Agenda Item No.:	G
Work Plan:	Administrative
Topic:	Macias, Gini & O'Connell (MGO) Recommendations
Presentation Title:	MGO Department Implementation Management Plan Progress
Date of Presentation:	January 4, 2023
Contact Information:	Sabrina Perez, Senior Strategy Manager
	(503) 945-7311, sabrina.perez@odf.oregon.gov
	Ryan Gordon, Planning Branch Director
	(503) 945-7393, ryan.p.gordon@odf.oregon.gov

SUMMARY

The department was originally scheduled to provide a joint update with Macias, Gini, and O'Connell (MGO) reviewing the department's progress on the implementation of MGO recommendations during the November 2022 board meeting. With significant public testimony occurring on the day of the meeting, several agenda topics were rearranged and the MGO presentation was deferred to a future meeting of the board. MGO is not available to participate in the January 4 board meeting; however, the original work deliverables from November are included in this consent agenda item for board acknowledgement.

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
Progress has been steady across all recommendations as shown in the department's Implementation Management Plan Version 5 (Attachment 1). 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. A third formal review was performed in November and can be viewed as Attachment 2. Outcomes of the reviews have been 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.

As defined in MGO's November 2022 assessment, nine of the twenty-eight recommendations are now Implemented. An additional six recommendations are now considered Substantially Completed. Six more recommendations are considered In Progress. The remaining seven recommendations have not been formally reviewed by MGO; however, the department reports initial work is underway. A few recommendations are currently pending or on hold for capacity in the Admin Modernization Program (AMP) to support I.T. deliverables. With the notable departure of ODF's Chief Financial Officer / Deputy Director for Administration, the department is currently reassessing organizational and program structuring moving forward for the Administrative Branch. Recent recruitments in the AMP program have been paused and project resources are currently being assessed for strategy moving forward in the new year.

Version 6 of the Implementation Management Plan is anticipated for late winter 2023. Subsequent reviews will be performed by MGO through mid-2023 with continued reporting to the Board of Forestry.

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. MGO is also scheduled to collaborate with the department's financial services managers in mid-January to provide technical assistance on the department's cash flow monitoring procedures.

ATTACHMENTS

   (1) ODF MGO Implementation Management Plan Version 5 - November 2022
   (2) ODF MGO Implementation Management Plan Review – November 2022

Oregon Board of Forestry – Public Meeting and Community Social

Wednesday, January 4, and Thursday, January 5, 2023

January 4, Wednesday – Hybrid Public Meeting 9:30 a.m. – 4:30 p.m.
The Board will meet for their regular public business meeting at the ODF Headquarters, Bldg. C, Tillamook Room – 2600 State St., Salem, OR 97310

January 4, Wednesday – Board Social 5:30 p.m. – 7 p.m.
The Board will meet with Salem community, local leaders, and members of the public in person and on location. Willamette University, Putnam University Center, 2nd floor, Cat Cavern – 900 State St. Salem, OR 97301

January 5, Thursday – Hybrid Public Meeting 8 a.m. – 12:30 p.m.
The Board will meet for their regular public business meeting at the ODF Headquarters, Bldg. C, Tillamook Room – 2600 State St., Salem, OR 97310

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The Board of Forestry January meeting will be hybrid to allow both in-person and virtual attendance. Each meeting day will be streamed live on the department's YouTube channel. An opportunity for the public to provide live testimony will be available for day one of the meetings. Sign-up instructions can be found on the Board's meeting website, https://www.oregon.gov/odf/board/Pages/bofmeetings.aspx. Written testimony may be submitted before, or up to two weeks after, the meeting day to boardofforestry@odf.oregon.gov, please include the agenda item number or topic header with the submission. The evening Board social will be in person in Salem. RSVP is not required but appreciated.

The link to view the Board of Forestry Meeting is
https://www.youtube.com/c/OregonDepartmentofForestry

Prior meetings' audio and this meeting's written material are available on the web www.oregon.gov/odf/board. The matters under the <u>Consent Agenda</u> *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.*

January 4 Public Meeting

Consent Agenda

9:30 – 9:31	**A.**	**Financial Dashboard Report – November and December 2022**	James Short
9:30 – 9:31	**B.**	**Rangeland Fire Protection Association Petersburg Formation Approval**	Levi Hopkins
9:30 – 9:31	**C.**	**Public Hearing Request for new Rangeland Fire Protection Association-Grizzly**	Levi Hopkins
9:30 – 9:31	**D.**	**Federal Forest Restoration Program Overview**	Kyle Sullivan-Astor
9:30 – 9:31	**E.**	**Initiate Rulemaking on Post-Disturbance Harvest**	Nick Hennemann and Adam Coble
9:30 – 9:31	**F.**	**Committee for Family Forests Appointment**	Mike Kroon
9:30 – 9:31	**G**.	**Macias Gini O'Connell Implementation Management Plan Progress**	Sabrina Perez

Action and Information

9:31 – 10:30   **1.**   **State Forester and Board Member Comments**
                     A. Public Comments [for information items on agenda and topics not on agenda-see page 3]......Online sign-up

10:30 – 11:30   **2.**   **Oregon's 20-Year Landscape Resiliency Strategy** .... Ryan Gordon and Nate Beckman
                     Department provides an overview and update on the development of Oregon's 20-Year Landscape Resiliency Strategy. This is an informational item.

11:30 – 12:00   **3.**   **2022 Forest Practices Operator of the Year Awards** .... Scott Swearingen and Craig Sorter
                     Board of Forestry's presentation of the Forest Practices Regional Operator of the Year awards for 2022. The Operator Recognition Program encourages protecting forest resources and values by recognizing operators who have excelled in effort, innovation, cooperation, consistency, and prevention to achieve or surpass the standards for forest resource protection. This is an informational item.

12:00 – 1:30   Ceremonial Lunch

1:30 – 1:45   **4.**   **Forest Trust Land Advisory Committee Testimony** .... David Yamamoto
                     The FTLAC is a statutorily established committee that advises the Board on State Forests policy.

1:45 –2:30   **5.**   **Community Presentation: Log and lumber market trend changes** ....Ryan Gordon,
                     .... Steve Courtney and Gordon Culbertson
                     External presentation on log supply and market trends. This is an informational item.

2:30 – 3:15	**6.**	**Legislative Session 2023 Preparation** ....Ryan Gordon

Department to share its strategy and approach to preparing for the upcoming legislative session to include work with the new Governor and administration and opportunities for Board member involvement and support. This is an informational item.

3:15 – 3:45	Afternoon break

3:45 – 4:00	**7.**	**Board Member Recognition from Oregon Watershed Enhancement Board** **………** Lisa Charpilloz-Hanson

Executive Director of the Oregon Watershed Enhancement Board (OWEB) to acknowledge the work of the OWEB liaison for the Board of Forestry, 2018-2022 term. This is an informational item.

4:00 – 4:30	**8.**	**Board Closing Comments and Meeting Wrap-Up**.. Chair Kelly and Board Members

     A.   Board Social Overview
     B.   Board Chair and members to summarize the meeting's action items and provide closing comments.

4:00 – 4:30	Meeting day one adjourned

January 5 Public Meeting

Action and Information

8:01 – 11:00	**9.**	***Forestry Program for Oregon Planning Work Session**

A contracted facilitator will oversee a work session with the Board and Executive agency leadership to further the development of the Forestry Program for Oregon (FPFO) strategic plan. Intermittent breaks are provided in between presentations. This is an informational item.

11:00 – 12:30	**10.**	***Governance for the Board of Forestry Work Session**

A contracted moderator will instruct the Board through a work session to review the framework for the governance model and kick off the work between the Board and Executive agency leadership. Intermittent breaks are provided. This is an informational item.

12:30	Meeting day two adjourned

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, and written comments received will be distributed to the Board. Oral or written comments may be summarized, audio-recorded, and filed as a record. Audio files and video links of the Board's meetings are posted within one week after the meeting at https://www.oregon.gov/odf/Board/Pages/BOFMeetings.aspx

The Board cannot accept comments on consent agenda items or a topic for which a public hearing has been held and the comment period has closed. If you wish to provide oral comments to the Board, you must email the Board Administrator to sign up for live testimony, contact, hilary.olivos-rood@odf.oregon.gov, by 5 p.m. Friday, December 30, 2022. If experiencing technical issues or require accommodations contact the Board Administrator, Hilary.Olivos-Rood@odf.oregon.gov.

