD                | n/a    | n/a |     |                              |
|                                                                 | Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator w/focus on reports used (MGO) | Protection Finance Manager          | 06/30/2022                | ●                  | Not Started | Oregon Forestland Protection Fund Administrator | Jul-22             | Jul-22 | n/a |     |                              |
| <b>ODF Greenbook (list sections, define action needed)</b>      |                                                                                                                                                                |                                     |                           |                    |             |                                                 |                    |        |     |     |                              |
|                                                                 | Chapter 80 - Update standards in Emergency Cost Estimate reporting and review (MGO)                                                                            | Incident Business / FEMA Manager    | 06/30/2022                | ●                  | Not Started | Protection Finance Manager                      | Jul-22             | n/a    | n/a |     |                              |
| <b>ODF Guidance or Memorandum (list sections)</b>               |                                                                                                                                                                |                                     |                           |                    |             |                                                 |                    |        |     |     |                              |
|                                                                 | n/a                                                                                                                                                            | n/a                                 | n/a                       | n/a                | n/a         | n/a                                             | n/a                | n/a    | n/a | n/a | n/a                          |
| <b>IT SYSTEM CONSIDERATIONS</b>                                 |                                                                                                                                                                |                                     |                           |                    |             |                                                 |                    |        |     |     |                              |
|                                                                 | Report designs integrated into OFRS application                                                                                                                | Admin Modernization Program         | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration              | TBD                | TBD    | TBD |     |                              |
| <b>COMMUNICATION PLANNING</b>                                   |                                                                                                                                                                |                                     |                           |                    |             |                                                 |                    |        |     |     |                              |
|                                                                 | Deployment of new OFRS Reporting Tool                                                                                                                          | Admin Modernization Program         | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration              | TBD                | TBD    | TBD |     |                              |
| <b>TRAINING NEEDS</b>                                           |                                                                                                                                                                |                                     |                           |                    |             |                                                 |                    |        |     |     |                              |
|                                                                 | 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 |     |                              |
| <b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>                    |                                                                                                                                                                |                                     |                           |                    |             |                                                 |                    |        |     |     |                              |
|                                                                 | 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 |     |                              |
| <b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b> |                                                                                                                                                                |                                     |                           |                    |             |                                                 |                    |        |     |     |                              |
|                                                                 | n/a                                                                                                                                                            | n/a                                 | n/a                       | n/a                | n/a         | n/a                                             | n/a                | n/a    | n/a | n/a | n/a                          |

**Status Legend:**

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**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:** 11/03/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

1. Create a set of onboarding and ongoing training documents for all individuals with finance/ accounting related responsibilities. The onboarding training should include: (1) use of financial systems; (2) financial policies, procedures and processes; (3) monthly, quarterly, and annual reporting requirements; and (4) ODFnet and other available information and training resources.
2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable finance systems, desktop procedures, and ongoing reporting requirements.

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

| Deliverable Identification                          |                                                                                                                                                                           | Owner                               | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review         |        |     |     | Supporting Documentation                    |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|----------------------------|--------|-----|-----|---------------------------------------------|
| √                                                   | Deliverable Name                                                                                                                                                          |                                     |                           | Status Indicator   | Status               |                                     | District Business Managers | LT     | ET  | BOF |                                             |
| MILESTONES                                          |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | Revise onboarding checklist for all employees to integrate required statewide policies and trainings, also includes list of additional trainings manager can assign (MGO) | Human Resources Manager             | 12/30/2022                | 🟡                  | In Review / Underway | Deputy Director for Administration  | TBD                        | TBD    | TBD |     | ODF New Employee Onboarding Checklist draft |
|                                                     | Update onboarding checklist for finance positions with key policies and training (MGO)                                                                                    | Financial Services Manager          | 06/30/2022                | 🔴                  | Being Initiated      | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |
|                                                     | Onboarding outline identifying position and system needs for each classification                                                                                          | Financial Services Manager          | 06/30/2022                | ⬛                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |
| POLICY AND PROCEDURES                               |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | TBD                                                                                                                                                                       | TBD                                 | TBD                       | TBD                | TBD                  | TBD                                 | TBD                        | TBD    | TBD |     |                                             |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | TBD                                                                                                                                                                       | TBD                                 | TBD                       | TBD                | TBD                  | TBD                                 | TBD                        | TBD    | TBD |     |                                             |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | Chapters requiring updates or modifications in reference to Admin training modules                                                                                        | Incident Finance / FEMA Manager     | 06/30/2022                | ⬛                  | Not Started          | Protection Finance Manager          | May-22                     | May-22 | n/a |     |                                             |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | TBD                                                                                                                                                                       | TBD                                 | TBD                       | TBD                | TBD                  | TBD                                 | TBD                        | TBD    | TBD |     |                                             |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | n/a                                                                                                                                                                       | n/a                                 | n/a                       | n/a                | n/a                  | n/a                                 | n/a                        | n/a    | n/a | n/a | n/a                                         |
| COMMUNICATION PLANNING                              |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | Communications on policy/procedural changes to affected personnel and supervisors                                                                                         | Assistant Deputy Director for Admin | 06/30/2022                | 🔴                  | Being Initiated      | Deputy Director for Administration  | TBD                        | TBD    | TBD |     |                                             |
|                                                     | Coordination on field and association review and feedback on curriculum                                                                                                   | Assistant Deputy Director for Admin | 06/30/2022                | ⬛                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD    | TBD |     |                                             |
|                                                     | Communications on new or revised financial training opportunities                                                                                                         | Assistant Deputy Director for Admin | 06/30/2022                | ⬛                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD    | TBD |     |                                             |
| TRAINING NEEDS                                      |                                                                                                                                                                           |                                     |                           |                    |                      |                                     |                            |        |     |     |                                             |
|                                                     | Framework/guidance for developing trainings on policy & procedure                                                                                                         | Operations & Policy Analyst LD      | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |
|                                                     | Training for hiring managers for requirements in the onboarding of financial positions                                                                                    | Financial Services Manager          | 06/30/2022                | ⬛                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |
|                                                     | Identify gaps in person vs. position, conduct needs assesment and provide training to bridge gaps                                                                         | Financial Services Manager          | 06/30/2022                | ⬛                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |
|                                                     | Use of Workday Learning to assign required trainings at onboarding and annually (MGO)                                                                                     | Human Resources Manager             | 06/30/2022                | ⬛                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |
|                                                     | ODF Delegation of Authorities Policy Training                                                                                                                             | Operations & Policy Analyst LD      | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |
|                                                     | Use of Financial Systems - Admin Training module (MGO)                                                                                                                    | Financial Services Manager          | 06/30/2022                | ⬛                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                                             |

## MGO Implementation Management Plan Template - Deliverable Status Log

**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:** 11/03/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

1. Create a set of onboarding and ongoing training documents for all individuals with finance/ accounting related responsibilities. The onboarding training should include: (1) use of financial systems; (2) financial policies, procedures and processes; (3) monthly, quarterly, and annual reporting requirements; and (4) ODFnet and other available information and training resources.
2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable finance systems, desktop procedures, and ongoing reporting requirements.

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

| Deliverable Identification                                      |                                                                                                                                                                | Owner                               | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review         |        |     |     | Supporting Documentation |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|----------------------------|--------|-----|-----|--------------------------|
| √                                                               | Deliverable Name                                                                                                                                               |                                     |                           | Status Indicator   | Status               |                                     | District Business Managers | LT     | ET  | BOF |                          |
|                                                                 | Financial Policies, Procedures, and Processes - Admin Training module (MGO)                                                                                    | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                          |
|                                                                 | Financial Reporting Requirements - Admin Training module (MGO)                                                                                                 | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                          |
|                                                                 | Financial References, Tools, and Resources - Admin Training module (MGO)                                                                                       | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD |     |                          |
|                                                                 | Fire Finance Training (annually)                                                                                                                               | Incident Finance / FEMA Manager     | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager          | May-22                     | May-22 | n/a |     |                          |
|                                                                 | Dispatch and IMT trainings - update on new processes (annually)                                                                                                | Incident Finance / FEMA Manager     | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager          | May-22                     | May-22 | n/a |     |                          |
| <b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>                    |                                                                                                                                                                |                                     |                           |                    |                      |                                     |                            |        |     |     |                          |
|                                                                 | Training modules modified to reflect any new or changed processes/procedures                                                                                   | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                        | TBD    | n/a |     |                          |
|                                                                 | Fiscal Year Operating Plan core duties updated                                                                                                                 | Fire Protection Deputy Chief        | 06/30/2022                | ●                  | Not Started          | Fire Protection Deputy Chief        | n/a                        | n/a    | n/a |     |                          |
|                                                                 | Position Descriptions updated w/duties                                                                                                                         | Fire Protection Deputy Chief        | 06/30/2022                | ●                  | Not Started          | Human Resources Analyst             | n/a                        | n/a    | n/a |     |                          |
| <b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b> |                                                                                                                                                                |                                     |                           |                    |                      |                                     |                            |        |     |     |                          |
|                                                                 | Training module development capacity to be determined as deliverables progress to consider enhanced implementation through upcoming budget development cycles. | Assistant Deputy Director for Admin | TBD                       | TBD                | TBD                  | TBD                                 | TBD                        | TBD    | TBD |     |                          |

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

# MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Deputy Director for Operations

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

**Last Update:** 11/03/2022 v.5 | MGO has defined this recommendation as In Progress, with no change to the risk rating. - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

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 Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                                | Owner                                           | Estimated Completion Date | Deliverable Status |                      | Approver(s)                                     | Review Planning   |        |        |               | Supporting Documentation                                                                                    |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------------------|-------------------|--------|--------|---------------|-------------------------------------------------------------------------------------------------------------|
| ✓                                                   | Deliverable Name                                                                                                                                                               |                                                 |                           | Status Indicator   | Status               |                                                 | District Business | LT     | ET     | BOF           |                                                                                                             |
| MILESTONES                                          |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                   |        |        |               |                                                                                                             |
|                                                     | Inventory of employee desk manual contents within key finance positions (MGO)                                                                                                  | Financial Services Manager                      | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin             | Jul-22            | Jul-22 | Jun-22 |               |                                                                                                             |
|                                                     | Evaluation of desk manual contents to consider establishing formal procedures (MGO)                                                                                            | Financial Services Manager                      | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin             | Jul-22            | Jul-22 | Jun-22 |               |                                                                                                             |
|                                                     | Defined, modernized, desk manual template for use in agency (MGO)                                                                                                              | Senior Strategy Manager                         | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration              | Jul-22            | Jul-22 | Jun-22 |               |                                                                                                             |
|                                                     | Timeline and expectation delivered for codifying employee desk manuals (MGO)                                                                                                   | Financial Services Manager                      | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin             | Jul-22            | Jul-22 | Jun-22 |               |                                                                                                             |
| ✓                                                   | Monthly District Administrative Round Table (DART) Meetings                                                                                                                    | Assistant Deputy Director for Admin             | Done                      | ●                  | Complete             | Deputy Director for Administration              | n/a               | n/a    | n/a    |               | Example: DART Agenda Notes 2022.11.02                                                                       |
| ✓                                                   | Re-established Incident Finance Committee to include incident after-action reviews of financial accounting, resolving issues, and communicating results (MGO)                  | Financial Services Manager                      | 11/02/2022                | ●                  | Complete             | Assistant Deputy Director for Admin             | Nov-22            | Nov-22 | n/a    |               | DART Agenda Notes 2022.11.02                                                                                |
| ✓                                                   | Established new Incident Resource Agreement (IRA) Committee to perform seasonal after-action reviews of incident contracting practices and ensure continuous improvement (MGO) | Protection Contract Services Manager            | 11/04/2022                | ●                  | Complete             | Protection Operations Manager                   | Nov-22            | Nov-22 | n/a    |               | IRA Committee Charter 2022-2023, IRA AAR Survey                                                             |
| POLICY AND PROCEDURES                               |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                   |        |        |               |                                                                                                             |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                   |        |        |               |                                                                                                             |
|                                                     | ODF Policy Cost Estimate Generation (new) (MGO)                                                                                                                                | Protection Finance Manager                      | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration              | Jul-22            | Jul-22 | Jun-22 |               |                                                                                                             |
|                                                     | ODF Directive 1-2-7-001 Guidelines for Eligibility of Firefighting Costs for the Oregon Forest Land Protection Fund 07/01/2020 (revise from directive to policy) (MGO)         | Oregon Forestland Protection Fund Administrator | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration              | Jul-22            | Jul-22 | Jun-22 |               |                                                                                                             |
|                                                     | ODF Policy - Internal Controls (updated/new) (MGO)                                                                                                                             | Internal Auditor                                | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration              | Jul-22            | Jul-22 | Jun-22 |               |                                                                                                             |
|                                                     | ODF Policy - Disbursements and Expenditures (updated/new) (MGO)                                                                                                                | Financial Services Manager                      | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration              | TBD               | TBD    | TBD    |               |                                                                                                             |
|                                                     | ODF Policy - Procurement (updated/new) (MGO)                                                                                                                                   | Contract Services Program Manager               | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration              | TBD               | TBD    | TBD    |               |                                                                                                             |
| ✓                                                   | ODF Policy - Signature Authority (updated) (MGO)                                                                                                                               | Deputy Director for Administration              | 12/30/2021                | ●                  | Complete             | State Forester                                  | Oct-21            | Dec-21 | Sep-21 |               | ODF Policy - Delegation of Authorities                                                                      |
|                                                     | ODF Policy - Revenues and Receivables (updated/new) (MGO)                                                                                                                      | Financial Services Manager                      | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration              | TBD               | TBD    | TBD    |               |                                                                                                             |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                   |        |        |               |                                                                                                             |
|                                                     | Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator w/focus on systems used (MGO)                 | Protection Finance Manager                      | 06/30/2022                | ●                  | In Review / Underway | Oregon Forestland Protection Fund Administrator | Jul-22            | Jul-22 | n/a    |               |                                                                                                             |
| ✓                                                   | EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)                                                                                                       | Oregon Forestland Protection Fund Administrator | 01/19/2022                | ●                  | Complete             | Deputy Director for Administration              | Jan-22            | Jan-22 | n/a    |               | Email: Large Fire Audit Plan 2021 Fire Season, Auditing the Draft Emergency Fire Claim 2022 and Attachments |
|                                                     | Incident AAR and Financial Review Change Management Procedures (MGO)                                                                                                           | Protection Finance Manager                      | 06/30/2022                | ●                  | Not Started          | Oregon Forestland Protection Fund Administrator | Aug-22            | Sep-22 | n/a    |               |                                                                                                             |
|                                                     | Accounting procedures to be defined for implementing ODF policies listed above (TBD)                                                                                           | Financial Services Manager                      | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin             | Jul-22            | Jul-22 | n/a    |               |                                                                                                             |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                   |        |        |               |                                                                                                             |
|                                                     | Chapter 10 - Personnel (new) (MGO)                                                                                                                                             | Incident Finance / FEMA Manager                 | 06/30/2022                | ●                  | Being Initiated      | Protection Finance Manager                      | Jul-22            | Jul-22 | n/a    | AGENDA ITEM 9 |                                                                                                             |

# MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Deputy Director for Operations

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

**Last Update:** 11/03/2022 v.5 | MGO has defined this recommendation as In Progress, with no change to the risk rating. - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