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

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

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

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

GENERAL INFORMATION: For regularly scheduled meetings, the Board's agenda is posted at www.oregon.gov/odf/board 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 November and December 2022
Date of Presentation:	January 4, 2023
Contact Information:	James Short, Assistant Director for Administration
	(503) 945-7275, james.short@odf.oregon.gov

SUMMARY AND CONTEXT

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

BACKGROUND AND ANALYSIS

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

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

NEXT STEPS

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

ATTACHMENTS

(1) Department of Forestry Financial Report for November 2022
(2) Department of Forestry Financial Report for December 2022

December 1, 2022

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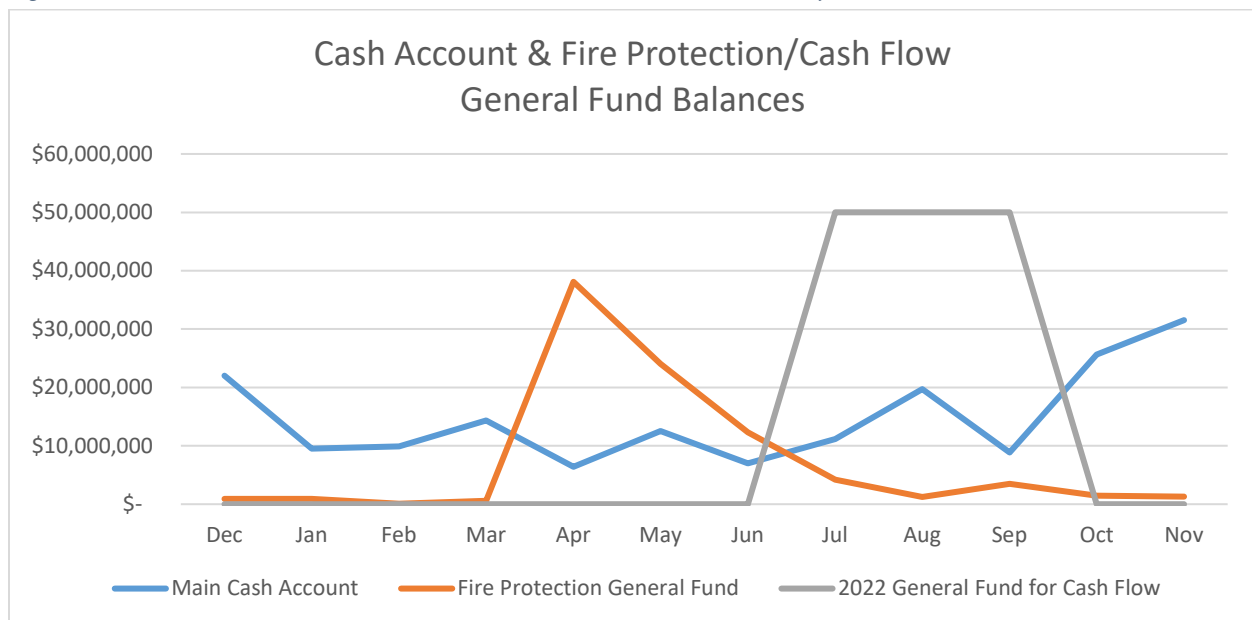900 Court St. NE, H-178
Salem, OR 97301

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

Dear Co-Chairs,

Cash and General Fund Balances

As of Nov. 21, ODF's main cash account balance was $31.5 million (Figure 1). This balance will be used, in part, to reimburse program appropriations previously used to mitigate cash flow challenges due to firefighting costs. For example, $7.5 million will be recoded as Other Fund to reimburse a portion of the Fire Protection General Fund appropriation used to pay suppression costs during the 2021 and 2022 fire seasons. The Fire Protection General Fund balance prior to reimbursement is $1.3 million (Figure 1).

Figure 1 - Cash Account and Fire Protection/Cash Flow General Fund Balances as of Nov. 21, 2022

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Additional recoding to Other Funds will occur as more federal reimbursements for firefighting costs are received. These actions will be coordinated to avoid additional adjustments to manage cash flow in the future.

Financial Projections

Actual revenues for October were $10.5 million less than projected (Table 1). This variance is due primarily to timber sales revenue and large fire reimbursements being less than expected. Actual expenditures for October were $1.5 million, or 3%, less than projected (Table 1).

Table 1 - Financial Projections through Nov. 21, 2022 (in thousands)

	22-Oct		22-Nov	22-Dec
	Projection	**Actual**	**Projection**	**Projection**
Total Revenue	$74,765	$64,312	$61,147	$60,047
Total Expenditures	($49,808)	($48,299)	($47,402)	($68,521)
Net Total Exp/Rev	$24,956	$16,013	$13,745	($8,474)
Beginning Cash Balance	$25,054	$25,054	$42,018	$55,762
End of Month Cash Balance*	$50,011	$42,018	$55,762	$47,288
Less: Dedicated Funds	($16,402)	($16,896)	($19,712)	($21,553)
End of Month Main Cash Balance	$33,608	$25,121	$36,050	$25,735
Available GF Appropriation	$38,648	$41,672	$19,759	$19,771
Available Resources	$72,257	$66,793	$55,809	$45,505

* Includes reconciliation for non-cash revenue and expenditure transactions.
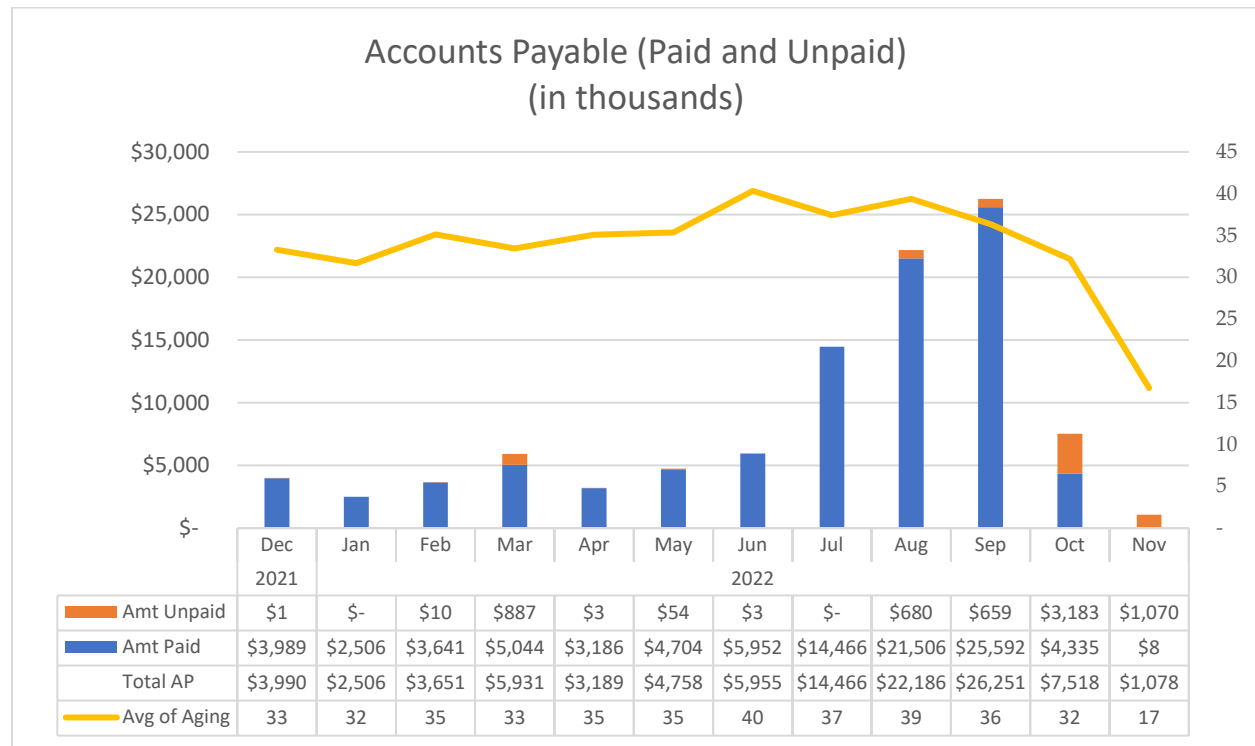
While significant progress has been made in refining financial projections, we acknowledge that further improvements to both the process and method of calculating these projections are needed. Representatives from Macias, Gini & O'Connell (MGO) have agreed to assist the department with this work. The first meeting on this topic is scheduled to occur after in mid-January.

Accounts Payable

The total accounts payable balance continues to decrease as the department transitions away from fire season (Figure 2). By using the $50 million General Fund appropriation authorized during the June 2022 Emergency Board hearing, the department was able to process fire-related payments timely.

As of Nov. 23, accounts payable invoices totaling $6.6 million remain unpaid, the majority of which are related to October and November invoices.

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Figure 2 - Accounts Payable as of Nov. 23, 2022

Accounts Payable (Paid and Unpaid) (in thousands)

	Dec 2021	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Amt Unpaid	$1	$-	$10	$887	$3	$54	$3	$-	$680	$659	$3,183	$1,070
Amt Paid	$3,989	$2,506	$3,641	$5,044	$3,186	$4,704	$5,952	$14,466	$21,506	$25,592	$4,335	$8
Total AP	$3,990	$2,506	$3,651	$5,931	$3,189	$4,758	$5,955	$14,466	$22,186	$26,251	$7,518	$1,078
Avg of Aging	33	32	35	33	35	35	40	37	39	36	32	17

Accounts Receivable

The total accounts receivable balance decreased $6 million between October and November (Figure 3). The decrease was primarily due to a FEMA Public Assistance Program (PA) payment for the department's claim related to fire suppression on the 2020 Holiday Farm fire, which was the account was aged over 120 days.

Amounts due from federal partners, which includes FEMA, represent $75.3 million, or 76.7% of the total $98.2 million balance of outstanding accounts receivable (Figure 4).

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Figure 3 - Total Accounts Receivable as of Nov. 21, 2022

**Total Accounts Receivable
(in thousands)**

	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
Total AR	$89,717	$81,918	$79,730	$81,183	$84,288	$102,876	$104,403	$107,355	$115,238	$115,091	$104,178	$98,189

Figure 4 - Accounts Receivable Aging as of Nov. 21, 2022

Accounts Receivable Aging

	0 to 30 Days	31 to 60 Days	61 to 90 Days	91 to 120 Days	Over 120 Days
State	$181,990	$848,369	$11,840	$173,876	$1,144,560
Private	$5,371,655	$3,983,353	$3,271,238	$146,523	$6,762,120
Local Govt	$117,962	$25,780	$906	$609	$804,887
Federal	$6,594,380	$198,405	$1,381,545	$20,292,691	$46,876,472
Total	$12,265,986	$5,055,907	$4,665,528	$20,613,699	$55,588,038

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Large Fire Costs

Large fire costs are funded through various revenue sources including, but not limited to, responsible private parties, the General Fund, the Oregon Forest Land Protection Fund, the Bureau of Land Management, the United States Forest Service, and FEMA (Table 2).

Table 2 – Gross Large Fire Cost Summary (red indicates estimates – in millions) as of Nov. 21, 2022

Fire Protection Large Fire Cost Summary						
Fire Season	**2017**	**2018**	**2019**	**2020**	**2021**	**Total**
Fire Costs	61.35	108.09	33.79	138.61	147.3	489.14
Currently Invoiced	(0.17)	(0.22)	(0.24)	(44.78)	(29.50)	(74.91)
Outstanding to Invoice	(0.08)	(0.38)	(0.43)	(4.48)	(33.16)	(38.53)

The most significant impact to the department's cash flow challenges is the time between paying vendors for fire season support and obtaining reimbursement for eligible costs from external entities. Some portions of the process are within the department's control (i.e., how quickly requests for reimbursement are distributed following fire season); however, it's the portion outside of the department's control which is the most concerning. Most notably, delays associated with reimbursements from FEMA under the Public Assistance (PA) and Fire Management Assistance Grant (FMAG) application processes.

As of November 21, amounts billed to FEMA for eligible fire costs totaled $65.4 million[1]. This includes $46.2 million billed under the PA grant process and $19.1 million billed under the FMAG process.

The status of the department's 2020 PA grant applications is as follows (listed in the order applications are processed):

- Four grants ($1.4 million) are with ODEM pending initial grant application.
- Seven grants ($24.3 million) are pending the Environmental and Historic Preservation (EHP) review by FEMA.
- One grant ($1.9 million) is pending assignment by FEMA to the Congressional Large Project Notification queue.

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[1] Amounts reported represent the natural round of the full dollar amount. As such, adding rounded amounts may not equate to the amount reported as the total.

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- Sixteen grants ($18.6 million) have been obligated by FEMA and are pending OEM audit/review.

As for the department's FMAG applications, grants totaling $871,000 are associated with 2020 fire prepositioning claims and grants totaling $18.3 million are associated with 2021 fire suppression and prepositioning claims. ODF asked the Region 10 FMAG representatives in July 2022 to prioritize the review of the 2021 Bootleg fire suppression claim which represents 86.4% of the total outstanding FMAG applications.

MGO Update

November brought heightened collaboration between MGO and the department as two additional references were produced documenting progress implementing the 28 recommendations. The department's Implementation Management Plan v5 provides detailed updates across all recommendations and associated deliverables while MGO's third interim assessment review provides an evaluation of risks mitigated and completion status. As of November's review, MGO confirmed full implementation of nine recommendations with the risks lowered, substantial completion of six more recommendations with risk ratings lowered, another six recommendations that are deemed in progress, and seven that have not yet been formally reviewed; however, the work has been initiated. MGO and the department will continue to perform subsequent reviews and reporting to the Board of Forestry through mid-2023.

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

December 30, 2022

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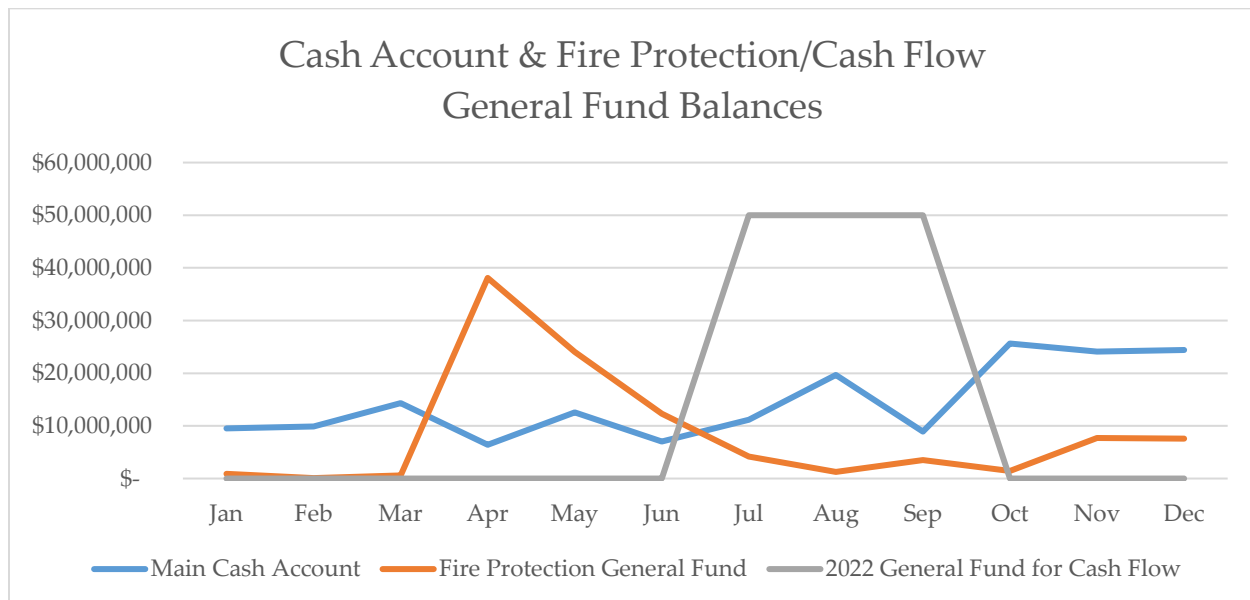900 Court St. NE, H-178
Salem, OR 97301

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

Dear Co-Chairs,

Cash and General Fund Balances

As of Dec. 19, ODF's main cash account balance totaled $24.4 million (Figure 1). The department maintained an above-average cash balance between October and December to ensure resources were available to pay current financial obligations and to reimburse program appropriations used to cover fire season 2021 costs.

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

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Since the last reporting period, the Protection Division General Fund appropriation was reimbursed $7.5 million from Other Funds; however, since the reimbursement was offset by current period expenditures, the net impact to the appropriation balance was a decrease of $115,000 between November and December (Figure 1). The remaining fire season 2021 cash flow reimbursements will not impact the Protection Division General Fund.

Financial Projections

Actual revenues and expenditures for November were respectively $21.3 million and $11.1 million less than projected (Table 1). The variance was primarily due to fire season 2021 cash flow reimbursements processed in November since financial resources were available. These reimbursements, previously anticipated to be recorded in December, resulted in an increase to the Protection Division General Fund appropriation and the Federal Forest Restoration General Fund appropriation.

The remaining fire season 2021 cash flow reimbursements, totaling $17 million, are projected to occur in December 2022 ($7 million) and January 2023 ($10 million). These final reimbursements will result in an increase to the Forest Patrol Assessment General Fund Offset appropriation ($7 million) and the Federal Forest Restoration General Fund appropriation ($10 million).