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 Management Response:**

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

| Deliverable Identification                               |                                                                                    | Owner                           | Estimated Completion Date | Deliverable Status |                      | Approver(s)                  | Review Planning   |        |     |     | Supporting Documentation |
|----------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------|---------------------------|--------------------|----------------------|------------------------------|-------------------|--------|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                                   |                                 |                           | Status Indicator   | Status               |                              | District Business | LT     | ET  | BOF |                          |
|                                                          | Chapter 20 - Procurement and Agreements (new) (MGO)                                | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     |                          |
| v                                                        | Chapter 30 - Property Management (new) (MGO)                                       | Incident Finance / FEMA Manager | 09/30/2021                | ●                  | Complete             | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     | ODF Green Book           |
|                                                          | Chapter 40 - Incident Business Management Coordination (review/update) (MGO)       | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     |                          |
|                                                          | Chapter 50 - Interagency Cooperative Relations (new) (MGO)                         | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     |                          |
| v                                                        | Chapter 60 - Accident Investigation and Reporting (new) (MGO)                      | Incident Finance / FEMA Manager | 09/30/2021                | ●                  | Complete             | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     | ODF Green Book           |
| v                                                        | Chapter 70 - Claims and Incident Cost Recovery Collection (review/update) (MGO)    | Incident Finance / FEMA Manager | 09/30/2021                | ●                  | Complete             | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     | ODF Green Book           |
| v                                                        | Chapter 80 - Cost Accounting and Reporting and Cost Shares (review/update) (MGO)   | Protection Finance Manager      | 06/15/2021                | ●                  | Complete             | Fire Protection Deputy Chief | Jul-21            | Jul-22 | n/a |     | ODF Green Book           |
|                                                          | Chapter 90 - Incident Payments and Coding (review/update) (MGO)                    | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     |                          |
|                                                          | Chapter 100 - All-Hazards Incident Business Management (new) (MGO)                 | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     |                          |
|                                                          | Supplemental Appendices for each Chapter (review/update) (MGO)                     | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     |                          |
| v                                                        | Updating Plan for Greenbook (review/update) (MGO)                                  | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Complete             | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     | ODF Green Book           |
|                                                          | Chapters 30, 50, 60, 70, 80 reviewed again prior to Fire Season 2022 (MGO)         | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager   | Jul-22            | Jul-22 | n/a |     |                          |
| ODF Guidance or Memorandum (list sections)               |                                                                                    |                                 |                           |                    |                      |                              |                   |        |     |     |                          |
|                                                          | n/a                                                                                | n/a                             | n/a                       | n/a                | n/a                  | n/a                          | n/a               | n/a    | n/a | n/a | n/a                      |
| IT SYSTEM CONSIDERATIONS                                 |                                                                                    |                                 |                           |                    |                      |                              |                   |        |     |     |                          |
|                                                          | n/a                                                                                | n/a                             | n/a                       | n/a                | n/a                  | n/a                          | n/a               | n/a    | n/a | n/a | n/a                      |
| COMMUNICATION PLANNING                                   |                                                                                    |                                 |                           |                    |                      |                              |                   |        |     |     |                          |
|                                                          | Coordination with agency subject matter experts for review of content as necessary | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Being Initiated      | Protection Finance Manager   | May-22            | May-22 | n/a |     |                          |
|                                                          | Greenbook Overview and Summary of Updates - Email to All Forestry (annually)       | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Being Initiated      | Protection Finance Manager   | May-22            | May-22 | n/a |     |                          |
| TRAINING NEEDS                                           |                                                                                    |                                 |                           |                    |                      |                              |                   |        |     |     |                          |
|                                                          | Fire Finance Training (annually)                                                   | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager   | May-22            | May-22 | n/a |     |                          |
|                                                          | Dispatch and IMT trainings - update on new processes (annually)                    | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager   | May-22            | May-22 | n/a |     |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                    |                                 |                           |                    |                      |                              |                   |        |     |     |                          |
|                                                          | Incident Finance Training modules updated (annually)                               | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager   | May-22            | May-22 | n/a |     |                          |
|                                                          | Greenbook updated (annually)                                                       | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | Not Started          | Protection Finance Manager   | May-22            | May-22 | n/a |     |                          |
|                                                          | Protection Fiscal Year Operating Plan core duties updated                          | Fire Protection Deputy Chief    | 06/30/2022                | ●                  | Not Started          | Fire Protection Deputy Chief | n/a               | n/a    | n/a |     |                          |
|                                                          | Position Descriptions updated w/duties                                             | Fire Protection Deputy Chief    | 06/30/2022                | ●                  | Not Started          | Human Resources Analyst      | n/a               | n/a    | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                    |                                 |                           |                    |                      |                              |                   |        |     |     |                          |
|                                                          | n/a                                                                                | n/a                             | n/a                       | n/a                | n/a                  | n/a                          | n/a               | n/a    | n/a | n/a | Attachment 1 n/a         |

AGENDA ITEM 9



MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Deputy Director for Operations

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

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

**Rating:** **MGO Recommendation:**

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 Management Response:**

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

| Deliverable Identification |                  | Owner | Estimated Completion Date | Deliverable Status |        | Approver(s) | Review Planning   |    |    |     | Supporting Documentation |
|----------------------------|------------------|-------|---------------------------|--------------------|--------|-------------|-------------------|----|----|-----|--------------------------|
| v                          | Deliverable Name |       |                           | Status Indicator   | Status |             | District Business | LT | ET | BOF |                          |

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #16 - Board of Forestry Oversight

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating reduced to Low.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update; **Medium-** Formalized policies and procedures should be established by the BOF related to financial oversight of ODF, including clearly defining the reporting requirements of ODF to the BOF.

**(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

**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.

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                                                                                                    | Owner                                                 | Estimated Completion Date | Deliverable Status |                      | Approver(s)                        | Deliverable Review         |        |        |        | Supporting Documentation                                                          |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------|--------------------|----------------------|------------------------------------|----------------------------|--------|--------|--------|-----------------------------------------------------------------------------------|
| ✓                                                   | Deliverable Name                                                                                                                                                                                                                                   |                                                       |                           | Status Indicator   | Status               |                                    | District Business Managers | LT     | ET     | BOF    |                                                                                   |
| MILESTONES                                          |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
| ✓                                                   | Draft 21-22 BOF Administrative Work Plan with new topic and timeline for Board Financial Oversight Policy Development considered at October planning retreat. Planning discussion includes review of existing financial dashboard processes. (MGO) | State Forester and Deputy Director for Administration | 10/31/2021                | <div></div>        | Complete             | Board of Forestry                  | n/a                        | Sep-21 | Sep-21 | Oct-21 | BOF October '21                                                                   |
| ✓                                                   | 21-22 BOF Administrative Work Plan presented for Board of Forestry review                                                                                                                                                                          | State Forester and Deputy Director for Administration | 01/05/2022                | <div></div>        | Complete             | Board of Forestry                  | n/a                        | n/a    | Dec-21 | Jan-22 | BOF January '22 Item 4 Att. 7                                                     |
| ✓                                                   | 21-22 BOF Administrative Work Plan presented for Board of Forestry approval                                                                                                                                                                        | State Forester and Deputy Director for Administration | 03/09/2022                | <div></div>        | Complete             | Board of Forestry                  | n/a                        | n/a    | Feb-22 | Mar-22 | BOF March '22 Item H Att. 6                                                       |
| ✓                                                   | Standardized reports identified for review and oversight by the Board of Forestry (MGO)                                                                                                                                                            | State Forester and Deputy Director for Administration | 08/01/2022                | <div></div>        | Complete             | Board of Forestry                  | n/a                        | n/a    | n/a    | Jan-22 | BOF January '22 Item 9 Att. 1, ODF Monthly Financial Condition Report             |
| POLICY AND PROCEDURES                               |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
| ✓                                                   | Board of Forestry Financial Oversight Policy (MGO)                                                                                                                                                                                                 | State Forester                                        | 04/12/2022                | <div></div>        | Complete             | Board of Forestry                  | Apr-22                     | Apr-22 | Apr-22 | Mar-22 | ODF Policy - Financial Oversight of the Board of Forestry                         |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
|                                                     | Procedures for Financial Reporting to the Board of Forestry                                                                                                                                                                                        | Financial Services Manager                            | TBD                       | <div></div>        | Being Initiated      | 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    | n/a    | n/a                                                                               |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
|                                                     | n/a                                                                                                                                                                                                                                                | n/a                                                   | n/a                       | n/a                | n/a                  | n/a                                | n/a                        | n/a    | n/a    | n/a    | n/a                                                                               |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
|                                                     | Board of Forestry Reports integrated with OFRS Reporting Interface                                                                                                                                                                                 | Admin Modernization Program                           | TBD                       | <div></div>        | Not Started          | Deputy Director for Administration | TBD                        | TBD    | TBD    |        |                                                                                   |
| COMMUNICATION PLANNING                              |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
|                                                     | Communicate policy and procedures to impacted personnel and supervisors                                                                                                                                                                            | Deputy Director for Administration                    | 05/05/2022                | <div></div>        | In Review / Underway | State Forester                     | TBD                        | TBD    | TBD    |        | Email: Policy Review by Admin Managers 03/21/22, Email: All Forestry - New Policy |
| TRAINING NEEDS                                      |                                                                                                                                                                                                                                                    |                                                       |                           |                    |                      |                                    |                            |        |        |        |                                                                                   |
|                                                     | New Board policy integrated into Board Member Orientation package                                                                                                                                                                                  | Board Administrator                                   | TBD                       | <div></div>        | Being Initiated      | Deputy Director for Administration | TBD                        | TBD    | TBD    |        |                                                                                   |

MGO Recommendation # and Title: #16 - Board of Forestry Oversight

ET Sponsor: Deputy Director for Administration

Due Date: Implemented

Last Update: 11/03/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - April 2022 MGO Implementation Plan Review

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

**Rating:** **MGO Recommendation:**  
**Low,** per MGO 04/2022 update;  
~~Medium~~

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

**(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

**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.

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                      | Owner                               | Estimated Completion Date | Deliverable Status |             | Approver(s)                        | Deliverable Review         |     |     |     | Supporting Documentation |
|----------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|-------------|------------------------------------|----------------------------|-----|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                     |                                     |                           | Status Indicator   | Status      |                                    | District Business Managers | LT  | ET  | BOF |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                      |                                     |                           |                    |             |                                    |                            |     |     |     |                          |
|                                                          | Review and update policy/procedures to meet changing needs           | State Forester                      | TBD                       | ●                  | Not Started | Board of Forestry                  | n/a                        | n/a | n/a |     |                          |
|                                                          | Administrative Branch Fiscal Year Operating Plan core duties updated | Assistant Deputy Director for Admin | TBD                       | ●                  | Not Started | Deputy Director for Administration | n/a                        | n/a | n/a |     |                          |
|                                                          | Position Descriptions updated w/duties                               | Assistant Deputy Director for Admin | TBD                       | ●                  | Not Started | Deputy Director for Administration | n/a                        | n/a | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                      |                                     |                           |                    |             |                                    |                            |     |     |     |                          |
|                                                          | n/a                                                                  | n/a                                 | n/a                       | n/a                | n/a         | n/a                                | n/a                        | n/a | n/a | n/a | n/a                      |

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #17 - District Finance Accounting Oversight

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**Rating: 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.

**(MGO) Action Plan:**

1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
  - A/R and A/P agings
  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
  - % complete of co-op reconciliation process for each open incident
  - Number of cost share incidents open, settled and closed
  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
  - Open purchase orders

**MGO Observation:**

Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.

**MGO Potential Impact / Risk:**

Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

**ODF Management Response:**

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

| Deliverable Identification |                                                                                                                                                                        | Owner                               | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |     | Supporting Documentation                                                       |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|-----|--------------------------------------------------------------------------------|
| ✓                          | Deliverable Name                                                                                                                                                       |                                     |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF |                                                                                |
| MILESTONES                 |                                                                                                                                                                        |                                     |                           |                    |                      |                                     |                    |        |        |     |                                                                                |
| ✓                          | Expectations for ODF Executive Team, Operations, Administration, and Field Protection Districts with respect to financial accountability and MGO Recommendations (MGO) | State Forester                      | Done                      | ●                  | Complete             | Board of Forestry                   | Jan-20             | Jan-21 | Jul-20 |     | Multiple forums                                                                |
| ✓                          | Organization Chart defining financial reporting lines to Administrative Branch (MGO)                                                                                   | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Complete             | Deputy Director for Administration  | Nov-21             | Dec-21 | Oct-21 |     | Org Chart - ODF Administrative Branch, Email: Chase w/Organizational Spotlight |
| ✓                          | Monthly District Administrative Round Table (DART) Meetings                                                                                                            | Assistant Deputy Director for Admin | Done                      | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Example: DART Agenda Notes 2022.11.02                                          |
| ✓                          | Redefined workloads and oversight process (Examples: Quarterly Distribution to Counties for Timber Sales, Program Accountant's oversight of financial reports) (MGO)   | Financial Services Manager          | Done                      | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Email: Chase providing background on new roles and responsibilities            |
| ✓                          | Cost Share Tracker developed (MGO)                                                                                                                                     | Protection Finance Manager          | 05/17/2022                | ●                  | Complete             | Deputy Fire Protection Chief        | n/a                | n/a    | n/a    |     | Cost Share Tracker                                                             |
| ✓                          | Outstanding Assets & Liabilities Tracker (MGO)                                                                                                                         | Protection Finance Manager          | 06/23/2021                | ●                  | Complete             | Deputy Director for Administration  | Jun-21             | n/a    | n/a    |     | Outstanding Assets & Liabilities Tracker                                       |
| ✓                          | Co-op Tracker developed (MGO)                                                                                                                                          | Protection Finance Manager          | 06/23/2021                | ●                  | Complete             | Deputy Fire Protection Chief        | Jun-21             | n/a    | n/a    |     | Outstanding Assets & Liabilities Tracker                                       |
| ✓                          | Active Incident Tracker developed (MGO)                                                                                                                                | Protection Finance Manager          | 12/31/2021                | ●                  | Complete             | Deputy Fire Protection Chief        | Jan-22             | n/a    | n/a    |     | Active Incident Tracker                                                        |
| ✓                          | AR/AP Tracker for external partners (MGO)                                                                                                                              | Protection Finance Manager          | 12/31/2021                | ●                  | Complete             | Deputy Fire Protection Chief        | Jan-22             | n/a    | n/a    |     | AR/AP Tracker for Aging                                                        |
|                            | Field reporting requirements defined and integrated into policies/procedures (MGO)                                                                                     | Financial Services Manager          | 06/30/2022                | ●                  | In Review / Underway | Assistant Deputy Director for Admin | Jan-22             | n/a    | n/a    |     | Outstanding Assets & Liabilities Tracker Instructions                          |
|                            | Metrics for A/R and A/P agings (MGO)                                                                                                                                   | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | Jan-22             | n/a    | n/a    |     |                                                                                |
|                            | Metrics for incidents with open finance items by fiscal year and type (MGO)                                                                                            | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | Jan-22             | n/a    | n/a    |     |                                                                                |
|                            | Metrics for completed percentage of cost share reconciliations (MGO)                                                                                                   | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | Jan-22             | n/a    | n/a    |     |                                                                                |
|                            | Metrics for completed percentage of co-op reconciliations (MGO)                                                                                                        | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | Jan-22             | n/a    | n/a    |     |                                                                                |
|                            | Metrics for number of cost shares open, settled, or closed (MGO)                                                                                                       | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | Jan-22             | n/a    | n/a    |     |                                                                                |
|                            | Metrics for outstanding payable invoices w/external partners (MGO)                                                                                                     | Financial Services Manager          | 06/30/2022                | ●                  | In Review / Underway | Assistant Deputy Director for Admin | Jan-22             | n/a    | n/a    |     |                                                                                |

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #17 - District Finance Accounting Oversight

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**Rating: 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.

**(MGO) Action Plan:**

1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
  - A/R and A/P agings
  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
  - % complete of co-op reconciliation process for each open incident
  - Number of cost share incidents open, settled and closed
  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
  - Open purchase orders

**MGO Observation:**

Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.

**MGO Potential Impact / Risk:**

Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                 | Owner                               | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |     |     |     | Supporting Documentation                                                                       |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|-----|-----|-----|------------------------------------------------------------------------------------------------|
| ✓                                                   | Deliverable Name                                                                                                                                                |                                     |                           | Status Indicator   | Status               |                                     | District Business  | LT  | ET  | BOF |                                                                                                |
| POLICY AND PROCEDURES                               |                                                                                                                                                                 |                                     |                           |                    |                      |                                     |                    |     |     |     |                                                                                                |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                 |                                     |                           |                    |                      |                                     |                    |     |     |     |                                                                                                |
|                                                     | ODF Policy - Organization and Position Management (MGO)                                                                                                         | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD | TBD |     |                                                                                                |
|                                                     | ODF Policy - Disbursements and Expenditures (new) (MGO)                                                                                                         | Financial Services Manager          | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD | TBD |     |                                                                                                |
|                                                     | ODF Policy - Accounting for Revenues and Receivables (new) (MGO)                                                                                                | Financial Services Manager          | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD | TBD |     |                                                                                                |
|                                                     | ODF Policy - Procurement (new) (MGO)                                                                                                                            | Contract Services Program Manager   | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | TBD                | TBD | TBD |     |                                                                                                |
|                                                     | ODF Policy - Internal Controls (new) (MGO)                                                                                                                      | Internal Auditor                    | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD | TBD |     |                                                                                                |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                 |                                     |                           |                    |                      |                                     |                    |     |     |     |                                                                                                |
| ✓                                                   | AR/AP aging meeting Procedures (MGO)                                                                                                                            | Financial Services Manager          | 12/30/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a | n/a |     | ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting |
| ✓                                                   | Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)                                                                                      | Protection Finance Manager          | 12/30/2021                | ●                  | Complete             | Fire Protection Deputy Chief        | n/a                | n/a | n/a |     | ODF Procedure - Cost Share Tracking                                                            |
| ✓                                                   | Outstanding Assets & Liabilities Tracker Updating Procedure (MGO)                                                                                               | Protection Finance Manager          | 06/30/2022                | ●                  | Complete             | Fire Protection Deputy Chief        | Jan-22             | n/a | n/a |     | Procedure/instructions for updating is first tab on tracker.                                   |
| ✓                                                   | Co-op Tracker Updating Procedure (MGO)                                                                                                                          | n/a                                 | n/a                       | n/a                | n/a                  | Fire Protection Deputy Chief        | Jan-22             | n/a | n/a |     | n/a - combined with Outstanding Assets & Liabilities Tracker                                   |
|                                                     | Active Incident Tracker Updating Procedure (MGO)                                                                                                                | Protection Finance Manager          | 06/30/2022                | ●                  | Not Started          | Fire Protection Deputy Chief        | Jan-22             | n/a | n/a |     |                                                                                                |
|                                                     | Financial Metrics Review Procedures (MGO)                                                                                                                       | Financial Services Manager          | 06/30/2022                | ●                  | Not Started          | Assistant Deputy Director for Admin | Jan-22             | n/a | n/a |     |                                                                                                |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                 |                                     |                           |                    |                      |                                     |                    |     |     |     |                                                                                                |
| ✓                                                   | Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO) | Protection Finance Manager          | 06/15/2021                | ●                  | Complete             | Fire Protection Deputy Chief        | Jul-21             | n/a | n/a |     | ODF Green Book                                                                                 |
|                                                     | Chapter 50 - Interagency Cooperative Relations (new) (MGO)                                                                                                      | Incident Finance / FEMA Manager     | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager          | n/a                | n/a | n/a |     |                                                                                                |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                 |                                     |                           |                    |                      |                                     |                    |     |     |     |                                                                                                |
|                                                     | n/a                                                                                                                                                             | n/a                                 | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a | n/a | n/a | n/a                                                                                            |



# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #17 - District Finance Accounting Oversight

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/03/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**Rating: 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.
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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.