Table 1 - Financial Projections through Dec. 19, 2022 (in thousands)

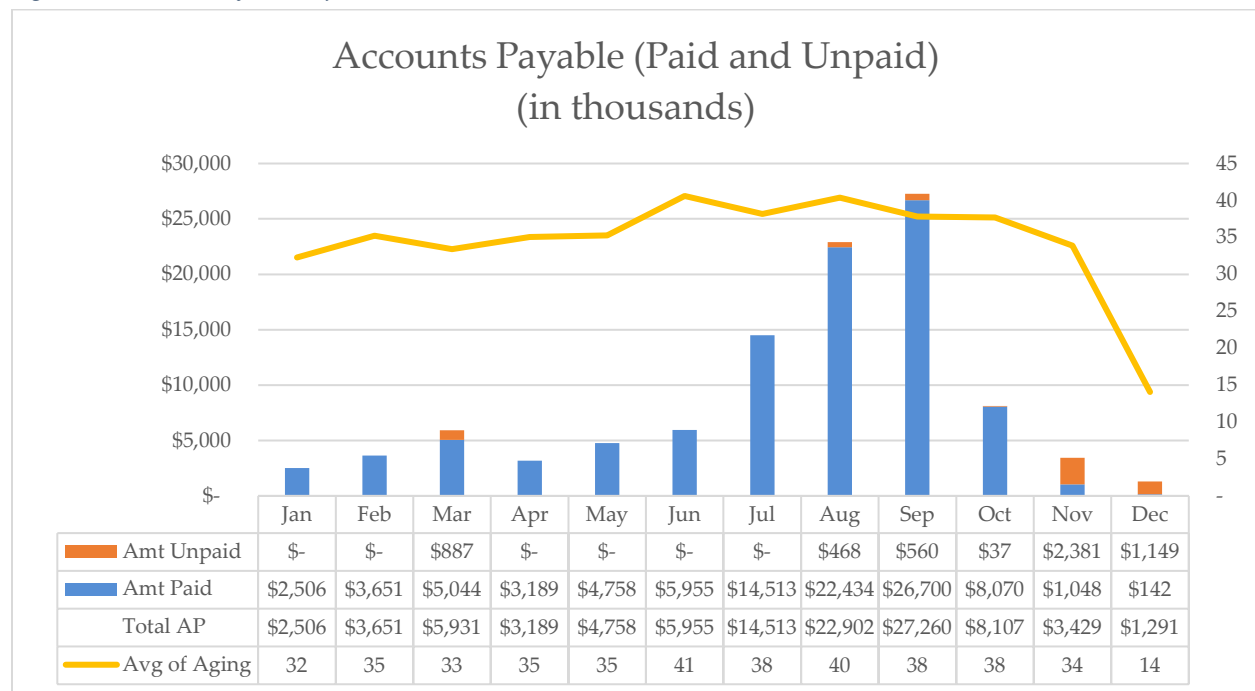|	22-Nov		22-Dec	23-Jan
	Projection	Actual	Projection	Projection
Total Revenue	$61,147	$39,884	$36,100	$19,921
Total Expenditures	($47,402)	($36,307)	($28,402)	($23,156)
Net Total Exp/Rev	$13,745	$3,577	$7,698	($3,236)
Beginning Cash Balance	$42,018	$42,018	$34,000	$41,699
End of Month Cash Balance*	$55,762	$34,000	$41,699	$38,463
Less: Dedicated Funds	($19,712)	($9,671)	($11,502)	($12,223)
End of Month Main Cash Balance	$36,050	$24,329	$30,197	$26,239
Available GF Appr	$19,759	$50,029	$52,677	$58,325
Available Resources	$55,809	$74,358	$82,874	$84,565

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

The actual balance of dedicated funds was $10 million less than projected for November. This was primarily due to a $7.7 million transfer from the Oregon Forest Land Protection Fund (OFLPF) to ODF's main cash account for 2022 large fire costs.

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Accounts Payable

The total accounts payable balance decreased $2.1 million between November and December, further indicating that the monthly activity is returning to off-season levels (Figure 2). It is important to note that while the total accounts payable balance decreased, that does not correlate with a reduction in the number of unpaid invoices. For example, the $5.5 million balance of unpaid accounts payable represents 523 invoices; 314 of which are each valued at under $1 thousand. The high volume of invoices contributed to the average aging of 34 days (Figure 2).

Figure 2 - Accounts Payable as of Dec. 22, 2022

Accounts Payable (Paid and Unpaid) (in thousands)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Amt Unpaid	$-	$-	$887	$-	$-	$-	$-	$468	$560	$37	$2,381	$1,149
Amt Paid	$2,506	$3,651	$5,044	$3,189	$4,758	$5,955	$14,513	$22,434	$26,700	$8,070	$1,048	$142
Total AP	$2,506	$3,651	$5,931	$3,189	$4,758	$5,955	$14,513	$22,902	$27,260	$8,107	$3,429	$1,291
Avg of Aging	32	35	33	35	35	41	38	40	38	38	34	14

Accounts Receivable

The total accounts receivable balance decreased by $614,000 between November and December (Figure 3). Amounts owed by FEMA and federal partners represent $84.9 million, or 87%, of the total accounts receivable outstanding balance.

Accounts aged over 120 days equate to $74.3 million, or 76.1%, of the total balances owed to ODF (Figure 4). Of these aged accounts, the majority are due from FEMA ($59.3 million), federal partners ($7.6 million), and private parties for cost recovery ($4.3 million).

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Figure 3 – Total Accounts Receivable as of Dec. 19, 2022

Total Accounts Receivable
(in thousands)

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Total AR	$81,918	$79,730	$81,183	$84,288	$102,876	$104,403	$107,355	$115,238	$115,091	$104,178	$98,189	$97,575

Figure 4 – Accounts Receivable Aging as of Dec. 19, 2022

Accounts Receivable Aging

	0 to 30 Days	31 to 60 Days	61 to 90 Days	91 to 120 Days	Over 120 Days
State	$1,490,061	$589,980	$723,372	$160,711	$1,169,564
Private	$122,873	$1,190,422	$58,697	$639,723	$5,408,679
Local Govt	$27,605	$279,270	$24,650	$906	$805,496
Federal	$6,847,503	$6,492,394	$3,319,369	$1,345,042	$66,878,559
Total	$8,488,041	$8,552,066	$4,126,088	$2,146,383	$74,262,297

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Large Fire Costs

The department primarily recovers large fire costs through two FEMA programs: Public Assistance (PA) and Fire Management Assistance Grants (FMAG). FEMA-PA grants are awarded to the Oregon Department of Emergency Management (ODEM) who, in turn, passes the funds through to ODF. FEMA-FMAG grants are awarded directly to ODF, and the department has immediate access to the funds once obligated.

As of Dec. 22, the status of the department's 2020 PA grant applications is as follows (listed in the order applications are processed):

- Eight amendments ($2 million) are with ODEM pending initial grant application.
- Two grants ($12.9 million) are in the Congressional Large Project Notification queue.
- Seven grants ($12.3 million) are pending FEMA final review.
- Twenty grants ($9.9 million) have been obligated by FEMA and are pending ODEM audit/review.
- Funds were remitted to ODF from ODEM on December 21 for one grant ($10.4 million).

The outstanding FMAG applications total $19.1 million, which includes amounts associated with 2020 and 2021 prepositioning costs as well as 2021 fire suppression costs.

Not all large fire costs are recovered through FEMA, reimbursement amounts may also be invoiced via cost share agreements, cooperative agreements, and/or private party cost recovery (Table 2).

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

Fire Protection Large Fire Cost Summary						
Fire Season	2017	2018	2019	2020	2021	Total
Fire Costs	61.35	108.09	33.66	138.61	147.53	489.24
Currently Invoiced	(0.17)	(0.22)	(0.24)	(45.92)	(29.62)	(76.17)
Outstanding to Invoice	(0.08)	(0.38)	(0.43)	(2.94)	(33.10)	(36.93)

MGO Update

Last month Macias, Gini & O'Connell (MGO) and the department updated documentation of the department's progress in implementing the 28 recommendations. The department's Implementation Management Plan v5 provides detailed updates across all recommendations and associated deliverables, while MGO's third interim assessment review provides an evaluation of risks mitigated and completion status. In this last review, MGO has confirmed:

- Nine recommendations have been fully implemented with the risks lowered accordingly.
- Six recommendations with substantial completion with risk ratings lowered accordingly.

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Page 6

- Six recommendations are in progress.
- Seven recommendations have not yet been formally reviewed; however, the department reports work has been initiated.

MGO and the department will continue to perform subsequent reviews and reporting to the Board of Forestry.