**(MGO) Action Plan:**

1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
  - A/R and A/P agings
  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
  - % complete of co-op reconciliation process for each open incident
  - Number of cost share incidents open, settled and closed
  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
  - Open purchase orders

**MGO Observation:**

Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.

**MGO Potential Impact / Risk:**

Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                                      | Owner                           | Estimated Completion Date | Deliverable Status |                      | Approver(s)                        | Deliverable Review |        |     |     | Supporting Documentation |
|----------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------|---------------------------|--------------------|----------------------|------------------------------------|--------------------|--------|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                                     |                                 |                           | Status Indicator   | Status               |                                    | District Business  | LT     | ET  | BOF |                          |
| IT SYSTEM CONSIDERATIONS                                 |                                                                                      |                                 |                           |                    |                      |                                    |                    |        |     |     |                          |
|                                                          | Technical requirements for incident finance tracker application defined, if desired  | Protection Finance Manager      | Fall                      | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD    | TBD |     |                          |
|                                                          | Project formulated for prioritizing within internal application development capacity | Admin Modernization Program     | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD    | TBD |     |                          |
|                                                          | Application development and testing for incident finance tracker                     | Admin Modernization Program     | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD    | TBD |     |                          |
|                                                          | Incident Finance Tracker application deployment                                      | Admin Modernization Program     | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD    | TBD |     |                          |
|                                                          | Procedures for updating Incident Finance Tracker revised for new application         | Protection Finance Manager      | TBD                       | ●                  | Not Started          | Fire Protection Deputy Chief       | TBD                | TBD    | TBD |     |                          |
|                                                          | Interface developed for trackers and metrics to feed into OFRS application           | Admin Modernization Program     | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD    | TBD |     |                          |
| COMMUNICATION PLANNING                                   |                                                                                      |                                 |                           |                    |                      |                                    |                    |        |     |     |                          |
|                                                          | n/a                                                                                  | n/a                             | n/a                       | n/a                | n/a                  | n/a                                | n/a                | n/a    | n/a | n/a | n/a                      |
| TRAINING NEEDS                                           |                                                                                      |                                 |                           |                    |                      |                                    |                    |        |     |     |                          |
|                                                          | Fire Finance Training (annually)                                                     | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager         | May-22             | May-22 | n/a |     |                          |
|                                                          | Dispatch and IMT trainings - update on new processes (annually)                      | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager         | May-22             | May-22 | n/a |     |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                      |                                 |                           |                    |                      |                                    |                    |        |     |     |                          |
|                                                          | Training modules modified to reflect any new or changed processes/procedures         | Incident Finance / FEMA Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager         | May-22             | May-22 | n/a |     |                          |
|                                                          | Protection Fiscal Year Operating Plan core duties updated                            | Fire Protection Deputy Chief    | 06/30/2022                | ●                  | Not Started          | Fire Protection Deputy Chief       | n/a                | n/a    | n/a |     |                          |
|                                                          | Position Descriptions updated w/duties                                               | Fire Protection Deputy Chief    | 06/30/2022                | ●                  | Not Started          | Human Resources Analyst            | n/a                | n/a    | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                      |                                 |                           |                    |                      |                                    |                    |        |     |     |                          |
|                                                          | n/a                                                                                  | n/a                             | n/a                       | n/a                | n/a                  | n/a                                | n/a                | n/a    | n/a | n/a | n/a                      |

**Status Legend:**

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

## MGO 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:** 11/04/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**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) 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 finance/ 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 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.

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

| Deliverable Identification                          |                                                                                                                                                                                | Owner                                           | Estimated Completion Date | Deliverable Status |                      | Approver(s)                                     | Deliverable Review |        |        |     | Supporting Documentation                                                                                    |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------------------|--------------------|--------|--------|-----|-------------------------------------------------------------------------------------------------------------|
| √                                                   | Deliverable Name                                                                                                                                                               |                                                 |                           | Status Indicator   | Status               |                                                 | District Business  | LT     | ET     | BOF |                                                                                                             |
| MILESTONES                                          |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                    |        |        |     |                                                                                                             |
| √                                                   | Combine EFCC and Protective Division incident finance audit processes (MGO)                                                                                                    | Protection Finance Manager                      | 05/01/2021                | <div></div>        | Complete             | Oregon Forestland Protection Fund Administrator | n/a                | n/a    | n/a    |     |                                                                                                             |
| √                                                   | Audit criteria updated for supporting documentation, personnel, and review timelines (MGO)                                                                                     | Protection Finance Manager                      | 01/19/2022                | <div></div>        | Complete             | Oregon Forestland Protection Fund Administrator | Aug-22             | Sep-22 | n/a    |     | Email: Large Fire Audit Plan 2021 Fire Season, Auditing the Draft Emergency Fire Claim 2022 and Attachments |
| √                                                   | Re-established Incident Finance Committee to include incident after-action reviews of financial accounting, resolving issues, and communicating results (MGO)                  | Financial Services Manager                      | 11/02/2022                | <div></div>        | Complete             | Assistant Deputy Director for Admin             | Nov-22             | Nov-22 | n/a    |     | DART Agenda Notes 2022.11.02                                                                                |
| √                                                   | Established new Incident Resource Agreement (IRA) Committee to perform seasonal after-action reviews of incident contracting practices and ensure continuous improvement (MGO) | Protection Contract Services Manager            | 11/04/2022                | <div></div>        | Complete             | Protection Operations Manager                   | Nov-22             | Nov-22 | n/a    |     | IRA Committee Charter 2022-2023, IRA AAR Survey                                                             |
| 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                | <div></div>        | 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                | <div></div>        | Not Started          | Deputy Director for Administration              | Jul-22             | Jul-22 | Jun-22 |     |                                                                                                             |
|                                                     | ODF Policy - Disbursements and Expenditures (new)                                                                                                                              | Financial Services Manager                      | 06/30/2022                | <div></div>        | In Review / Underway | Deputy Director for Administration              | TBD                | TBD    | TBD    |     |                                                                                                             |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                    |        |        |     |                                                                                                             |
| √                                                   | EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)                                                                                                       | Oregon Forestland Protection Fund Administrator | 01/19/2022                | <div></div>        | Complete             | Deputy Director for Administration              | Jan-22             | Jan-22 | n/a    |     | Email: Large Fire Audit Plan 2021 Fire Season, Auditing the Draft Emergency Fire Claim 2022 and Attachments |
|                                                     | EFCC Emergency Fire Claim Procedures updated, if necessary                                                                                                                     | Oregon Forestland Protection Fund Administrator | 06/30/2022                | <div></div>        | 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                | <div></div>        | Not Started          | Oregon Forestland Protection Fund Administrator | Aug-22             | Sep-22 | n/a    |     |                                                                                                             |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                    |        |        |     |                                                                                                             |
|                                                     | n/a                                                                                                                                                                            | n/a                                             | n/a                       | n/a                | n/a                  | n/a                                             | n/a                | n/a    | n/a    | n/a | n/a                                                                                                         |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                                |                                                 |                           |                    |                      |                                                 |                    |        |        |     |                                                                                                             |
| √                                                   | Lessons Learned from 2020 Financial Review (MGO)                                                                                                                               | Protection Finance Manager                      | 08/01/2021                | <div></div>        | Complete             | Oregon Forestland Protection Fund Administrator | Aug-21             | Aug-21 | n/a    |     | 2020 Lessons Learned from Large Fire Audits (Email 06/15/21)                                                |
| √                                                   | EFC Audit Prep and Guidelines updated, if necessary                                                                                                                            | Protection Finance Manager                      | 01/19/2022                | <div></div>        | Complete             | Oregon Forestland Protection Fund Administrator | Aug-21             | Aug-21 | n/a    |     | Email: Large Fire Audit Plan 2021 Fire Season, Auditing the Draft Emergency Fire Claim 2022 and Attachments |

## 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:** 11/04/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**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) 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 finance/ 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 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.

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

| Deliverable Identification                               |                                                                                                                                                                                                            | Owner                           | Estimated Completion Date | Deliverable Status                                                                    |                      | Approver(s)                                     | Deliverable Review |        |     |     | Supporting Documentation |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------|---------------------------------------------------------------------------------------|----------------------|-------------------------------------------------|--------------------|--------|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                                                                                                                                                           |                                 |                           | Status Indicator                                                                      | Status               |                                                 | District Business  | LT     | ET  | BOF |                          |
| IT SYSTEM CONSIDERATIONS                                 |                                                                                                                                                                                                            |                                 |                           |                                                                                       |                      |                                                 |                    |        |     |     |                          |
|                                                          | n/a                                                                                                                                                                                                        | n/a                             | n/a                       | n/a                                                                                   | n/a                  | n/a                                             | n/a                | n/a    | n/a | n/a | n/a                      |
| COMMUNICATION PLANNING                                   |                                                                                                                                                                                                            |                                 |                           |                                                                                       |                      |                                                 |                    |        |     |     |                          |
|                                                          | Communicate changes to audit process and expectations resulting from recommendation implementation in advance of first audit under new process, to include best practices for documentation and retention. | Protection Finance Manager      | 06/30/2022                |    | In Review / Underway | Oregon Forestland Protection Fund Administrator | TBD                | TBD    | TBD |     |                          |
| TRAINING NEEDS                                           |                                                                                                                                                                                                            |                                 |                           |                                                                                       |                      |                                                 |                    |        |     |     |                          |
|                                                          | Fire Finance Training (annually) - Auditing and Emergency Fire Claim modules updated (MGO)                                                                                                                 | Incident Finance / FEMA Manager | 06/30/2022                |    | In Review / Underway | Protection Finance Manager                      | May-22             | May-22 | n/a |     |                          |
|                                                          | Dispatch and IMT trainings - update on new processes (annually)                                                                                                                                            | Incident Finance / FEMA Manager | 06/30/2022                |    | In Review / Underway | Protection Finance Manager                      | May-22             | May-22 | n/a |     |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                                                                                                                                            |                                 |                           |                                                                                       |                      |                                                 |                    |        |     |     |                          |
|                                                          | Training modules modified to reflect any new or changed processes/procedures                                                                                                                               | Incident Finance / FEMA Manager | 06/30/2022                |    | In Review / Underway | Protection Finance Manager                      | May-22             | May-22 | n/a |     |                          |
|                                                          | Protection Fiscal Year Operating Plan core duties updated                                                                                                                                                  | Fire Protection Deputy Chief    | 06/30/2022                |    | Not Started          | Fire Protection Deputy Chief                    | n/a                | n/a    | n/a |     |                          |
|                                                          | Position Descriptions updated w/duties                                                                                                                                                                     | Fire Protection Deputy Chief    | 06/30/2022                |    | Not Started          | Human Resources Analyst                         | n/a                | n/a    | n/a |     |                          |
|                                                          | Documentation review of all AAR and financial review findings, communications, and use of new change management procedures to update policy or procedures (annually) (MGO)                                 | Protection Finance Manager      | 06/30/2023                |    | Not Started          | Deputy Fire Protection Chief                    | n/a                | n/a    | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                                                                                                                                            |                                 |                           |                                                                                       |                      |                                                 |                    |        |     |     |                          |
| v                                                        | MGO recommendations incorporated into annual risk assessment                                                                                                                                               | Internal Auditor                | 10/31/2021                |  | Complete             | Deputy Director for Administration              | n/a                | n/a    | n/a |     | ODF Risk Assessment      |
|                                                          | Assessment of review methodologies to evaluate reasonableness and decision-making                                                                                                                          | External Consultant / TBD       | 06/30/2023                |  | Not Started          | Deputy Director for Administration              | TBD                | TBD    | TBD |     |                          |

**Status Legend:**

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #19 - Invoicing

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/04/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(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.

| Deliverable Identification                          |                                                                                                                                                | Owner                                  | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review         |        |        |     | Supporting Documentation                            |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|----------------------------|--------|--------|-----|-----------------------------------------------------|
| √                                                   | Deliverable Name                                                                                                                               |                                        |                           | Status Indicator   | Status               |                                     | District Business Managers | LT     | ET     | BOF |                                                     |
| MILESTONES                                          |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
|                                                     | n/a                                                                                                                                            | n/a                                    | n/a                       | n/a                | n/a                  | n/a                                 | n/a                        | n/a    | n/a    | n/a | n/a                                                 |
| POLICY AND PROCEDURES                               |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
|                                                     | ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded                                                              | Financial Services Manager             | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD    |     |                                                     |
|                                                     | ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded                                                              | Financial Services Manager             | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD    |     |                                                     |
|                                                     | ODF Policy - Accounts Receivable (AR) (MGO)                                                                                                    | Financial Services Manager             | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD    |     |                                                     |
|                                                     | Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)                                                             | Financial Services, Operating Programs | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD    |     |                                                     |
|                                                     | Updated policy includes defined responsibilities for ODF Admin and Operations (MGO)                                                            | Financial Services Manager             | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | TBD    | TBD    |     |                                                     |
| √                                                   | ODF Policy - Signature Authority (MGO)                                                                                                         | Deputy Director for Administration     | 12/30/2021                | 🟢                  | Complete             | State Forester                      | Oct-21                     | Dec-21 | Sep-21 |     | ODF Policy - Delegation of Authorities              |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
|                                                     | Invoicing and Recording Accounts Receivable (MGO)                                                                                              | Financial Services Manager             | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | n/a    | n/a    |     |                                                     |
|                                                     | Invoicing process includes supporting documentation and timelines (MGO)                                                                        | Financial Services Manager             | 06/30/2022                | 🟡                  | In Review / Underway | Assistant Deputy Director for Admin | TBD                        | n/a    | n/a    |     |                                                     |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
|                                                     | Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)           | Incident Finance / FEMA Manager        | 06/30/2022                | ⬛                  | Not Started          | Protection Finance Manager          | TBD                        | n/a    | n/a    | n/a | n/a                                                 |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
| √                                                   | Sage Guidance and Instructional Training Videos                                                                                                | Financial Services Manager             | 06/29/2021                | 🟢                  | Complete             | Assistant Deputy Director for Admin | Jul-21                     | Jul-21 | n/a    |     | Sage 300 Training Videos, Job Aids, and User Guides |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
| √                                                   | Sage AR deployed as only system for invoicing, removing manual process(MGO)                                                                    | Financial Services Manager             | 06/29/2021                | 🟢                  | Complete             | Assistant Deputy Director for Admin | Jul-21                     | Jul-21 | n/a    |     | Sage 300 Training Videos, Job Aids, and User Guides |
|                                                     | Evaluate interface capabilities with other systems (WALT, DirectBill, Smoke Management, MotorPool/Comms) coordinating with operating divisions | Admin Modernization Program            | TBD                       | 🔴                  | Being Initiated      | Deputy Director for Administration  | TBD                        | TBD    | TBD    |     |                                                     |
|                                                     | Evaluate interface capabilities with future document management system                                                                         | Admin Modernization Program            | TBD                       | ⬛                  | Not Started          | Deputy Director for Administration  | TBD                        | TBD    | TBD    |     |                                                     |
| COMMUNICATION PLANNING                              |                                                                                                                                                |                                        |                           |                    |                      |                                     |                            |        |        |     |                                                     |
|                                                     | Communicate procedural changes to impacted personnel and supervisors                                                                           | Deputy Director for Administration     | 06/30/2022                | 🔴                  | Being Initiated      | Public Affairs Manager              | TBD                        | TBD    | TBD    |     | AGENDA ITEM 9                                       |

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #19 - Invoicing

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/04/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(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.

| Deliverable Identification                               |                                                                          | Owner                      | Estimated Completion Date | Deliverable Status |                 | Approver(s)                         | Deliverable Review         |     |     |     | Supporting Documentation |
|----------------------------------------------------------|--------------------------------------------------------------------------|----------------------------|---------------------------|--------------------|-----------------|-------------------------------------|----------------------------|-----|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                         |                            |                           | Status Indicator   | Status          |                                     | District Business Managers | LT  | ET  | BOF |                          |
| TRAINING NEEDS                                           |                                                                          |                            |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                          | Policy and procedures as part of Sage training and updates               | Financial Services Manager | 06/30/2022                | <div></div>        | Being Initiated | Assistant Deputy Director for Admin | TBD                        | TBD | n/a |     |                          |
|                                                          | Collection policies and procedures for those responsible for collections | Financial Services Manager | 06/30/2022                | <div></div>        | Not Started     | Assistant Deputy Director for Admin | TBD                        | TBD | n/a |     |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                          |                            |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                          | Invoicing Procedures reviewed (annually)                                 | Financial Services Manager | 06/30/2022                | <div></div>        | Not Started     | Assistant Deputy Director for Admin | TBD                        | TBD | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                          |                            |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                          | n/a                                                                      | n/a                        | n/a                       | n/a                | n/a             | n/a                                 | n/a                        | n/a | n/a | n/a | n/a                      |

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



MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)

ET Sponsor: State Forester

Due Date: 06/30/2023

Last Update: 11/04/2022 v.5 | MGO has defined this recommendation as In Progress, with no change to the risk rating. - June 2022 MGO Implementation Plan Review

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

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rating: | MGO Recommendation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | (MGO) Action Plan:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | MGO Observation:                                                                                                                                                                                                                                                                                                                                                                                                                                                           | MGO Potential Impact / Risk:                                                                                                                                                                                                                                                                                   |
| Medium  | <p>Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:</p> <p>1. Individuals with primarily finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.</p> <p>2. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.</p> <p>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.</p> | <p>1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:</p> <p>a) Protection Finance - Principal Executive Finance Manager</p> <p>b) Protection Finance - Fiscal Analyst 2 (one position)</p> <p>c) Protection Finance - Accounting Tech 3 (five positions)</p> <p>2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be report to the Budget Management group as opposed to the Equipment Pool.</p> <p>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.</p> | <p>Certain personnel with primarily finance or accounting responsibilities report to the ODF Operations Branch rather than the Administrative Branch under the current organizational structure. Additionally, certain positions within the ODF Operations Branch have some finance and accounting related job duties and do not consistently communicate with the appropriate personnel within the ODF Administrative Branch regarding the execution of those duties.</p> | <p>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.</p> |

ODF Management Response:

ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize our current fire finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracies in our business practices and provided for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting further mitigating risk of inefficiencies or inaccuracies. Alignment of work and technical classifications within business units provides more efficient and effective work, promotes the ability to provide redundant services, especially important during fire season, and provides for greater accountability through technical understanding by immediate managers. However, this approach must include meeting the needs of operational units and their leadership to influence goals and outcomes for these supporting elements as well as provide input on their performance. This will ensure operational units maintain strategic control while minimizing the need for administrative 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 still be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making - specifically during the 2021 fire season.

| Deliverable Identification |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Owner                                                         | Estimated Completion Date | Deliverable Status |                 | Approver(s)                                        | Deliverable Review         |        |        |     | Supporting Documentation                                            |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------|--------------------|-----------------|----------------------------------------------------|----------------------------|--------|--------|-----|---------------------------------------------------------------------|
| ✓                          | Deliverable Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                               |                           | Status Indicator   | Status          |                                                    | District Business Managers | LT     | ET     | BOF |                                                                     |
| MILESTONES                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                               |                           |                    |                 |                                                    |                            |        |        |     |                                                                     |
| ✓                          | This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2021-23 Legislatively Adopted Budget, inclusive of ODF Policy Option Package #200 in the Governor's Recommended Budget. (MGO)                                                                                                                                                                                                                                                                                                                 | State Forester                                                | 06/28/2021                | ●                  | Complete        | Oregon Legislative Assembly                        | TBD                        | TBD    | TBD    |     | 2021-2023 Legislatively Adopted Budget                              |
| ✓                          | Bridge plan for 2021 Fire Season to build capacity and understanding of operational needs of administrative/accounting support required for timely decisions that informs full implementation of organization changes.                                                                                                                                                                                                                                                                                                                                | Fire Protection Chief and Assistant Deputy Director for Admin | 07/01/2021                | ●                  | Complete        | Deputy Directors for Administration and Operations | TBD                        | TBD    | TBD    |     | Facilitated                                                         |
| ✓                          | Change Management consultant hired to support changing organizational structure and business processes                                                                                                                                                                                                                                                                                                                                                                                                                                                | Deputy Director for Administration                            | 09/28/2021                | ●                  | Complete        | State Forester                                     | TBD                        | TBD    | TBD    |     | ODF Olympic Performance Management Contract                         |
| ✓                          | Organizational Chart reflecting new reporting structure(MGO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Deputy Director for Administration                            | 10/31/2021                | ●                  | Complete        | Deputy Director for Administration                 | TBD                        | TBD    | TBD    |     | Org Chart - ODF Administrative Branch                               |
| ✓                          | FTE and reporting changes clarified for positions in Legislatively Adopted Budget, if any                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Assistant Deputy Director for Admin                           | 07/01/2021                | ●                  | Complete        | Deputy Director for Administration                 | TBD                        | TBD    | TBD    |     | Budgeting process                                                   |
| ✓                          | Technical adjustments implemented in budgeting system and documentation (MGO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Budget Manager                                                | 10/01/2021                | ●                  | Complete        | Assistant Deputy Director for Admin                | TBD                        | TBD    | TBD    |     | Budgeting process                                                   |
| ✓                          | Agency's 2021-23 Legislatively Adopted Budget document to Chief Financial Office and Legislative Fiscal Office                                                                                                                                                                                                                                                                                                                                                                                                                                        | State Forester                                                | 10/26/2021                | ●                  | Complete        | Oregon Legislative Assembly                        | TBD                        | TBD    | TBD    |     | Budgeting process                                                   |
| ✓                          | 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. |                                                               |                           |                    |                 |                                                    |                            |        |        |     |                                                                     |
| ✓                          | Recruitment processes initiated for new or vacant positions, if any                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Assistant Deputy Director for Admin                           | 09/30/2022                | ●                  | Complete        | Deputy Director for Administration                 | TBD                        | TBD    | TBD    |     | Email: Chase w/Organizational Spotlight                             |
| ✓                          | Organization Chart defining financial reporting lines to Administrative Branch (MGO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Assistant Deputy Director for Admin                           | 06/30/2022                | ●                  | Complete        | Deputy Director for Administration                 | Nov-21                     | Dec-21 | Oct-21 |     | Org Chart - ODF Administrative Branch                               |
| ✓                          | Monthly District Administrative Round Table (DART) Meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Assistant Deputy Director for Admin                           | Done                      | ●                  | Complete        | Deputy Director for Administration                 | n/a                        | n/a    | n/a    |     | Example: DART Agenda Notes 2022.11.02                               |
| ✓                          | Redefined workloads and oversight process (Examples: Quarterly Distribution to Counties for Timber Sales, Program Accountant's oversight of financial reports) (MGO)                                                                                                                                                                                                                                                                                                                                                                                  | Financial Services Manager                                    | Done                      | ●                  | Complete        | Deputy Director for Administration                 | n/a                        | n/a    | n/a    |     | Email: Chase providing background on new roles and responsibilities |
|                            | Interim analysis of core duties for affected positions specific to Operations Branch                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Deputy Director for Operations                                | 09/30/2022                | ●                  | Being Initiated | Deputy Director for Administration                 | TBD                        | TBD    | TBD    |     |                                                                     |
|                            | Principles established for strategic and operational support of Operations Branch                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Fire Protection Chief                                         | 09/30/2022                | ●                  | Being Initiated | Deputy Director for Operations                     | TBD                        | TBD    | TBD    |     | AGENDA ITEM 9 Attachment 1                                          |

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)

ET Sponsor: State Forester

Due Date: 06/30/2023

Last Update: 11/04/2022 v.5 | MGO has defined this recommendation as In Progress, with no change to the risk rating. - June 2022 MGO Implementation Plan Review

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

Rating: MGO Recommendation:

Medium Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:

1. Individuals with primarily finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.
2. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.

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

(MGO) Action Plan:

1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
  - a) Protection Finance - Principal Executive Finance Manager
  - b) Protection Finance - Fiscal Analyst 2 (one position)
  - c) Protection Finance - Accounting Tech 3 (five positions)
2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be report to the Budget Management group as opposed to the Equipment Pool.
3. Based on review of the job descriptions provided by Bill Herber, certain finance/ accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

MGO Observation:

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

MGO Potential Impact / Risk:

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

ODF Management Response:

ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize our current fire finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracies in our business practices and provided for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting further mitigating risk of inefficiencies or inaccuracies. Alignment of work and technical classifications within business units provides more efficient and effective work, promotes the ability to provide redundant services, especially important during fire season, and provides for greater accountability through technical understanding by immediate managers. However, this approach must include meeting the needs of operational units and their leadership to influence goals and outcomes for these supporting elements as well as provide input on their performance. This will ensure operational units maintain strategic control while minimizing the need for administrative 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 still be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making - specifically during the 2021 fire season.

| Deliverable Identification |                                                                                | Owner                                              | Estimated Completion Date | Deliverable Status |                      | Approver(s)                        | Deliverable Review         |     |     |     | Supporting Documentation |
|----------------------------|--------------------------------------------------------------------------------|----------------------------------------------------|---------------------------|--------------------|----------------------|------------------------------------|----------------------------|-----|-----|-----|--------------------------|
| √                          | Deliverable Name                                                               |                                                    |                           | Status Indicator   | Status               |                                    | District Business Managers | LT  | ET  | BOF |                          |
| √                          | Human Resource Analyst assigned to support implementation                      | Human Resources Manager                            | 12/30/2021                | <div></div>        | Complete             | Deputy Director for Administration | TBD                        | TBD | TBD |     | HR Business Partner      |
| √                          | Transition Plan for implementing organizational change                         | Deputy Directors for Administration and Operations | 12/30/2021                | <div></div>        | Complete             | State Forester                     | TBD                        | TBD | TBD |     | Facilitated              |
| √                          | Communication Plan for implementing organizational change                      | Deputy Directors for Administration and Operations | 01/30/2021                | <div></div>        | Complete             | Public Affairs Manager             | TBD                        | TBD | TBD |     | Facilitated              |
|                            | Workday Human Resource Profiles reviewed and reporting updated                 | Human Resources Manager                            | TBD                       | <div></div>        | In Review / Underway | Deputy Director for Administration | TBD                        | TBD | TBD |     |                          |
|                            | Position Descriptions reviewed and updated                                     | Human Resources Manager                            | TBD                       | <div></div>        | Being Initiated      | Deputy Director for Administration | TBD                        | TBD | TBD |     |                          |
|                            | Facilities space planning and adjacency considerations defined and implemented | Facilities Manager                                 | TBD                       | <div></div>        | Being Initiated      | Deputy Director for Administration | TBD                        | TBD | TBD |     |                          |
|                            | Post-change survey and recommendation related to changes implemented           | Deputy Director for Administration                 | 09/30/2022                | <div></div>        | Not Started          | State Forester                     | TBD                        | TBD | TBD |     |                          |
|                            | Recommendation related to scope and breadth of future agency reviews (MGO)     | Deputy Directors for Administration and Operations | 06/30/2023                | <div></div>        | Not Started          | State Forester                     | TBD                        | TBD | TBD |     |                          |

| POLICY AND PROCEDURES                               |     |  |     |  |     |  |     |  |     |  |  |
|-----------------------------------------------------|-----|--|-----|--|-----|--|-----|--|-----|--|--|
| ODF Policy (list topics and define milestones)      |     |  |     |  |     |  |     |  |     |  |  |
|                                                     | TBD |  | TBD |  | TBD |  | TBD |  | TBD |  |  |
| ODF Procedures (list topic(s), define each)         |     |  |     |  |     |  |     |  |     |  |  |
|                                                     | TBD |  | TBD |  | TBD |  | TBD |  | TBD |  |  |
| ODF Greenbook (list sections, define action needed) |     |  |     |  |     |  |     |  |     |  |  |
|                                                     | TBD |  | TBD |  | TBD |  | TBD |  | TBD |  |  |
| ODF Guidance or Memorandum (list sections)          |     |  |     |  |     |  |     |  |     |  |  |
|                                                     | TBD |  | TBD |  | TBD |  | TBD |  | TBD |  |  |

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)

ET Sponsor: State Forester

Due Date: 06/30/2023

Last Update: 11/04/2022 v.5 | MGO has defined this recommendation as In Progress, with no change to the risk rating. - June 2022 MGO Implementation Plan Review

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

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rating: | MGO Recommendation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | (MGO) Action Plan:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | MGO Observation:                                                                                                                                                                                                                                                                                                                                                                                                                                                           | MGO Potential Impact / Risk:                                                                                                                                                                                                                                                                                   |
| Medium  | <p>Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:</p> <p>1. Individuals with primarily finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.</p> <p>2. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.</p> <p>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.</p> | <p>1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:</p> <p>a) Protection Finance - Principal Executive Finance Manager</p> <p>b) Protection Finance - Fiscal Analyst 2 (one position)</p> <p>c) Protection Finance - Accounting Tech 3 (five positions)</p> <p>2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be report to the Budget Management group as opposed to the Equipment Pool.</p> <p>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.</p> | <p>Certain personnel with primarily finance or accounting responsibilities report to the ODF Operations Branch rather than the Administrative Branch under the current organizational structure. Additionally, certain positions within the ODF Operations Branch have some finance and accounting related job duties and do not consistently communicate with the appropriate personnel within the ODF Administrative Branch regarding the execution of those duties.</p> | <p>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.</p> |

ODF Management Response:

ODF agrees with the process observation and potential impacts associated with a lack of proper personnel oversight and a lack of communication between personnel. Simply moving report lines in organization structure will not solve the problem. ODF will conduct further analysis to design and effectively reorganize our current fire finance structure to ensure needed controls and reporting structures are in place, while maintaining fire division strategic and operational control of goals and outcomes. Progress has been made in the agency on many of the procedural and technological recommendations within this consulting review. This progress has improved efficiencies and accuracies in our business practices and provided for more effective communications across the agency. Codifying these improved business practices in our governance, while properly training our employees, will address some observations related to personnel oversight by establishing authority, responsibility, and accountability amongst agency staff and managers. Implementing technical advances and upgrades in our information systems will also improve consistency and reliability in our financial reporting further mitigating risk of inefficiencies or inaccuracies. Alignment of work and technical classifications within business units provides more efficient and effective work, promotes the ability to provide redundant services, especially important during fire season, and provides for greater accountability through technical understanding by immediate managers. However, this approach must include meeting the needs of operational units and their leadership to influence goals and outcomes for these supporting elements as well as provide input on their performance. This will ensure operational units maintain strategic control while minimizing the need for administrative 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 still be implemented. Reorganizations require thoughtful handling consistent with union requirements with human resource expertise and support, along with careful planning to assure continuity in the operational support needed to assure timely decision-making - specifically during the 2021 fire season.