Sincerely,

Cal Mukumoto
Oregon State Forester

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

Agenda Item No.:	B
Work Plan:	Fire Protection Work Plan
Topic:	Ongoing Topic: Rangeland Protection Association Formation
Presentation Title:	Approval to Form Petersburg Rangeland Protection Association
Date of Presentation:	January 4, 2023
Contact Information:	Levi Hopkins, Wildfire Prevention and Policy Manager
	(503) 949-3572, Levi.a.hopkins@odf.oregon.gov

SUMMARY

The purpose of this agenda item is to obtain Board approval to proceed with bringing specific areas of northern Wasco County, into the Oregon Protection System.

CONTEXT

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

Currently, there are 26 Rangeland Protection Associations (RPA) that have previously been approved by the Board of Forestry. The most recent being the Lower Bridge and Northern Harney County RPA's that were formed in 2022. These RPAs protect over 4,855,598 acres of private land and approximately 639, 982 acres of state-owned lands. These lands, including federally owned land, combine to encompass over 16 million acres.

Several representatives of rangeland owners in north Wasco County have requested the Board hold a public hearing about providing protection from fire for rangelands in the vicinity of Dufur, Oregon. The Board, on July 20th, 2022, authorized a public hearing on the formation request, pursuant to ORS 477.320. A hearing was held at the Urness Residential Shop, in The Dalles, Oregon, on November 16, 2022.

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

These landowners want a way to protect their private property and actively take part in the protection of their lands. The increased level of protection for this area can be achieved by bringing it into the Oregon protection system and forming a rangeland protection association.

RECOMMENDATION

The Department recommends the Board take the following action when it meets on
January 4, 2023:

> <u>Approve the inclusion of rangeland in portions of northern Wasco County into a rangeland protection association and direct the Department to assist with the formation of the Petersburg Rangeland Protection Association, pursuant to ORS 477.320.</u>
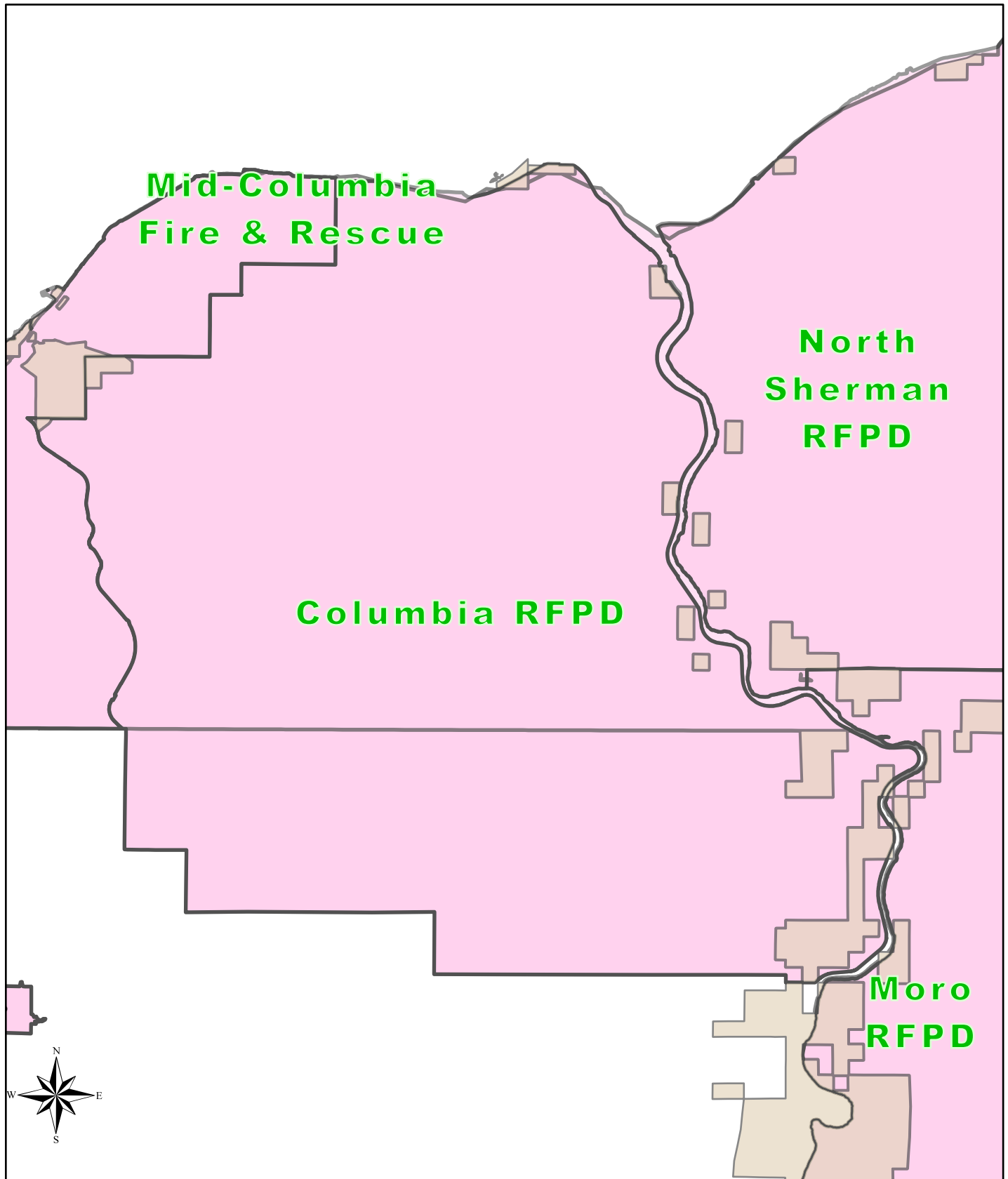
NEXT STEPS

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

ATTACHMENTS

    (1) Petersburg Rangeland Association Boundary Map
    (2) Petersburg Rangeland Association Formation Public Hearing Sign-in Sheet
    (3) Petersburg Rangeland Association Formation Public Hearing Report
    (4) Letters of Support

Petersburg RFPA Proposed

Mid-Columbia Fire & Rescue

North Sherman RFPD

Columbia RFPD

Moro RFPD

• Towns

Layer

Protection Status 2021

▭ Structural Fire Protection

▭ BLM

▭ Forest Protection Association

No known protection

▭ Other Federal

▭ Rangeland Protection Association

▭ USFS

AGENDA ITEM B
Attachment 1
Page 1 of 1

PUBLIC HEARING PARTICIPATION RECORD

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

Location: Emerson Lane   Date: 11/9/22   Time: _____

PLEASE PRINT

NAME & ORGANIZATION	MAILING ADDRESS	TESTIMONY SUBMITTED	
		WRITTEN	ORAL
Noah Williams	P.O. Box 323 WASCO, OR 97065	X	✓
Mike Urness	Po Box 761 The Dalles OR 97058	X	✓
Amy Kaser	1550 Fifteen Mile Rd The Dalles		
Mike Kelly	4736 Emerson Loop Rd T.D		
Bill Hanna	7075 Fifteen Mile Rd. - T.D.		
Megan Wagenblast	6330 Holly Cutoff Rd T.D.	X	✓
Dave Wagenblast	" "	X	✓
Ryan Clausen	P.O. Box 1972, TD		
Deri Remington	5815 Wrentham Nostel Rd TD	X	✓
David Brewer	6124 Roberts Market Rd. TD.		

PUBLIC HEARING PARTICIPATION RECORD

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

Location: _____   Date: _____   Time: _____

PLEASE PRINT

NAME & ORGANIZATION	MAILING ADDRESS	TESTIMONY SUBMITTED		
		WRITTEN	ORAL	
Brad McMainigal	1054 Quail CT Hood River OR 97031			
Kristin Dodd	3701 W. 13th St. The Dalles 97058	X	X	1
Bob Palmer	1400 W. 8th Street, The Dalles, OR 97058	X	X	1

Revised 20100301

Date: November 9th, 2022

To: Oregon Board of Forestry

From: Marvin J. Vetter, Rangeland Fire Protection Coordinator

Subject: Hearing Officer's Report on North Harney Landowner Hearing ORS 477.320(1)

Hearing Information

Proposed Area: Northern Wasco County

Hearing Date & Time: November 9th, 2022 6:30 PM

Hearing Location: Urness Residential Shop, The Dalles, OR

Written Comments Due: November 16th, 2022

Hearing Authorized: July 20th, 2022

Hearing Officer: Marvin J. Vetter, Rangeland Fire Protection Coordinator

The Public Hearing on the proposal to bring the Northern Wasco area into the Oregon Protection System was formally convened at 7:09 p.m. in the Urness residential shop after a lengthy discussion regarding the proposal. Registration forms were available for people who wished to provide oral comments on the proposed formation. The hearing was closed at 7:19 p.m.