| Deliverable Identification                               |                                                                             |                                    | Owner      | Estimated Completion Date | Deliverable Status   |                                     | Approver(s) | Deliverable Review |     |     |  | Supporting Documentation |
|----------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------|---------------------------|----------------------|-------------------------------------|-------------|--------------------|-----|-----|--|--------------------------|
| ✓                                                        | Deliverable Name                                                            | Status Indicator                   |            |                           | Status               | District Business Managers          |             | LT                 | ET  | BOF |  |                          |
|                                                          |                                                                             |                                    |            |                           |                      |                                     |             |                    |     |     |  |                          |
| IT SYSTEM CONSIDERATIONS                                 |                                                                             |                                    |            |                           |                      |                                     |             |                    |     |     |  |                          |
|                                                          | Onboarding or adjustments required for new or changing positions            | Information Technology Manager     | TBD        | ●                         | Not Started          | Assistant Deputy Director for Admin | TBD         | TBD                | TBD |     |  |                          |
| COMMUNICATION PLANNING                                   |                                                                             |                                    |            |                           |                      |                                     |             |                    |     |     |  |                          |
|                                                          | Communications implementing organizational change                           | Deputy Director for Administration | TBD        | ●                         | Complete             | Public Affairs Manager              | Dec-21      | TBD                | TBD |     |  |                          |
| TRAINING NEEDS                                           |                                                                             |                                    |            |                           |                      |                                     |             |                    |     |     |  |                          |
|                                                          | Onboarding to the Administrative Branch                                     | Deputy Director for Administration | TBD        | ●                         | In Review / Underway | Assistant Deputy Director for Admin | TBD         | TBD                | TBD |     |  |                          |
|                                                          | Training requirements and plans defined for each position                   | Deputy Director for Administration | TBD        | ●                         | Not Started          | Assistant Deputy Director for Admin | TBD         | TBD                | TBD |     |  |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                             |                                    |            |                           |                      |                                     |             |                    |     |     |  |                          |
|                                                          | Workday Human Resource Profiles reviewed and updated as necessary           | Human Resources Analyst            | TBD        | ●                         | Not Started          | Human Resources Manager             | TBD         | TBD                | TBD |     |  |                          |
|                                                          | Fiscal Year Operating Plans updated                                         | Deputy Director for Operations     | 06/30/2022 | ●                         | Not Started          | Deputy Director for Administration  | TBD         | TBD                | TBD |     |  |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                             |                                    |            |                           |                      |                                     |             |                    |     |     |  |                          |
|                                                          | Strategic Initiatives for 2025-27 budget development, if adjustments needed | State Forester                     | 10/30/2023 | ●                         | Not Started          | Board of Forestry                   | TBD         | TBD                | TBD |     |  |                          |
|                                                          | Guiding Principles and Direction for 2025-27 budget development             | State Forester                     | 01/30/2024 | ●                         | Not Started          | Board of Forestry                   | TBD         | TBD                | TBD |     |  |                          |
|                                                          | Input on Budget Concepts for 2025-27 budget development                     | State Forester                     | 04/30/2024 | ●                         | Not Started          | Board of Forestry                   | TBD         | TBD                | TBD |     |  |                          |
|                                                          | Policy Option Packages for 2025-27 budget development                       | State Forester                     | 06/30/2024 | ●                         | Not Started          | Board of Forestry                   | TBD         | TBD                | TBD |     |  |                          |
|                                                          | 2025-27 Agency Request Budget                                               | State Forester                     | 07/30/2024 | ●                         | Not Started          | Board of Forestry                   | TBD         | TBD                | TBD |     |  |                          |

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #21 - Finance Skillsets

**ET Sponsor:** Human Resources Manager

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

**Last Update:** 11/04/2022 v.5

**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).

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

**MGO Potential Impact / Risk:**

Lack of proper skillsets for finance and accounting positions and/ or job duties could result inaccuracies or incomplete financial information.

**ODF Management Response:**

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

| Deliverable Identification                          |                                                                                                                                                                      | Owner                              | Estimated Completion Date | Deliverable Status |                 | Approver(s)                         | Deliverable Review         |     |     |     | Supporting Documentation |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------|--------------------|-----------------|-------------------------------------|----------------------------|-----|-----|-----|--------------------------|
| v                                                   | Deliverable Name                                                                                                                                                     |                                    |                           | Status Indicator   | Status          |                                     | District Business Managers | LT  | ET  | BOF |                          |
| MILESTONES                                          |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | Coordinated review of finance position descriptions against classification specs (MGO)                                                                               | Human Resources Analyst            | 06/30/2023                | ●                  | Being Initiated | Human Resources Manager             | TBD                        | TBD | TBD |     |                          |
|                                                     | Classification Study of Administrative Branch financial positions                                                                                                    | Human Resources Manager            | TBD                       | ●                  | Not Started     | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                          |
|                                                     | Union coordination of Classification Studies / Technological Changes / Retraining                                                                                    | Human Resources Manager            | TBD                       | ●                  | Not Started     | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                          |
|                                                     | Recommendations for classification changes defined, if any                                                                                                           | Deputy Director for Administration | TBD                       | ●                  | Not Started     | State Forester                      | TBD                        | TBD | TBD |     |                          |
|                                                     | Position classification changes implemented, if any                                                                                                                  | Human Resources Manager            | TBD                       | ●                  | Not Started     | Deputy Director for Administration  | TBD                        | TBD | TBD |     |                          |
| POLICY AND PROCEDURES                               |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | n/a                                                                                                                                                                  | n/a                                | n/a                       | n/a                | n/a             | n/a                                 | n/a                        | n/a | n/a | n/a | n/a                      |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | TBD                                                                                                                                                                  | TBD                                | TBD                       | TBD                | TBD             | TBD                                 | TBD                        | TBD | TBD |     |                          |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | n/a                                                                                                                                                                  | n/a                                | n/a                       | n/a                | n/a             | n/a                                 | n/a                        | n/a | n/a | n/a | n/a                      |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | TBD                                                                                                                                                                  | TBD                                | TBD                       | TBD                | TBD             | TBD                                 | TBD                        | TBD | TBD |     |                          |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | Identification of security controls and access needs for financial positions, protocols on access, including coordination with Department of Administrative Services | Human Resources Manager            | 06/30/2023                | ●                  | Not Started     | Assistant Deputy Director for Admin | TBD                        | TBD | TBD |     |                          |
| COMMUNICATION PLANNING                              |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | Communications to leadership and employees that position descriptions will be reviewed as per Collective Bargaining Agreement (MGO)                                  | Human Resources Analyst            | TBD                       | ●                  | Not Started     | Human Resources Manager             | TBD                        | TBD | TBD |     |                          |
| TRAINING NEEDS                                      |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | Identify gaps in person vs. position, conduct needs assesment and provide training to bridge gaps                                                                    | Human Resources Manager            | 06/30/2023                | ●                  | Not Started     | Assistant Deputy Director for Admin | TBD                        | TBD | TBD |     |                          |
|                                                     | Evaluate changes in finance procedures and identify training needs (annually)                                                                                        | Financial Services Manager         | TBD                       | ●                  | Not Started     | Assistant Deputy Director for Admin | TBD                        | TBD | TBD |     |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION               |                                                                                                                                                                      |                                    |                           |                    |                 |                                     |                            |     |     |     |                          |
|                                                     | Position and classification review every two years to evaluate if position needs have changed and ensure proper classification                                       | Human Resources Analyst            | TBD                       | ●                  | Not Started     | Human Resources Manager             | TBD                        | TBD | TBD |     |                          |
|                                                     | Workday Human Resource Profiles reviewed and updated as necessary                                                                                                    | Human Resources Analvst            | TBD                       | ●                  | Not Started     | Human Resources Manager             | TBD                        | TBD | TBD |     |                          |

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #21 - Finance Skillsets  
ET Sponsor: Human Resources Manager  
Due Date: 06/30/2023  
Last Update: 11/04/2022 v.5

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

|                |  |                                                                                                                                                                                                                                                                                                                                              |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |                                                                                                                                                     |  |                                                                                                                                                |  |
|----------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Rating:</b> |  | <b>MGO Recommendation:</b>                                                                                                                                                                                                                                                                                                                   |  | <b>(MGO) Action Plan:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  | <b>MGO Observation:</b>                                                                                                                             |  | <b>MGO Potential Impact / Risk:</b>                                                                                                            |  |
| 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. |  | 1. Finance/ accounting related responsibilities should be reassigned to the ODF Administrative Branch.<br>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.<br>3. All finance/ accounting related job positions should include a list of minimum educational requirements, experience, and skills needed to qualify for the position. |  | Certain personnel are performing job duties related to finance and accounting without the necessary skillset (e.g. training and/or qualifications). |  | Lack of proper skillsets for finance and accounting positions and/or job duties could result inaccuracies or incomplete financial information. |  |
|                |  | Note: Approval of new positions is dependent upon legislative approval.                                                                                                                                                                                                                                                                      |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |                                                                                                                                                     |  |                                                                                                                                                |  |

ODF Management Response:

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

| Deliverable Identification                               |                                                                                                                                                                    | Owner                   | Estimated Completion Date | Deliverable Status |             | Approver(s)                        | Deliverable Review         |     |     |     | Supporting Documentation |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------|--------------------|-------------|------------------------------------|----------------------------|-----|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                                                                                                                   |                         |                           | Status Indicator   | Status      |                                    | District Business Managers | LT  | ET  | BOF |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                                                                                                    |                         |                           |                    |             |                                    |                            |     |     |     |                          |
|                                                          | Temporary or LD position may be required to help support the evaluation of positions and class review. To be considered for near-term or 23-25 budget development. | Human Resources Manager | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD | TBD |     |                          |
|                                                          | Classification changes could have budgetary impact, plus or minus                                                                                                  | Budget Manager          | 05/01/2023                | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD | TBD |     |                          |
|                                                          | Reassess human resources capacity and define needs for 25-27 budget development.                                                                                   | Human Resources Manager | 06/30/2023                | ●                  | Not Started | Deputy Director for Administration | TBD                        | TBD | TBD |     |                          |
|                                                          | Strategic Initiatives for 2025-27 budget development                                                                                                               | State Forester          | 10/30/2023                | ●                  | Not Started | Board of Forestry                  | TBD                        | TBD | TBD |     |                          |
|                                                          | Guiding Principles and Direction for 2025-27 budget development                                                                                                    | State Forester          | 01/30/2024                | ●                  | Not Started | Board of Forestry                  | TBD                        | TBD | TBD |     |                          |
|                                                          | Input on Budget Concepts for 2025-27 budget development                                                                                                            | State Forester          | 04/30/2024                | ●                  | Not Started | Board of Forestry                  | TBD                        | TBD | TBD |     |                          |
|                                                          | Policy Option Packages for 2025-27 budget development                                                                                                              | State Forester          | 06/30/2024                | ●                  | Not Started | Board of Forestry                  | TBD                        | TBD | TBD |     |                          |
|                                                          | 2025-27 Agency Request Budget                                                                                                                                      | State Forester          | 07/30/2024                | ●                  | Not Started | Board of Forestry                  | TBD                        | TBD | TBD |     |                          |

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



# MGO 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:** 11/04/2022 v.5

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

**Rating:** MGO Recommendation:

Medium ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.

**(MGO) Action Plan:**

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, district, etc.

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

**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.

## ODF Management Response:

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

| Deliverable Identification                          |                                                                                  | Owner                              | Estimated Completion Date | Deliverable Status |                 | Approver(s)                         | Deliverable Review |     |     |     | Supporting Documentation |
|-----------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------|---------------------------|--------------------|-----------------|-------------------------------------|--------------------|-----|-----|-----|--------------------------|
| v                                                   | Deliverable Name                                                                 |                                    |                           | Status Indicator   | Status          |                                     | District Business  | LT  | ET  | BOF |                          |
| MILESTONES                                          |                                                                                  |                                    |                           |                    |                 |                                     |                    |     |     |     |                          |
|                                                     | OFRS Total Expenses via SFMA Data Transfer Interface (MGO)                       | Admin Modernization Program        | 06/30/2022                | <div></div>        | Complete        | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Total Expenses via FIRES Data Transfer Interface (MGO)                      | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Total Expenses via e-iSuite Data Transfer Interface (MGO)                   | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Revenue via SFMA Data Transfer Interface (MGO)                              | Admin Modernization Program        | 06/30/2022                | <div></div>        | Complete        | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Revenue Estimation Component (MGO)                                          | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS General Fund Revenue Estimate Data Transfer Interface (MGO)                 | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Accounts Receivable via SFMA Data Transfer Interface (MGO)                  | Admin Modernization Program        | Done                      | <div></div>        | Complete        | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Net Estimate Component (MGO)                                                | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Cost Share Estimate Component (MGO)                                         | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Lookup Data (MGO)                                                           | Admin Modernization Program        | 06/30/2022                | <div></div>        | Being Initiated | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | Implementation of associated process improvements in MGO Recommendations (MGO)   | Deputy Director for Operations     | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | TBD                | TBD | TBD |     |                          |
| POLICY AND PROCEDURES                               |                                                                                  |                                    |                           |                    |                 |                                     |                    |     |     |     |                          |
| ODF Policy (list topics and define milestones)      |                                                                                  |                                    |                           |                    |                 |                                     |                    |     |     |     |                          |
|                                                     | TBD                                                                              | TBD                                | TBD                       | TBD                | TBD             | TBD                                 | TBD                | TBD | TBD |     |                          |
| ODF Procedures (list topic(s), define each)         |                                                                                  |                                    |                           |                    |                 |                                     |                    |     |     |     |                          |
|                                                     | OFRS Reporting Tool Use Procedures                                               | Financial Services Manager         | 06/30/2022                | <div></div>        | Not Started     | Assistant Deputy Director for Admin | TBD                | n/a | n/a |     |                          |
| ODF Greenbook (list sections, define action needed) |                                                                                  |                                    |                           |                    |                 |                                     |                    |     |     |     |                          |
|                                                     | TBD                                                                              | TBD                                | TBD                       | TBD                | TBD             | TBD                                 | TBD                | TBD | TBD |     |                          |
| ODF Guidance or Memorandum (list sections)          |                                                                                  |                                    |                           |                    |                 |                                     |                    |     |     |     |                          |
|                                                     | TBD                                                                              | TBD                                | TBD                       | TBD                | TBD             | TBD                                 | TBD                | TBD | TBD |     |                          |
| IT SYSTEM CONSIDERATIONS                            |                                                                                  |                                    |                           |                    |                 |                                     |                    |     |     |     |                          |
|                                                     | OFRS Buildout (individual components are specified in Milestones section)        | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS Independent Validation and Stress-test                                      | Admin Modernization Program        | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS System Documentation integrated with I.T. information and retention systems | Deputy Director for Administration | 06/30/2022                | <div></div>        | Not Started     | Chief Information Officer           | n/a                | n/a | n/a |     |                          |
|                                                     | OFRS integrated with Continuity Plan                                             | Chief Information Officer          | 06/30/2022                | <div></div>        | Not Started     | Deputy Director for Administration  | n/a                | n/a | n/a |     |                          |

AGENDA ITEM 9  
Attachment 1

AGENDA ITEM 9  
Attachment 1

## 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:** 11/04/2022 v.5

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

**Rating:** MGO Recommendation:

Medium ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.

**(MGO) Action Plan:**

The following are examples of data needed within OFRS in order to ensure proper oversight/ accountability as related to Fire Protection Finance:

1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Isuite (daily export/ import)
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3. General Fund Revenue Estimate: EFCC estimates (generated by EFCC)
4. Accounts Receivable: Actuals from the state GL system
5. Net: Estimate (system generated calculation)
6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc.
7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, district, etc.