There were 13 people in attendance, 11 of whom are local landowners, 5 landowners signed up to provide oral comments on the participation record. 3 of the landowners that provided oral comment were also board members of the Special District that is proposing to dissolve to become a Rangeland Fire Protection Association as the agricultural lands are now allowed following the passing of Senate Bill 590. In addition to the landowners, oral and written comment were submitted by the Wasco County Fire Defense Board Chief and the Unit Forester of the adjoining ODF unit; each expressing support for the formation.

Summary of Oral Comments

Community interest in the formation of the proposed Petersburg Rangeland Fire Protection Association (RFPA) is strongly supported by landowners and the County. There is significant support from local city, rural, and wildland fire agencies. A board of directors existing for the special district will carry over as the established board of directors for the RFPA. The board is in the process of filing for corporate legal status and anticipates this process to be complete prior to the start of the new year; as well as beginning the dissolution process with Special Districts Association of Oregon. In addition, they have made commitments of time, equipment, and training to be prepared for the 2023 fire season.

Landowners and residents of the area have been heavily impacted by catastrophic wildfires in recent years including the Substation Fire (2018), South Valley Fire (2018), Long Hollow Fire (2018), and Wrentham Market Rd Fire (2021). The board and several landowners acknowledged the need to develop more cooperative relationships, establish more organizational structure, and learn ways to be more effective in limiting the size and intensity of fires affecting Wasco County landowners and crop lands vital

to the local economy and way of life. The board commented on the origin of the special district as it related to the definitions allowed in law for "rangeland" at the time of its formation and recognized that their existing model is more in alignment with the Rangeland Program.

There were no concerns or opposition expressed for the proposed RFPA formation. Oral testimony was in full support of bringing these lands into the Oregon Protection System and forming a Rangeland Fire Protection Association.

Summary of Written Comments

The Wasco County Commissioners were in full support of the RFPA forming within their county.

The City of Dufur fire Chief was in full support.

Wasco County Fire Defense Board Chief and Chief of Mid-Columbia Fire and Rescue was in full support.

Wasco County Sherriff was in full support.

Oregon Department of Forestry, Central Oregon District, The Dalles Unit Forester was in full support.

All written comment expressed an understanding of the vast benefits of forming a RFPA in this area including cooperative relationships, agreements, and additional resource capacity in Wasco county for fire suppression.

/s/ Marvin J. Vetter

Marvin J. Vetter

Rangeland Fire Protection Coordinator

Eastern Oregon Area.

"STEWARDSHIP IN FORESTRY"

November 9, 2022

RE: Formation of the Petersburg RFPA in Wasco County

For the record, my name is Kristin Dodd and I work for the Oregon Department of Forestry. I serve as The Dalles Unit Forester which is part of the Central Oregon District. In my position, I manage the Fire Protection Program in both Wasco and Hood River Counties.

Within the ODF Central Oregon District boundary, myself and my staff are responsible for initial attack of wildland fires on private, state, and county owned lands. We do this with permanent and seasonal staffing as well as with firefighting equipment that is owned or contracted by the district or agency. However, we would not be successful without the cooperation, relationships and mutual aid agreements from our local structural and wildland partner agencies. These partnerships contribute to the overall statewide complete and coordinated fire response system.

Dating back to the formation of Ironside, the first Rangeland Fire Protection Association in 1964, the RFPA program has come a long way. Significant momentum and successes have occurred since then, including great local coordination between RFPA's and their adjacent wildland fire agencies. That success is why we are working with landowners to establish the 27th RFPA in Oregon, known locally as the Petersburg RFPA.

With the inclusion of crop land as part of the definition of Rangeland, under SB 590, the option for more Wasco County landowners to form a Rangeland Association became a reality. We have all seen and experienced devastating fires in Wasco County in recent years that have significantly impacted the landowners affected by these fires.

As a local wildland fire agency, I fully support the establishment of the Petersburg RFPA. This establishment will allow for access to firefighting equipment & clothing, radios for communication, training, and an opportunity to improve coordination and support through mutual aid agreements.

While I recognize that it will take time to fully get up and running, I look forward to working together to suppress wildland fires as quickly and efficiently as possible. As we know, wildfire knows no boundaries and this step will contribute to the statewide complete and coordinated fire response system.

Thank you for your time.

Kristin Dodd, The Dalles Unit Forester
Central Oregon District – (541) 296-4626

November 9, 2022

Oregon Department of Forestry
C/o: Marvin Vetter, Rangeland Program Coordinator
PO Box 1382
Prineville, OR 97754

Dear Mr. Vetter,

On behalf of Mid-Columbia Fire and Rescue, it is my pleasure to offer this letter supporting the development and formation of Columbia Rural into a Rangeland Fire Protection Association (RFPA). Several benefits can be realized through the formation of an RFPA:

Wildfire suppression responsibilities have historically been divided by ownership among resident ranchers, Federal, State, and local agencies. However, wildfire and interest in managing such events, crosses ownership boundaries. The RFPA model being proposed provides the opportunity to improve fire management by organizing, recognizing, and authorizing rancher participation in fire suppression activities alongside formalized fire protection agencies. Such volunteer firefighters are trained, equipped, and have the legal authority to respond to fires on their own private lands and, as applicable, in a mutual aid capacity alongside agency partners.

Ranchers possess important advantages that can be put into practice through the RFPA model. Such advantages include in-depth local knowledge, access to their own resources and equipment, spatial deployment across large areas, and the strong motivation to their and their neighbor's property from fire. This in turn will aide in their ability to respond quickly for initial attack, keeping fires small, and preventing any detrimental impacts that occur with larger incidents.

Potential challenges such as conflicts among individuals, differences between State, Federal and local agency standards, differences in culture between ranching communities and formal firefighting agencies, and specific negative incidents or experiences that have the potential to create tension and trust issues between parties may be alleviated through the RFPA model by experience and time spent together on and off the fire line. Going through similar experiences, building common understandings, and learning more about wildfire and each other will strengthen informal and interpersonal relationships between individuals. RFPA members will increase their understanding of how and why formal fire managers make decisions which in turn will help build improved repour and increased confidence between parties.

The RFPA model emphasizes the importance of informal and interpersonal communications and relationships in both ranching and fire management communities and the need/desire to foster positive, respectful communication by making space for informal interaction and trust building.

Finally, the RFPA model provides an avenue for the provision of equipment and training which will help ensure volunteer firefighters are prepared to safely participate in organized suppression activities so that all firefighters go home at the end of every incident.

In conclusion, we fully support the efforts of Columbia Rural in seeking to develop and form a RFPA through the Oregon Department of Forestry. The RFPA model has proven to be a successful concept throughout the State. Such a concept is timely considering the increase in wildland fire activity we are now experiencing. The formation of an RFPA in the Columbia Rural region provides the opportunity to continue building upon our current positive and long-standing partnership, to better serve and protect our community patrons.

Sincerely,

Robert F. Palmer
Fire Chief

Dear Board of Forestry,

I'm writing this to address the Columbia Rural fire district moving to an RFPA. I do believe this would be a great thing in our area, do to the fact that when Columbia Rural was in operation, they had equipment to help fight these fires in the rangeland areas that all of us other fire districts don't. I think with the extra added training and more resources would sure help keep some of these fires smaller. That was always one part that bothered me is the way they would attack fires, it works great and is effective because of how aggressive they fight fire. But there are rules and regulation to follow to keep everyone safe. I myself have learned this over the years.

These people in the CRFPD that are trying to move to an RFPA are a great group of people, I have worked along side many of them in fighting some of these big fires. They do great work, they have the knowledge of the land that many don't. They are always willing to help with their water trucks or tractors with discs on every fire.

I know I would like to see CRFPD move to a RFPA , it would help them get better recourse and training to help fight these fire with all of the other fire districts in Wasco County.

Respectfully,

Dufur Fire Chief

Jon Keyser Jr

Phone: 541-993-2901

Email: keyserjon2@gmail.com , dufurfire@ortelco.net

November 10, 2022

To Whom It May Concern,

Wasco County, dependent on agriculture for a substantial portion of our economy, is experiencing an unprecedented extended drought and has been significantly impacted by wildfires in the last 5 years. Farmers and ranchers work diligently to mitigate fire hazards to protect the their lives, homes, crops and livestock.

Columbia Rural Fire Protection Association is in the process of dissolving and requesting Rangeland Fire Protection Association status. With assistance from the Department of Forestry Rangeland Fire Protection Coordinator Marvin Vetter and Permanent Forest Officer Rick Fletcher, they are working through the process to become the Petersburg Rangeland Fire Protection Association.

The Wasco County Board of Commissioners supports this endeavor as it will bring all agencies together to combat wildfire in our communities. We commend the grass-roots undertaking of our forward-thinking rural communities who embody our mission of pioneering pathways to prosperity. We encourage you to join us in supporting their efforts.

Sincerely,

Kathleen B. Schwartz, Board Chair

Steven D. Kramer, Vice-Chair

Scott C. Hege, County Commissioner

Agenda Item No.:	C
Work Plan:	Fire Protection Work Plan
Topic:	Ongoing Topic: Rangeland Protection Association Formation
Presentation Title:	Hearing Request for a Rangeland Protection Association in Jefferson County
Date of Presentation:	January 4, 2023
Contact Information:	Levi Hopkins, Wildfire Prevention and Policy Manager (503) 949-3572, Levi.a.hopkins@odf.oregon.gov

SUMMARY

The purpose of this agenda item is to obtain Board approval to proceed with a public hearing on the subject of providing protection from fire for rangelands in Jefferson County to form the Grizzly RPA.

CONTEXT

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

Landowners from Jefferson County provided a letter (Attachment 1) requesting the Board to hold a public hearing on the subject of providing protection from fire for rangelands in the vicinity of Madras, Oregon. (Attachment 2).

BACKGROUND AND ANALYSIS

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

The 2004 Fire Program Review identified assisting local communities in developing fire protection on unprotected lands as a high priority. Rangeland Protective Associations have been formed in Ashwood-Antelope, Bakeoven-Shaniko, Blue Mountain, Brothers Hampton, Burnt River, Crane, Fields-Andrews, Frenchglen, Gateway, Greater Pine Valley, High Desert, Ironside, Jordan Valley, Juntura, Lone Pine, Lookout Glasgow, North Harney, Post Paulina, Silver Creek, Twickenham, Vale, Wagontire, Warner Valley, WC Ranches, and Wheeler County Fire & Rescue.

The area the private landowners are considering for fire protection is interspersed with other land management agencies.

Although the emphasis is protection of private lands, opportunities will exist for partnerships and mutual aid agreements with other entities to strengthen wildland fire protection throughout the area.

RECOMMENDATION

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

NEXT STEPS

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

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

ATTACHMENTS

(1) Letter from Board of Directors for Grizzly RPA.
(2) Map of Proposed Grizzly RPA

Date 12/2/22

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

Dear Mr. Mukumoto

As the designated representative(s) of rangeland/crop landowners in Jefferson County, I hereby request that the

Oregon Board of Forestry hold a public hearing on the subject of providing protection from fire for private

rangeland/crop lands in the vicinity Grizzly Mtn, in Jefferson County pursuant to ORS 477.320.
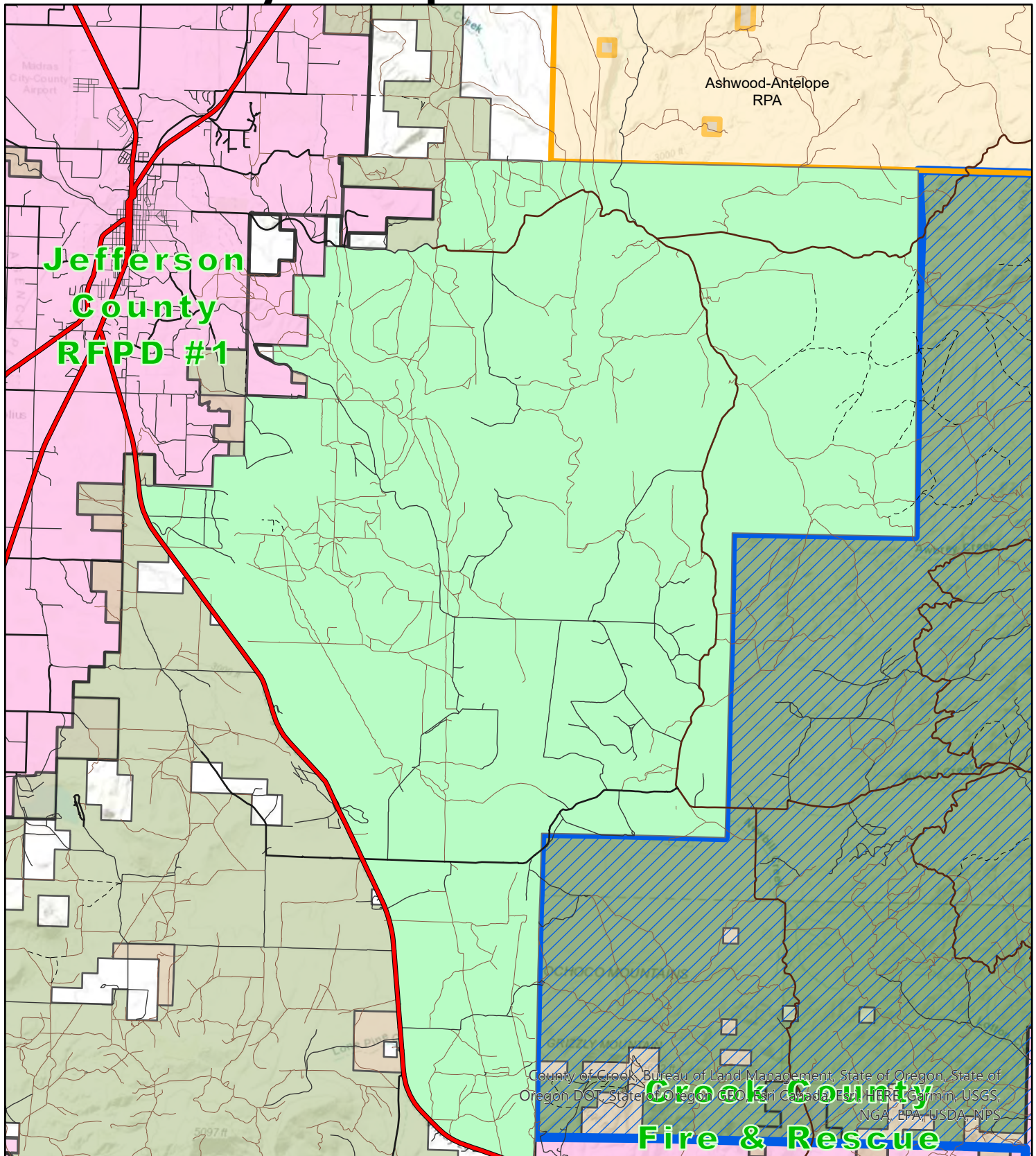

Sincerely

Mark Wunsch

ROBERT E. RUFENEN

Glenn Fessler

MICHAEL COOKINGHAM

Brent J. Fessler

Grizzly Proposed RFPA

Ashwood-Antelope
RPA

Jefferson
County
RFPD #1

Crook County
Fire & Rescue

County of Crook, Bureau of Land Management, State of Oregon, State of
Oregon DOT, State of Oregon GEO, Esri, Canada, Esri HERE, Garmin, USGS,
NGA, EPA, USDA, NPS

Road Types

PDMclass

— Interstate; Highway

— Paved; Highway exit

— All weather

— Dirt

— In UGB; Paved - Secondary Display Layer

— Mainline Rd

--- Hiking trail

-- 4wd trail

Protection Status 2021

Structural Fire Protection

BLM

Forest Protection Association

No known protection

Other Federal

Rangeland Protection Association

USFS

ODF Forest Protection Districts

GrizzlyProposedRFPA

Agenda Item No.:	D
Work Plan:	Forest Resources Work Plan
Topic:	Federal Forests Restoration Program Overview
Presentation Title:	Federal Forests Restoration Program Overview
Date of Presentation:	January DD, 2023
Contact Information:	Kyle Sullivan-Astor, Federal Forest Restoration Program Lead
	(541) 285-8685, kyle.m.sullivan-astor@odf.oregon.gov

SUMMARY

The purpose of this agenda item is to provide an overview of the Oregon Department of Forestry's Federal Forest Restoration (FFR) Program including what led to the Program's creation, what it does, and how its work connects Board priorities to federal forestlands in Oregon.

CONTEXT

Federal forests play a significant role in the Department's ability to fulfill its mission to protect, manage, and promote stewardship of all of Oregon's 30 million acres of forests. With approximately 60% or 17 million acres of Oregon's forests under federal ownership, the ability of the Department to achieve its mission relies, in part, on the management and health of Oregon's federal forests.

According to the Governor's Council on Wildfire Response Report, 90% of the acres burned over the past 3 decades has occurred outside of the Department's protected lands (primarily federal lands) and of the 5.6 million acres at highest risk to wildfire, 65% occurs on federal lands. With one of the primary responsibilities of the Department to provide fire protection on the mostly non-federal lands in the state, the landscape condition, firefighter access and fuel loads of the adjacent federal forests affects the Department's ability to fulfill its fire protection responsibilities.