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

**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.

**ODF Management Response:**

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

| Deliverable Identification                               |                                                                                    | Owner                               | Estimated Completion Date | Deliverable Status |             | Approver(s)                        | Deliverable Review |     |     |     | Supporting Documentation |
|----------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|-------------|------------------------------------|--------------------|-----|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                                   |                                     |                           | Status Indicator   | Status      |                                    | District Business  | LT  | ET  | BOF |                          |
| COMMUNICATION PLANNING                                   |                                                                                    |                                     |                           |                    |             |                                    |                    |     |     |     |                          |
|                                                          | Deployment of new OFRS Reporting Tool                                              | Admin Modernization Program         | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | TBD                | TBD | TBD |     |                          |
| TRAINING NEEDS                                           |                                                                                    |                                     |                           |                    |             |                                    |                    |     |     |     |                          |
|                                                          | Training plan for use of the OFRS Reporting Tool                                   | Admin Modernization Program         | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | TBD                | TBD | TBD |     |                          |
|                                                          | Training module on the use of the OFRS Reporting Tool                              | Admin Modernization Program         | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | TBD                | TBD | TBD |     |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                    |                                     |                           |                    |             |                                    |                    |     |     |     |                          |
|                                                          | OFRS Reporting Tool updates, upgrades, and maintenance                             | Admin Modernization Program         | 06/30/2023                | ●                  | Not Started | Deputy Director for Administration | TBD                | TBD | TBD |     |                          |
|                                                          | Review and update policy/procedures to meet changing needs                         | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | n/a                | n/a | n/a |     |                          |
|                                                          | Administrative Branch Fiscal Year Operating Plan core duties updated               | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | n/a                | n/a | n/a |     |                          |
|                                                          | Position Descriptions updated w/duties                                             | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started | Deputy Director for Administration | n/a                | n/a | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                    |                                     |                           |                    |             |                                    |                    |     |     |     |                          |
|                                                          | To be determined as deliverables progress, potential for 25-27 budget development. | TBD                                 | TBD                       | TBD                | TBD         | TBD                                | TBD                | TBD |     |     |                          |

**Status Legend:**

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #23 - Budgeting Requirements

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/04/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update; **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.

| Deliverable Identification                          |                                                                                                                                                     | Owner                                                   | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |     | Supporting Documentation                                     |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|-----|--------------------------------------------------------------|
| ✓                                                   | Deliverable Name                                                                                                                                    |                                                         |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF |                                                              |
| MILESTONES                                          |                                                                                                                                                     |                                                         |                           |                    |                      |                                     |                    |        |        |     |                                                              |
|                                                     | Legislation updated to meet overall budgeting objectives of the agency, statutes to be defined through future legislative concept development (MGO) | Fire Protection Chief/Deputy Director of Administration | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    | TBD |                                                              |
| ✓                                                   | Establish ODF Budget Divergence Project w/ cross-agency representation                                                                              | Fire Protection Chief/Deputy Director of Administration | 01/25/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | 2021 Protection GF Divergence Project Charter ver3 (draft)   |
| ✓                                                   | Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)                                                            | Fire Protection Chief/Deputy Director of Administration | 04/30/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Divergence Phase 1 Summary (draft)                           |
| ✓                                                   | Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)                                                                            | Fire Protection Chief/Deputy Director of Administration | 04/30/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Divergence Phase 1 Summary (draft)                           |
| ✓                                                   | Underlying Statutory Policy Review (MGO) (new)                                                                                                      | Fiscal Analyst 3 (MGO LD)                               | 11/12/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| ✓                                                   | Divergence Project Review and Proposals (MGO)                                                                                                       | Fiscal Analyst 3 (MGO LD)                               | 01/30/2022                | ●                  | Complete             | Deputy Director for Administration  | TBD                | TBD    | TBD    |     | Protection Budget Review and Proposals Executive Summary     |
| ✓                                                   | ACC & Budget Historical Analysis                                                                                                                    | Fiscal Analyst 3 (MGO LD)                               | 11/08/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                | TBD    | TBD    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| ✓                                                   | Further Comparison of Actual Expenditures (MGO)                                                                                                     | Fiscal Analyst 3 (MGO LD)                               | 06/30/2022                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| 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 topic(s), define each)         |                                                                                                                                                     |                                                         |                           |                    |                      |                                     |                    |        |        |     |                                                              |
| ✓                                                   | Actual Cost Computation (ACC) Rate Procedures (MGO)                                                                                                 | Fire Business Coordinator                               | 02/30/2023                | ●                  | Complete             | Protection Finance Manager          | Jul-22             | Jun-22 | Jun-22 |     | Actual Cost Computation and Budget Rate Page Reference Guide |
|                                                     | Budget Development Procedures (Biennial/Fiscal)                                                                                                     | Assistant Deputy Director for Admin                     | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Jul-22             | Jun-22 | Jun-22 |     |                                                              |
| ✓                                                   | Integrated Fiscal Budget Instructions                                                                                                               | Protection Fiscal Analyst 2                             | 01/25/2022                | ●                  | Complete             | Protection Finance Manager          | TBD                | TBD    | n/a    |     | FY23 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                                                                                                                                                 | n/a                                                     | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a    | n/a    | n/a | n/a                                                          |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                     |                                                         |                           |                    |                      |                                     |                    |        |        |     |                                                              |
|                                                     | n/a                                                                                                                                                 | n/a                                                     | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a    | n/a    | n/a | n/a                                                          |

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #23 - Budgeting Requirements

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/04/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

Low, per MGO 04/2022 update; 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.

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.

| Deliverable Identification                               |                                                                                      | Owner                               | Estimated Completion Date | Deliverable Status |                 | Approver(s)                        | Deliverable Review |        |        |     | Supporting Documentation                                  |
|----------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|-----------------|------------------------------------|--------------------|--------|--------|-----|-----------------------------------------------------------|
| √                                                        | Deliverable Name                                                                     |                                     |                           | Status Indicator   | Status          |                                    | District Business  | LT     | ET     | BOF |                                                           |
| IT SYSTEM CONSIDERATIONS                                 |                                                                                      |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | Technical requirements for Budget Tracker defined                                    | Admin Modernization Program         | TBD                       | ●                  | Being Initiated | Deputy Director for Administration | TBD                | TBD    | TBD    |     | Proposal ODF Protection Budgeting and Tracking System     |
|                                                          | Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS                    | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Project formulated for prioritizing within internal application development capacity | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Application development and testing for Budget Tracker, if feasible                  | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Budget Tracker application deployment, if feasible                                   | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Budget Tracker Interface for OFRS                                                    | Admin Modernization Program         | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
|                                                          | Procedures for Budgeting revised to incorporate new application(s)                   | Assistant Deputy Director for Admin | TBD                       | ●                  | Not Started     | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
| COMMUNICATION PLANNING                                   |                                                                                      |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | n/a                                                                                  | n/a                                 | n/a                       | n/a                | n/a             | n/a                                | n/a                | n/a    | n/a    | n/a | n/a                                                       |
| TRAINING NEEDS                                           |                                                                                      |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | Budget Development, Tracking, and Reconciliation Training                            | Assistant Deputy Director for Admin | 06/30/2023                | ●                  | Not Started     | Deputy Director for Administration | Jul-22             | Jun-22 | Jun-22 |     |                                                           |
| √                                                        | Impact of Landowner Rates of SB762 Positions and Funding                             | Protection Fiscal Analyst 2         | 01/21/2022                | ●                  | Complete        | Protection Finance Manager         | Feb-22             | Feb-22 | n/a    |     | Email: Training Session - Impact of Landowner Rates SB762 |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                      |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | Review and update policy/procedures to meet changing needs (annually)                | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started     | Deputy Director for Administration | n/a                | n/a    | n/a    |     |                                                           |
|                                                          | Administrative Branch Fiscal Year Operating Plan core duties updated                 | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started     | Deputy Director for Administration | n/a                | n/a    | n/a    |     |                                                           |
|                                                          | Position Descriptions updated w/duties                                               | Assistant Deputy Director for Admin | 06/30/2022                | ●                  | Not Started     | Deputy Director for Administration | n/a                | n/a    | n/a    |     |                                                           |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                      |                                     |                           |                    |                 |                                    |                    |        |        |     |                                                           |
|                                                          | See first milestone                                                                  | n/a                                 | n/a                       | n/a                | n/a             | n/a                                | n/a                | n/a    | n/a    | n/a | n/a                                                       |

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #24 - Budgeting Requirements 2

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/04/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating reduced to Low.** - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low,** per MGO 04/2022 update; **Medium-** The ODF Administrative Branch should perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.

**(MGO) Action Plan:**

Implement procedures related to the reconciliation between the agency biannual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biannual budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.

**MGO Observation:**

The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.

**MGO Potential Impact / Risk:**

Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

**ODF Management Response:**

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.

| Deliverable Identification                          |                                                                                          | Owner                                                   | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |     | Supporting Documentation                                     |
|-----------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|-----|--------------------------------------------------------------|
| ✓                                                   | Deliverable Name                                                                         |                                                         |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF |                                                              |
| MILESTONES                                          |                                                                                          |                                                         |                           |                    |                      |                                     |                    |        |        |     |                                                              |
| ✓                                                   | Establish ODF Budget Divergence Project w/ cross-agency representation                   | Fire Protection Chief/Deputy Director of Administration | 01/25/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | 2021 Protection GF Divergence Project Charter ver3 (draft)   |
| ✓                                                   | Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO) | Fire Protection Chief/Deputy Director of Administration | 04/30/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Divergence Phase 1 Summary (draft)                           |
| ✓                                                   | Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)                 | Fire Protection Chief/Deputy Director of Administration | 04/30/2021                | ●                  | Complete             | Deputy Director for Administration  | n/a                | n/a    | n/a    |     | Divergence Phase 1 Summary (draft)                           |
| ✓                                                   | Underlying Statutory Policy Review (MGO) (new)                                           | Fiscal Analyst 3 (MGO LD)                               | 11/12/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| ✓                                                   | Divergence Project Review and Proposals (MGO)                                            | Fiscal Analyst 3 (MGO LD)                               | 01/30/2022                | ●                  | Complete             | Deputy Director for Administration  | TBD                | TBD    | TBD    |     | Protection Budget Review and Proposals Executive Summary     |
| ✓                                                   | ACC & Budget Historical Analysis                                                         | Fiscal Analyst 3 (MGO LD)                               | 11/08/2021                | ●                  | Complete             | Assistant Deputy Director for Admin | TBD                | TBD    | TBD    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| ✓                                                   | Further Comparison of Actual Expenditures (MGO)                                          | Fiscal Analyst 3 (MGO LD)                               | 06/30/2022                | ●                  | Complete             | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     | FA3 MGO Recommendation Work (Multiple documents)             |
| 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 topic(s), define each)         |                                                                                          |                                                         |                           |                    |                      |                                     |                    |        |        |     |                                                              |
| ✓                                                   | Actual Cost Computation (ACC) Rate Procedures (MGO)                                      | Fire Business Coordinator                               | 02/30/2023                | ●                  | Complete             | Protection Finance Manager          | Jul-22             | Jun-22 | Jun-22 |     | Actual Cost Computation and Budget Rate Page Reference Guide |
|                                                     | Budget Development Procedures (Biennial/Fiscal)                                          | Assistant Deputy Director for Admin                     | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Jul-22             | Jun-22 | Jun-22 |     |                                                              |
| ✓                                                   | Integrated Fiscal Budget Instructions                                                    | Protection Fiscal Analyst 2                             | 01/25/2022                | ●                  | Complete             | Protection Finance Manager          | TBD                | TBD    | n/a    |     | FY23 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 (MGO)                                                   | 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                                                                                      | n/a                                                     | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a    | n/a    | n/a | n/a                                                          |
| ODF Guidance or Memorandum (list sections)          |                                                                                          |                                                         |                           |                    |                      |                                     |                    |        |        |     |                                                              |
|                                                     | n/a                                                                                      | n/a                                                     | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a    | n/a    | n/a | n/a                                                          |
| IT SYSTEM CONSIDERATIONS                            |                                                                                          |                                                         |                           |                    |                      |                                     |                    |        |        |     |                                                              |
|                                                     | Technical requirements for Budget Tracker defined                                        | Admin Modernization Program                             | TBD                       | ●                  | Being Initiated      | Deputy Director for Administration  | TBD                | TBD    | TBD    |     | Proposal ODF Protection Budgeting and Tracking System        |
|                                                     | Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS                        | Admin Modernization Program                             | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                              |
|                                                     | Project formulated for prioritizing within internal application development capacity     | Admin Modernization Program                             | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                              |
|                                                     | Application development and testing for Budget Tracker, if feasible (MGO)                | Admin Modernization Program                             | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                              |
|                                                     | Budget Tracker application deployment, if feasible                                       | Admin Modernization Program                             | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                              |
|                                                     | Budget Tracker Interface for OFRS                                                        | Admin Modernization Program                             | TBD                       | ●                  | Not Started          | Deputy Director for Administration  | TBD                | TBD    | TBD    |     |                                                              |
| AGENDA ITEM 9                                       |                                                                                          |                                                         |                           |                    |                      |                                     |                    |        |        |     | Attachment 1                                                 |



## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #24 - Budgeting Requirements 2

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/04/2022 v.5 | MGO has defined this recommendation as Implemented, with the risk rating reduced to Low. - June 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low**, per MGO 04/2022 update; ~~Medium~~. The ODF Administrative Branch should perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.

**(MGO) Action Plan:**

Implement procedures related to the reconciliation between the agency biannual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biannual budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.

**MGO Observation:**

The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.

**MGO Potential Impact / Risk:**

Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

**ODF Management Response:**

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.

| Deliverable Identification                                      |                                                                                                                                                             | Owner                                                   | Estimated Completion Date | Deliverable Status |             | Approver(s)                        | Deliverable Review |        |        |     | Supporting Documentation                                  |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------|--------------------|-------------|------------------------------------|--------------------|--------|--------|-----|-----------------------------------------------------------|
| √                                                               | Deliverable Name                                                                                                                                            |                                                         |                           | Status Indicator   | Status      |                                    | District Business  | LT     | ET     | BOF |                                                           |
|                                                                 | Procedures for Budgeting revised to incorporate new application(s)                                                                                          | Assistant Deputy Director for Admin                     | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                | TBD    | TBD    |     |                                                           |
| <b>COMMUNICATION PLANNING</b>                                   |                                                                                                                                                             |                                                         |                           |                    |             |                                    |                    |        |        |     |                                                           |
|                                                                 | n/a                                                                                                                                                         | n/a                                                     | n/a                       | n/a                | n/a         | n/a                                | n/a                | n/a    | n/a    | n/a | n/a                                                       |
| <b>TRAINING NEEDS</b>                                           |                                                                                                                                                             |                                                         |                           |                    |             |                                    |                    |        |        |     |                                                           |
|                                                                 | Budget Development, Tracking, and Reconciliation Training                                                                                                   | Assistant Deputy Director for Admin                     | 06/30/2023                | ●                  | Not Started | Deputy Director for Administration | Jul-22             | Jun-22 | Jun-22 |     |                                                           |
| √                                                               | Impact of Landowner Rates of SB762 Positions and Funding                                                                                                    | Protection Fiscal Analyst 2                             | 01/21/2022                | ●                  | Complete    | Protection Finance Manager         | Feb-22             | Feb-22 | n/a    |     | Email: Training Session - Impact of Landowner Rates SB762 |
| <b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>                    |                                                                                                                                                             |                                                         |                           |                    |             |                                    |                    |        |        |     |                                                           |
|                                                                 | 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    |     |                                                           |
| <b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b> |                                                                                                                                                             |                                                         |                           |                    |             |                                    |                    |        |        |     |                                                           |
|                                                                 | Legislation may require updating to meet overall budgeting objectives of the agency. Statutes to be defined through future legislative concept development. | Fire Protection Chief/Deputy Director of Administration | TBD                       | ●                  | Not Started | Deputy Director for Administration | TBD                | TBD    | TBD    | TBD |                                                           |

### Status Legend:

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

## MGO 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:** 11/04/2022 v.5

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

**Rating:** MGO Recommendation:

Low The ODF Administrative Branch should formalize the processes and procedures for advancing funds to operating associations, including but not limited to:  
1. Specifying the supporting documentation required prior to and subsequent to distribution of funds.  
2. Setting a timeline for submission of required documentation.  
3. Defining advance threshold amounts/ limits by job classification.

Note: This is dependent upon participation by the Operating Associations.

**(MGO) Action Plan:**

Based on review of the Operating Association Agreements, an amendment should be added to include requirements for Fund Advancements with specific language regarding the required documentation that must be submitted to ODF prior to and after receiving an advancement of funds, the required timeline for submission, and advance threshold amounts/limits.

**MGO Observation:**

Based on our review of the respective Fire Protective Association Agreements and discussion with key ODF Administrative Branch personnel, advances to operating associations from the ODF general fund are provided based on limited supporting documentation. Additionally, records of actual expenses incurred by the operating associations are not remitted to ODF on a timely basis resulting in delays in the reconciliation of the initial advance to actual expenditures incurred and determining whether the operating associations need to reimburse ODF.

**MGO Potential Impact / Risk:**

Providing advances to operating associations based on limited supporting documentation or delays in reconciliations due to lags in the reporting of actual expenditures incurred could result in cash shortages and/or mismanagement of funds.

**ODF Management Response:**

ODF agrees with this recommendation. A standardized process exists for these disbursements but it would be beneficial for both parties to fully understand the parameters of funding distribution and reconciliation needs while codifying these roles and standards to ensure the fiduciary responsibilities of ODF regarding the state's General Fund. ODF will work with the operating associations to agree on documented procedures and ensure they are referenced in the association agreements.

| Deliverable Identification                          |                                                                                               | Owner                                           | Estimated Completion Date | Deliverable Status |                      | Approver(s)                        | Deliverable Review |        |        |     | Supporting Documentation |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------|--------------------|----------------------|------------------------------------|--------------------|--------|--------|-----|--------------------------|
| ✓                                                   | Deliverable Name                                                                              |                                                 |                           | Status Indicator   | Status               |                                    | District Business  | LT     | ET     | BOF |                          |
| MILESTONES                                          |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
|                                                     | Engagement Plan developed with Associations, Operations and Administrative Finance            | Fire Prevention and Policy Manager              | TBD                       | ●                  | Not Started          | Fiscal Services Manager            | n/a                | n/a    | n/a    |     |                          |
|                                                     | Financial reports for Coos Forest Protective Association's accounting system                  | Program Accountant                              | TBD                       | ●                  | Not Started          | Fiscal Services Manager            | n/a                | n/a    | n/a    |     |                          |
|                                                     | Financial reports for Douglas Forest Protective Association's accounting system               | Program Accountant                              | TBD                       | ●                  | Not Started          | Fiscal Services Manager            | n/a                | n/a    | n/a    |     |                          |
|                                                     | Financial reports for Walker Range Forest Protective Association's accounting system          | Program Accountant                              | TBD                       | ●                  | Not Started          | Fiscal Services Manager            | n/a                | n/a    | n/a    |     |                          |
|                                                     | Criteria for supporting documentation, timelines, and thresholds for advances (MGO)           | Fiscal Services Manager                         | 02/28/2023                | ●                  | In Review / Underway | Deputy Director for Administration | n/a                | Jun-22 | n/a    |     |                          |
|                                                     | Amendment to Coos Forest Protective Association Forestland Protection Agreement (MGO)         | Fire Prevention and Policy Manager              | 06/01/2023                | ●                  | Not Started          | Fire Protection Chief              | n/a                | n/a    | n/a    |     |                          |
|                                                     | Amendment to Douglas Forest Protective Association Forestland Protection Agreement (MGO)      | Fire Prevention and Policy Manager              | 06/01/2023                | ●                  | Not Started          | Fire Protection Chief              | n/a                | n/a    | n/a    |     |                          |
|                                                     | Amendment to Walker Range Forest Protective Association Forestland Protection Agreement (MGO) | Fire Prevention and Policy Manager              | 06/01/2023                | ●                  | Not Started          | Fire Protection Chief              | n/a                | n/a    | n/a    |     |                          |
| POLICY AND PROCEDURES                               |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
| ODF Policy (list topics and define milestones)      |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
|                                                     | ODF Policy - Advancing Funds to the Operating Associations (new) (MGO)                        | Fiscal Services Manager                         | 06/01/2023                | ●                  | Not Started          | Deputy Director for Administration | Jun-22             | Jun-22 | May-22 |     |                          |
|                                                     | ODF Policy - Signature Authority policy revised if necessary for advancing thresholds         | Fiscal Services Manager                         | TBD                       | ●                  | Not Started          | Deputy Director for Administration | Jun-22             | Jun-22 | May-22 |     |                          |
| ODF Procedures (list topic(s), define each)         |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
|                                                     | Procedures for Advancing Funds to the Operating Associations (MGO)                            | Fiscal Services Manager                         | 02/28/2022                | ●                  | Not Started          | Deputy Director for Administration | Jun-22             | Jun-22 | n/a    |     |                          |
|                                                     | Procedures for Disbursement of Oregon Forestland Protection Fund                              | Oregon Forestland Protection Fund Administrator | 06/01/2023                | ●                  | Not Started          | Deputy Director for Administration | Jun-22             | Jun-22 | n/a    |     |                          |
| ODF Greenbook (list sections, define action needed) |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
|                                                     | Chapter 80 - Revise Cost Accounting, Reporting, and Cost Shares, if required                  | Protection Finance Manager                      | 06/01/2023                | ●                  | Not Started          | Fire Protection Deputy Chief       | Jul-22             | n/a    | n/a    |     |                          |
| ODF Guidance or Memorandum (list sections)          |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
|                                                     | n/a                                                                                           | n/a                                             | n/a                       | n/a                | n/a                  | n/a                                | n/a                | n/a    | n/a    | n/a | n/a                      |
| IT SYSTEM CONSIDERATIONS                            |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
|                                                     | OregonBuys Approval Path defined for advances based on thresholds                             | Fiscal Services Manager                         | 06/01/2023                | ●                  | Not Started          | Fire Protection Deputy Chief       | n/a                | n/a    | n/a    |     |                          |
| COMMUNICATION PLANNING                              |                                                                                               |                                                 |                           |                    |                      |                                    |                    |        |        |     |                          |
|                                                     | Coordination with Operating Associations on Engagement Plan                                   | Fire Prevention and Policy Manager              | TBD                       | ●                  | Not Started          | Fire Protection Deputy Chief       | n/a                | n/a    | n/a    |     |                          |

MGO 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:** 11/04/2022 v.5

**Rating:** MGO Recommendation:

Low The ODF Administrative Branch should formalize the processes and procedures for advancing funds to operating associations, including but not limited to:

1. Specifying the supporting documentation required prior to and subsequent to distribution of funds.
2. Setting a timeline for submission of required documentation.
3. Defining advance threshold amounts/ limits by job classification.

Note: This is dependent upon participation by the Operating Associations.

**(MGO) Action Plan:**

Based on review of the Operating Association Agreements, an amendment should be added to include requirements for Fund Advancements with specific language regarding the required documentation that must be submitted to ODF prior to and after receiving an advancement of funds, the required timeline for submission, and advance threshold amounts/limits.

**MGO Observation:**

Based on our review of the respective Fire Protective Association Agreements and discussion with key ODF Administrative Branch personnel, advances to operating associations from the ODF general fund are provided based on limited supporting documentation. Additionally, records of actual expenses incurred by the operating associations are not remitted to ODF on a timely basis resulting in delays in the reconciliation of the initial advance to actual expenditures incurred and determining whether the operating associations need to reimburse ODF.

**MGO Potential Impact / Risk:**

Providing advances to operating associations based on limited supporting documentation or delays in reconciliations due to lags in the reporting of actual expenditures incurred could result in cash shortages and/or mismanagement of funds.

**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.

| Deliverable Identification                               |                                                                                     | Owner                   | Estimated Completion Date | Deliverable Status |             | Approver(s)                         | Deliverable Review |     |     |     | Supporting Documentation |
|----------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------|---------------------------|--------------------|-------------|-------------------------------------|--------------------|-----|-----|-----|--------------------------|
| √                                                        | Deliverable Name                                                                    |                         |                           | Status Indicator   | Status      |                                     | District Business  | LT  | ET  | BOF |                          |
| TRAINING NEEDS                                           |                                                                                     |                         |                           |                    |             |                                     |                    |     |     |     |                          |
|                                                          | Training overview of Coos Forest Protective Association's accounting system         | Program Accountant      | TBD                       | ●                  | Not Started | Fiscal Services Manager             | n/a                | n/a | n/a |     |                          |
|                                                          | Training overview of Douglas Forest Protective Association's accounting system      | Program Accountant      | TBD                       | ●                  | Not Started | Fiscal Services Manager             | n/a                | n/a | n/a |     |                          |
|                                                          | Training overview of Walker Range Forest Protective Association's accounting system | Program Accountant      | TBD                       | ●                  | Not Started | Fiscal Services Manager             | n/a                | n/a | n/a |     |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                     |                         |                           |                    |             |                                     |                    |     |     |     |                          |
|                                                          | Review and maintenance of Advancing Funds Procedures (annually)                     | Fiscal Services Manager | 06/30/2024                | ●                  | Not Started | Assistant Deputy Director for Admin | n/a                | n/a | n/a |     |                          |
|                                                          | Reconciliation of advances to actual expenditures (annually)                        | Program Accountant      | 06/30/2024                | ●                  | Not Started | Fiscal Services Manager             | n/a                | n/a | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                     |                         |                           |                    |             |                                     |                    |     |     |     |                          |
|                                                          | n/a                                                                                 | n/a                     | n/a                       | n/a                | n/a         | n/a                                 | n/a                | n/a | n/a | n/a | n/a                      |

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #26 - FEMA Claim Status

**ET Sponsor:** Fire Protection Chief

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

**Last Update:** 11/04/2022 v.5 | **MGO has defined this recommendation as In Progress, with no change to the risk rating.** - June 2022 MGO Implementation Plan Review

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

**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 on 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 delays in the recording of FEMA accounts receivable balances. FMAG 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 communication on FEMA incident status and claims activities has improved from prior seasons; further codification of our policies and procedure is still needed to provide clarity around roles, responsibilities, and information needs. Further codification of our policy and procedures surrounding FEMA incidents and claims will address system components. Technology advancements within ODF related to OFRS reporting, the Sage 300 system and accounts receivable processes, as well as advancements within FEMA related to potential use of their Grants Portal system should greatly assist in communicating status of claims and projecting cash flows.

| Deliverable Identification                          |                                                                                                                                                             | Owner                                | Estimated Completion Date | Deliverable Status |                      | Approver(s)                        | Deliverable Review |     |     |     | Supporting Documentation    |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------|--------------------|----------------------|------------------------------------|--------------------|-----|-----|-----|-----------------------------|
| ✓                                                   | Deliverable Name                                                                                                                                            |                                      |                           | Status Indicator   | Status               |                                    | District Business  | LT  | ET  | BOF |                             |
| MILESTONES                                          |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
| ✓                                                   | FEMA Tracker developed (MGO)                                                                                                                                | Incident Finance / FEMA Unit Manager | Done                      | ●                  | Complete             | Protection Finance Manager         | n/a                | n/a | n/a |     | FEMA Weekly Status Report   |
| ✓                                                   | Weekly FEMA Tracker is sent to ODF Operations and Administrative Branch                                                                                     | Protection Finance Manager           | Done                      | ●                  | Complete             | Deputy Director for Administration | n/a                | n/a | n/a |     | Email 05/17/21              |
| ✓                                                   | FEMA Tracker joint review w/ODF Operations and Administrative Branch                                                                                        | Protection Finance Manager           | Done                      | ●                  | Complete             | Deputy Director for Administration | n/a                | n/a | n/a |     | n/a                         |
| ✓                                                   | Bimonthly Meeting with FEMA Representatives from Region, Environmental Historic Preservation (EHP), Public Assistance Program Delivery, and OEM (new) (MGO) | Financial Services Manager           | Done                      | ●                  | Complete             | Deputy Director for Administration | n/a                | n/a | n/a |     | FEMA DR-4562 Status Updates |
|                                                     | Integrate FEMA Claim Status Review into Internal Audit Planning Consideration                                                                               | Internal Auditor                     | 06/30/2022                | ●                  | Not Started          | Deputy Director for Administration | n/a                | n/a | n/a |     |                             |
| POLICY AND PROCEDURES                               |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
|                                                     | n/a                                                                                                                                                         | n/a                                  | n/a                       | n/a                | n/a                  | n/a                                | n/a                | n/a | n/a | n/a | n/a                         |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
|                                                     | FEMA Tracker Updating and Communication Procedure for FEMA Unit Manager (MGO)                                                                               | Incident Finance / FEMA Unit Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager         | n/a                | n/a | n/a |     |                             |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
|                                                     | Chapter 70 - Claims and Incident Cost Recovery Collection (updated) (MGO)                                                                                   | Incident Finance / FEMA Unit Manager | 06/30/2022                | ●                  | In Review / Underway | Protection Finance Manager         | n/a                | n/a | n/a |     |                             |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
|                                                     | n/a                                                                                                                                                         | n/a                                  | n/a                       | n/a                | n/a                  | n/a                                | n/a                | n/a | n/a | n/a | n/a                         |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
|                                                     | Technical requirements for FEMA Tracker defined                                                                                                             | Admin Modernization Program          | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD | TBD |     |                             |
|                                                     | Complimentary system data defined, i.e. FEMA Grants Portal, Sage AR                                                                                         | Admin Modernization Program          | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD | TBD |     |                             |
|                                                     | Project formulated for prioritizing within internal application development capacity                                                                        | Admin Modernization Program          | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD | TBD |     |                             |
|                                                     | Application development and testing for FEMA Tracker, if feasible                                                                                           | Admin Modernization Program          | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD | TBD |     |                             |
|                                                     | FEMA Tracker application deployment, if feasible                                                                                                            | Admin Modernization Program          | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD | TBD |     |                             |
|                                                     | FEMA Tracker Interface for OFRS                                                                                                                             | Admin Modernization Program          | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD | TBD |     |                             |
|                                                     | Procedures for FEMA Tracker revised to incorporate new application(s)                                                                                       | Protection Finance Manager           | TBD                       | ●                  | Not Started          | Deputy Director for Administration | TBD                | TBD | TBD |     |                             |
| COMMUNICATION PLANNING                              |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
|                                                     | n/a                                                                                                                                                         | n/a                                  | n/a                       | n/a                | n/a                  | n/a                                | n/a                | n/a | n/a | n/a | n/a                         |
| TRAINING NEEDS                                      |                                                                                                                                                             |                                      |                           |                    |                      |                                    |                    |     |     |     |                             |
|                                                     | Integrate IS-1002: FEMA Grants Portal in training plan for any new staff in ODF FEMA Unit                                                                   | Incident Finance / FEMA Unit Manager | TBD                       | ●                  | Not Started          | Protection Finance Manager         | n/a                | n/a | n/a |     |                             |
|                                                     | Integrate IS-1027: Fire Management Assistance Grants in training plan for any new staff in ODF FEMA Unit                                                    | Incident Finance / FEMA Unit Manager | TBD                       | ●                  | Not Started          | Protection Finance Manager         | n/a                | n/a | n/a |     |                             |

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #26 - FEMA Claim Status

ET Sponsor: Fire Protection Chief

Due Date: 12/31/2021

Last Update: 11/04/2022 v.5 | MGO has defined this recommendation as In Progress, with no change to the risk rating. - June 2022 MGO Implementation Plan Review

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

|         |                     |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                         |  |                                                                                                                                                                                                                                                                                             |  |                                                                                                                                                                               |  |
|---------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Rating: | MGO Recommendation: |                                                                                                                                                                                                                                      | (MGO) Action Plan:                                                                                                                                                                                                                                                                      |  | MGO Observation:                                                                                                                                                                                                                                                                            |  | MGO Potential Impact / Risk:                                                                                                                                                  |  |
|         | Low                 | The ODF Operations and Administrative Branches should establish policies and procedures related to the communication of the status of FEMA incidents and include the status on processing and submission of FEMA claims by incident. | 1. Establish a policy/ procedure related to the communication of the status of FEMA incidents and claims and the recording of related accounts receivables.<br>2. Establish a standardized procedure, including the system or location, to track outstanding FEMA claims and incidents. |  | The ODF Administrative Branch does not consistently receive status reports regarding FEMA incident statuses. Additionally, written processes and procedures related to ongoing reporting of to delays in the recording of FEMA accounts receivable balances. FMAG submissions do not exist. |  | Inconsistent communication of FEMA incident status to the ODF Administrative Branch could lead to duplicated efforts and/ or the inability to properly project cash flows due |  |

ODF Management Response:

ODF agrees with this recommendation. The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. This process should be expanded to include the Administrative Branch. Monthly reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. While communication on FEMA incident status and claims activities has improved from prior seasons; further codification of our policies and procedure is still needed to provide clarity around roles, responsibilities, and information needs. Further codification of our policy and procedures surrounding FEMA incidents and claims will address system components. Technology advancements within ODF related to OFRS reporting, the Sage 300 system and accounts receivable processes, as well as advancements within FEMA related to potential use of their Grants Portal system should greatly assist in communicating status of claims and projecting cash flows.

| Deliverable Identification                               |                                                                       | Owner                        | Estimated Completion Date | Deliverable Status |             | Approver(s)                    | Deliverable Review |     |     |     | Supporting Documentation |
|----------------------------------------------------------|-----------------------------------------------------------------------|------------------------------|---------------------------|--------------------|-------------|--------------------------------|--------------------|-----|-----|-----|--------------------------|
| v                                                        | Deliverable Name                                                      |                              |                           | Status Indicator   | Status      |                                | District Business  | LT  | ET  | BOF |                          |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                       |                              |                           |                    |             |                                |                    |     |     |     |                          |
|                                                          | Review and update policy/procedures to meet changing needs (annually) | Protection Finance Manager   | 06/30/2022                | ●                  | Not Started | Fire Protection Division Chief | n/a                | n/a | n/a |     |                          |
|                                                          | Protection Fiscal Year Operating Plan core duties updated             | Fire Protection Deputy Chief | 06/30/2022                | ●                  | Not Started | Fire Protection Division Chief | n/a                | n/a | n/a |     |                          |
|                                                          | Position Descriptions updated w/duties                                | Fire Protection Deputy Chief | 06/30/2022                | ●                  | Not Started | Human Resources Analyst        | n/a                | n/a | n/a |     |                          |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                       |                              |                           |                    |             |                                |                    |     |     |     |                          |
|                                                          | n/a                                                                   | n/a                          | n/a                       | n/a                | n/a         | n/a                            | n/a                | n/a | n/a | n/a |                          |

| 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:** Implemented

**Last Update:** 11/04/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating remaining Low.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low** All vendors must be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/ or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

**(MGO) Action Plan:**

Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

**MGO Observation:**

Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.

**MGO Potential Impact / Risk:**

Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

**ODF Management Response:**

ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts access to the predecessor purchasing system to assist in mitigating risk and instead rely on the exception process for vendors that cannot register in OregonBuys. ODF would prefer to retain access to this system within the Administrative Branch to support the phased implementation and assure that emergency payments can still be completed in a timely manner.

| Deliverable Identification                          |                                                                                                                                                                       | Owner                              | Estimated Completion Date | Deliverable Status |                      | Approver(s)                         | Deliverable Review |        |        |     | Supporting Documentation                                       |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------|--------------------|----------------------|-------------------------------------|--------------------|--------|--------|-----|----------------------------------------------------------------|
| √                                                   | Deliverable Name                                                                                                                                                      |                                    |                           | Status Indicator   | Status               |                                     | District Business  | LT     | ET     | BOF |                                                                |
| MILESTONES                                          |                                                                                                                                                                       |                                    |                           |                    |                      |                                     |                    |        |        |     |                                                                |
| √                                                   | Vendor Registration Handout - Requirement and How To Use OregonBuys (MGO)                                                                                             | Disbursements Manager              | 04/30/2020                | ●                  | Complete             | Financial Services Manager          | Jul-21             | Jun-21 | n/a    |     | OregonBuys Vendor Registration                                 |
| POLICY AND PROCEDURES                               |                                                                                                                                                                       |                                    |                           |                    |                      |                                     |                    |        |        |     |                                                                |
| ODF Policy (list topics and define milestones)      |                                                                                                                                                                       |                                    |                           |                    |                      |                                     |                    |        |        |     |                                                                |
|                                                     | ODF Directive 0-2-5-100 Purchasing Controls Rescinded                                                                                                                 | Contract Services Program Manager  | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Oct-21             | Dec-21 | Sep-21 |     |                                                                |
|                                                     | ODF Directive 0-4-0-100 Procurement, Agreements, Contracts, and Leases Rescinded                                                                                      | Contract Services Program Manager  | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Oct-21             | Dec-21 | Sep-21 |     |                                                                |
|                                                     | ODF Directive 0-2-3-250 Accounting for Disbursement Transactions Rescinded                                                                                            | Financial Services Manager         | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Oct-21             | Dec-21 | Sep-21 |     |                                                                |
|                                                     | ODF Directive 0-2-3-205 Internal Controls Over Expenditures Rescinded                                                                                                 | Financial Services Manager         | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Oct-21             | Dec-21 | Sep-21 |     |                                                                |
|                                                     | ODF Policy - Disbursements and Expenditures (new)                                                                                                                     | Financial Services Manager         | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Oct-21             | Dec-21 | Sep-21 |     |                                                                |
|                                                     | ODF Policy - Procurement (new)                                                                                                                                        | Contract Services Program Manager  | 06/30/2022                | ●                  | In Review / Underway | Deputy Director for Administration  | Oct-21             | Dec-21 | Sep-21 |     |                                                                |
|                                                     | ODF Policy - Signature Authority updated for inclusion of OregonBuys                                                                                                  | Deputy Director for Administration | 12/30/2021                | ●                  | Complete             | State Forester                      | Oct-21             | Dec-21 | Sep-21 |     | ODF Policy - Delegation of Authorities                         |
| ODF Procedures (list topic(s), define each)         |                                                                                                                                                                       |                                    |                           |                    |                      |                                     |                    |        |        |     |                                                                |
|                                                     | DAS Vendor Exception Process - OregonBuys (MGO) Note: DAS may cancel this solution                                                                                    | DAS                                | n/a                       | n/a                | n/a                  | Assistant Deputy Director for Admin | n/a                | n/a    | n/a    |     | n/a - DAS cancelled solution                                   |
| √                                                   | ODF Short-term Exception Alternative - Vendor can complete registration at ODF Office                                                                                 | Disbursements Manager              | 04/30/2020                | ●                  | Complete             | Financial Services Manager          | Jun-21             | Jun-21 | n/a    |     | OregonBuys Vendor Registration                                 |
| √                                                   | ODF Vendor Exception Procedures (Alternative solution for lack of DAS process)                                                                                        | Disbursements Manager              | 09/30/2021                | ●                  | Complete             | Financial Services Manager          | Jun-21             | Jun-21 | n/a    |     | Forestry Order System Replacement Form, Instructions, Guidance |
| ODF Greenbook (list sections, define action needed) |                                                                                                                                                                       |                                    |                           |                    |                      |                                     |                    |        |        |     |                                                                |
|                                                     | n/a                                                                                                                                                                   | n/a                                | n/a                       | n/a                | n/a                  | n/a                                 | n/a                | n/a    | n/a    | n/a | n/a                                                            |
| ODF Guidance or Memorandum (list sections)          |                                                                                                                                                                       |                                    |                           |                    |                      |                                     |                    |        |        |     |                                                                |
|                                                     | OregonBuys Payment Guidance 1 and 2 Revised                                                                                                                           | Financial Services Manager         | 10/01/2022                | ●                  | Being Initiated      | Assistant Deputy Director for Admin | Jun-21             | Jun-21 | n/a    |     |                                                                |
| IT SYSTEM CONSIDERATIONS                            |                                                                                                                                                                       |                                    |                           |                    |                      |                                     |                    |        |        |     |                                                                |
| √                                                   | FOS PO System access limited to Admin Branch staff (MGO)                                                                                                              | Information Technology             | 06/30/2021                | ●                  | Complete             | Chief Information Officer           | Jul-21             | Jul-21 | n/a    |     | Forestry Order System Turned Off July 1, 2021 (Email)          |
| √                                                   | Excel PO macro form to replace FOS PO System for payment of transfers, one time payments, and vendors that still cannot register in OregonBuys. (Short-term solution) | Disbursements Manager              | 09/30/2021                | ●                  | Complete             | Financial Services Manager          | Jun-21             | Jun-21 | n/a    |     | Forestry Purchase Order form                                   |
| √                                                   | Excel Tracking Log for payments utilizing macro form. (Short-term solution)                                                                                           | Disbursements Manager              | 09/30/2021                | ●                  | Complete             | Financial Services Manager          | Jun-21             | Jun-21 | n/a    |     | Forestry Purchase Order form                                   |
| √                                                   | FOS PO System removed altogether, after alternative process established                                                                                               | Information Technology             | 03/24/2022                | ●                  | Complete             | Chief Information Officer           | Mar-22             | Mar-22 | n/a    |     | Reports for Old FOS Purchase Order System (Email)              |
|                                                     | Sage AP module as replacement system, scope of work, budget and timeline                                                                                              | Financial Services Manager         | TBD                       | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | TBD    | n/a    |     |                                                                |
|                                                     | Sage AP module updated to integrate with business practices                                                                                                           | Financial Services Manager         | TBD                       | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | TBD    | n/a    |     |                                                                |
|                                                     | Sage AP module replaces PO payment Excel macro form w (Long-term solution)                                                                                            | Financial Services Manager         | TBD                       | ●                  | Not Started          | Assistant Deputy Director for Admin | TBD                | TBD    | n/a    |     |                                                                |

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #27 - OregonBuys

**ET Sponsor:** Deputy Director for Administration

**Due Date:** Implemented

**Last Update:** 11/04/2022 v.5 | **MGO has defined this recommendation as Implemented, with the risk rating remaining Low.** - April 2022 MGO Implementation Plan Review

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

**Rating:** MGO Recommendation:

**Low** All vendors should be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/ or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

**(MGO) Action Plan:**

Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

**MGO Observation:**

Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.

**MGO Potential Impact / Risk:**

Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

**ODF Management Response:**

ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts access to the predecessor purchasing system to assist in mitigating risk and instead rely on the exception process for vendors that cannot register in OregonBuys. ODF would prefer to retain access to this system within the Administrative Branch to support the phased implementation and assure that emergency payments can still be completed in a timely manner.

| Deliverable Identification                               |                                                                                                | Owner                               | Estimated Completion Date | Deliverable Status |             | Approver(s)                         | Deliverable Review |        |     |     | Supporting Documentation                                           |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|--------------------|-------------|-------------------------------------|--------------------|--------|-----|-----|--------------------------------------------------------------------|
| √                                                        | Deliverable Name                                                                               |                                     |                           | Status Indicator   | Status      |                                     | District Business  | LT     | ET  | BOF |                                                                    |
| COMMUNICATION PLANNING                                   |                                                                                                |                                     |                           |                    |             |                                     |                    |        |     |     |                                                                    |
|                                                          | FOS replacement draft product (Email to Admin Leadership)                                      | Financial Services Manager          | 06/04/2021                | <div></div>        | Complete    | Administrative Leadership Team      | n/a                | n/a    | n/a |     | email                                                              |
|                                                          | Oregonbuys Payment Guidance draft (Email to Admin Leadership)                                  | Financial Services Manager          | 06/04/2021                | <div></div>        | Complete    | Administrative Leadership Team      | n/a                | n/a    | n/a |     | email                                                              |
|                                                          | Preparation for launch of FOS replacement: (Email to Leadership)                               | Financial Services Manager          | 06/09/2021                | <div></div>        | Complete    | n/a                                 | n/a                | Jun-21 | TBD |     | Forestry Order System Sunset (Email 06/04/2021)                    |
|                                                          | Launch of FOS replacement Timeline w/Guidance and training information (Email to All Forestry) | Financial Services Manager          | 06/14/2021                | <div></div>        | Complete    | n/a                                 | Jun-21             | Jun-21 | TBD |     | Forestry Order System Sunset Information (Email 06/09/2021)        |
|                                                          | Final update on launch of FOS replacement with training dates and new form                     | Financial Services Manager          | 06/25/2021                | <div></div>        | Complete    | n/a                                 | Jun-21             | Jun-21 | TBD |     | Forestry Order System Replacement Form Training (Email 06/14/2021) |
| TRAINING NEEDS                                           |                                                                                                |                                     |                           |                    |             |                                     |                    |        |     |     |                                                                    |
| √                                                        | Training instructions for FOS replacement Excel PO form                                        | Disbursements Manager               | 06/25/2021                | <div></div>        | Complete    | Financial Services Manager          | Jun-21             | Jun-21 | TBD |     | Forestry Order System Sunset Information (Email 06/09/2021)        |
|                                                          | Training for Sage AP module if agency uses this product                                        | Disbursements Manager               | TBD                       | <div></div>        | Not Started | Financial Services Manager          | TBD                | TBD    | TBD |     |                                                                    |
| MAINTENANCE NEEDS POST-IMPLEMENTATION                    |                                                                                                |                                     |                           |                    |             |                                     |                    |        |     |     |                                                                    |
|                                                          | AP Payment Guidance/Procedures reviewed (annually)                                             | Disbursements Manager               | 10/01/2022                | <div></div>        | Not Started | Financial Services Manager          | TBD                | TBD    | TBD |     |                                                                    |
|                                                          | Disbursements, Expenditures, Procurement, Signature Authority policies reviewed                | Assistant Deputy Director for Admin | 10/01/2023                | <div></div>        | Not Started | Deputy Director for Administration  | TBD                | TBD    | TBD |     |                                                                    |
| BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS |                                                                                                |                                     |                           |                    |             |                                     |                    |        |     |     |                                                                    |
|                                                          | Sage AP Module configuration - budgetary investment plan                                       | Financial Services Manager          | TBD                       | <div></div>        | Not Started | Assistant Deputy Director for Admin | TBD                | TBD    | TBD |     |                                                                    |

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #28 - Encumbrances

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 11/02/2022 v.5

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

Once OregonBuys is utilized as a procurement system, ODF should consider recording encumbrances.

**MGO Observation:**

We noted that the current processes and procedures in place do not provide the necessary information needed to utilize encumbrances. Additionally, the use of encumbrances by ODF is not mandated by the State.

**MGO Potential Impact / Risk:**

The lack of utilizing encumbrances could result in underestimated budgeted expenses and inaccurate cash flow projections.

**ODF Management Response:**

ODF agrees to explore this recommendation further with recognition that OregonBuys implementation as a statewide procurement system is beyond ODF's oversight and instead dependent upon the state enterprise readiness and actionable implementation. Once OregonBuys is fully implemented, this process will be investigated. While encumbrances are an extremely valuable tool for projecting cash flow needs, the current process within the current system (SFMA) for recording and managing encumbrances is very time and staff consuming, especially at year-end.

| Deliverable Identification                                      |                                                                                                          | Owner                                                                 | Estimated Completion Date | Deliverable Status |             | Approver(s)                         | Deliverable Review |        |     |     | Supporting Documentation                              |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------|--------------------|-------------|-------------------------------------|--------------------|--------|-----|-----|-------------------------------------------------------|
| √                                                               | Deliverable Name                                                                                         |                                                                       |                           | Status Indicator   | Status      |                                     | District Business  | LT     | ET  | BOF |                                                       |
| √                                                               | OregonBuys Phase II for eProcurement launched for ODF use (MGO)                                          | Contract Services Program Manager                                     | 06/01/2022                | ●                  | Complete    | DAS                                 | Jul-21             | Jul-21 | n/a |     | OregonBuys Project eNewsletters, July and August 2022 |
|                                                                 | Analysis of feasibility / need to record encumbrances within OregonBuys (MGO)                            | Financial Services Manager/ Contract Services Program Manager         | TBD                       | ●                  | Not Started | Assistant Deputy Director for Admin | TBD                | TBD    | TBD |     |                                                       |
| √                                                               | Reference Outstanding Assets & Liabilities Tracker to capture all unknown liabilities                    | Financial Services Manager                                            | 12/31/2021                | ●                  | Complete    | Assistant Deputy Director for Admin | n/a                | n/a    | n/a |     | Outstanding Assets & Liabilities Tracker              |
| <b>POLICY AND PROCEDURES</b>                                    |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
| <b>ODF Policy (list topics and define milestones)</b>           |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | Review and update expenditure policies, if encumbrances are feasible                                     | Financial Services Manager                                            | 06/30/2023                | ●                  | Not Started | Assistant Deputy Director for Admin | TBD                | TBD    | TBD |     |                                                       |
|                                                                 | Review and update procurement policies, if encumbrances are feasible                                     | Contract Services Program Manager                                     | 06/30/2023                | ●                  | Not Started | Assistant Deputy Director for Admin | TBD                | TBD    | TBD |     |                                                       |
| <b>ODF Procedures (list topic(s), define each)</b>              |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | Review and update expenditure procedures, if encumbrances are feasible                                   | Financial Services Manager                                            | 06/30/2023                | ●                  | Not Started | Assistant Deputy Director for Admin | TBD                | TBD    | TBD |     |                                                       |
|                                                                 | Review and update procurement procedures, if encumbrances are feasible                                   | Contract Services Program Manager                                     | 06/30/2023                | ●                  | Not Started | Assistant Deputy Director for Admin | TBD                | TBD    | TBD |     |                                                       |
| <b>ODF Greenbook (list sections, define action needed)</b>      |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | Review and update incident procedures, if encumbrances are feasible                                      | Incident Finance / FEMA Manager                                       | 06/30/2023                | ●                  | Not Started | Protection Finance Manager          | TBD                | TBD    | TBD |     |                                                       |
| <b>ODF Guidance or Memorandum (list sections)</b>               |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | TBD                                                                                                      | TBD                                                                   | TBD                       | TBD                | TBD         | TBD                                 | TBD                | TBD    | TBD | TBD | TBD                                                   |
| <b>IT SYSTEM CONSIDERATIONS</b>                                 |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | TBD                                                                                                      | TBD                                                                   | TBD                       | TBD                | TBD         | TBD                                 | TBD                | TBD    | TBD | TBD | TBD                                                   |
| <b>COMMUNICATION PLANNING</b>                                   |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | TBD                                                                                                      | TBD                                                                   | TBD                       | TBD                | TBD         | TBD                                 | TBD                | TBD    | TBD | TBD | TBD                                                   |
| <b>TRAINING NEEDS</b>                                           |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | TBD                                                                                                      | TBD                                                                   | TBD                       | TBD                | TBD         | TBD                                 | TBD                | TBD    | TBD | TBD | TBD                                                   |
| <b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>                    |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | TBD                                                                                                      | TBD                                                                   | TBD                       | TBD                | TBD         | TBD                                 | TBD                | TBD    | TBD | TBD | TBD                                                   |
| <b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b> |                                                                                                          |                                                                       |                           |                    |             |                                     |                    |        |     |     |                                                       |
|                                                                 | Consider temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development | Financial Services Program Manager/ Contract Services Program Manager | TBD                       | ●                  | Not Started | Deputy Director for Administration  | TBD                | TBD    | TBD |     |                                                       |

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

## **Board Closing Comments and Meeting Wrap Up**

## **STAFF REPORT**

|                       |                              |
|-----------------------|------------------------------|
| Agenda Item No.:      | 11                           |
| Topic:                | Executive Session            |
| Date of Presentation: | November 16, 2022            |
| Contact Information:  | Oregon Department of Justice |

### **SUMMARY**

The Board will meet in Executive Session to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed, pursuant to 192.660 (2)(h).

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