Given the large proportion of Oregon's forests under federal jurisdiction and the effect those forests have on adjacent forest landowners, working in partnership with federal agencies is becoming increasingly important. Also, leveraging the respective strengths and resources of partnering entities in an 'all hands, all lands' approach, leads to better outcomes than if those entities worked independently.

BACKGROUND AND ANALYSIS

Over a decade ago, in recognition of the importance of federal forests in achieving the Department's mission, the Board of Forestry (Board) issued a report called Achieving Oregon's Vision for Federal Forestlands, which established the Board's vision to "create forests that are ecologically sustainable, economically viable, and appreciated by all stakeholders". The report laid out a set of recommendations that would allow Oregon to address issues of declining forest health, lack of forest infrastructure, and decreased trust between stakeholders and federal agencies.

One of the recommendations in the Achieving Oregon's Vision for Federal Forestlands report was to create a federal forest liaison program. This recommendation was fulfilled in 2013 when the Federal Forest Restoration (FFR) Program was created by the Oregon Legislature. Today, the FFR Program works to achieve its mission to "accelerate the pace, scale and quality of forest

restoration" and is a mechanism to link Board priorities to federal forestlands in Oregon. [A video summarizing the FFR Program](#) and its history is available on the Department's YouTube channel.

In 2018, House Bill 4118 (now [ORS 526.275](#)) passed the Oregon Legislature and made it a policy of the state to pursue projects under the Good Neighbor Authority that increase timber harvest volume, contribute to job creation, reduce wildfire risks to all lands, improve wildlife habitat and watershed health and stimulate local economies. This legislation guides the direction of the Department's work on federal forestlands.

Looking ahead, the partnerships established with federal land managers and forest collaboratives through the FFR Program will be important to operationalizing the forthcoming 20-year strategic plan, which will prioritize restoration actions across all land ownerships in Oregon.

The Department's work to restore federal forests was also described as a way to both adapt to and mitigate climate change in the Board adopted Climate Change and Carbon Plan, specifically as a supporting action of the goal to "Accelerate the pace, scale, and quality of climate appropriate forest restoration".

The Federal Forest Restoration (FFR) Program uses the Good Neighbor Authority (GNA) as a tool, in addition to other tools such as Cooperative Agreements and Grant Agreements, to work with federal forest management agencies and other partners in Oregon. The GNA is a tool in the FFR Program toolbox.

The FFR Program, has been working to achieve its mission of increasing the pace, scale and quality of federal forest restoration since 2013. Some select accomplishments of the FFR Program since inception include:
- Investment of $4.3 million in grants supporting forest collaboratives and their ability to develop common scientific understanding, consensus, and achieve social license
- 20,000 acres of non-commercial fuels reduction and thinning, prescribed fire preparation, noxious weed treatments, wildlife habitat improvement, and stream enhancement
- 20,000 acres of commercial restoration, producing 107 million board feet of timber volume
- 9 contracted National Environmental Policy Act (NEPA) Categorical Exclusions (CE) projects covering over 35,000 acres
- 650 acres of post-implementation monitoring work
- On average, FFR Program investments have generated 38 jobs and $3 million in GDP per year since 2013
- FFR Program staff engaging with the over 20 forest collaboratives in Oregon to inform federal forest stakeholders of the Department's federal forest work

RECOMMENDATION
This agenda item is for information only.

ATTACHMENTS
(1) Federal Forest Restoration Program Fact Sheet: December 2022 update

"Increasing Pace, Scale, and Quality"

Ecosystem **W**orkforce **P**rogram

FEDERAL FOREST RESTORATION PROGRAM UPDATE
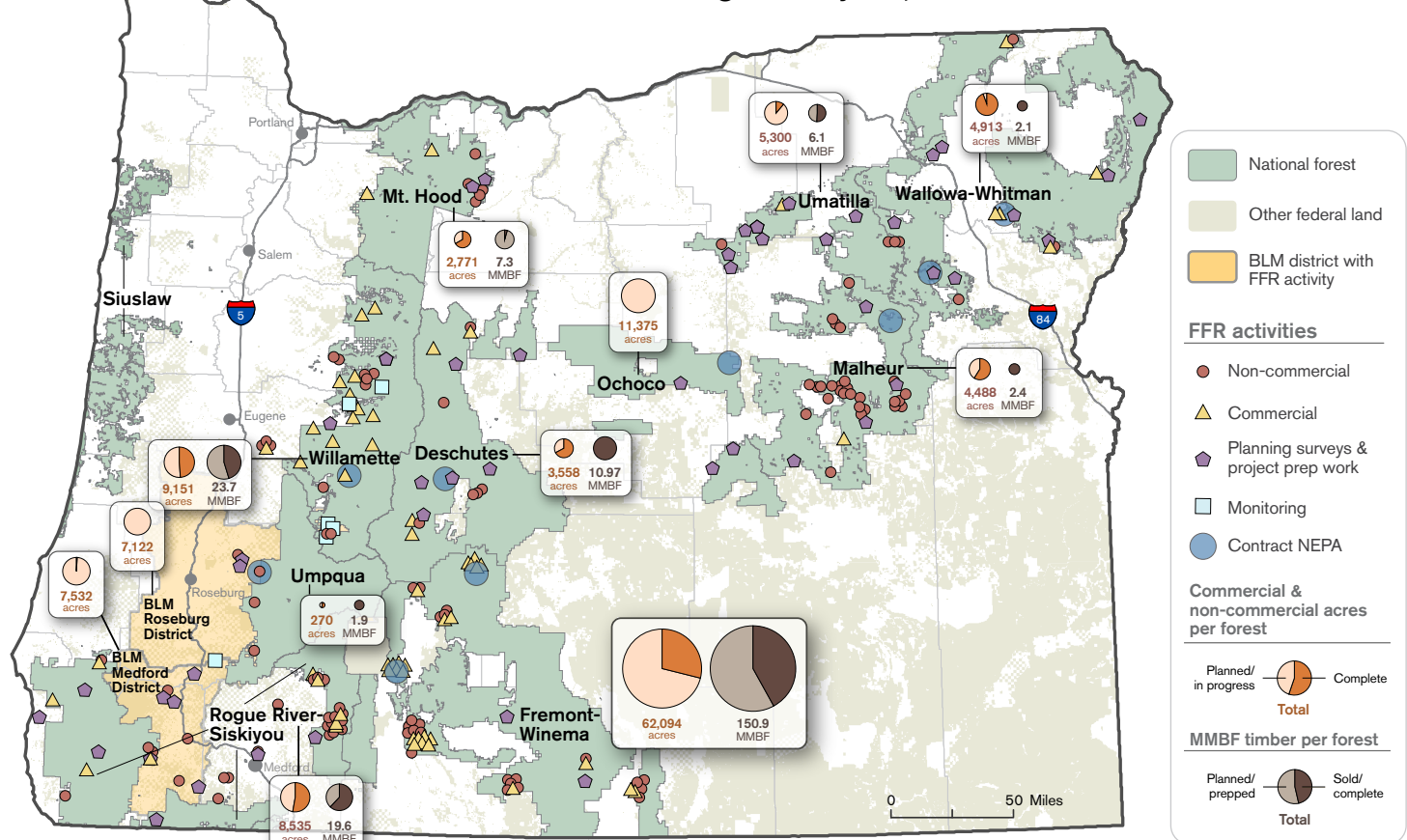## 2016–2022 ACTIVITIES AND OUTCOMES
FACT SHEET 27 • DECEMBER 2022

Oregon Department of Forestry's (ODF) Federal Forest Restoration (FFR) Program continues to partner with federal land managers, who manage 60% of Oregon's forestlands, to address the millions of acres of Oregon's forests in need of landscape treatments[1]. The FFR Program is performing treatments such as forest thinning, aquatic habitat improvement, or invasive species removal to restore forest health while creating jobs in the natural resources sector[2]. As close to two-thirds of the acres at highest risk to wildfire are on federal lands[3], efforts to create landscapes resilient to disturbance must involve federal lands in meaningful way.

Severe wildfire seasons have increased on all lands in Oregon in each of the past few decades. The 2020 fire season was one of the worst in modern times. Wildfires that year killed 11 people, burned more than 1.3 million acres, destroyed 3,522 buildings, cost over $130 million in direct suppression costs and $6.24 billion of indirect costs in loss of buildings, infrastructure, timber and grazing resources[4]. After those wildfires there was a call to restore the health and resilience of Oregon's forests. The goals were to reduce wildfire intensity and smoke, improve wildlife habitat, maintain water quality and quantity, and preserve recreational opportunities. This report sums up the state's efforts to achieve these goals and create healthy federal forests in Oregon. The report also fulfills the requirement of ORS 526.276 to report activities and outcomes of ODF's work on federal forestlands in Oregon.

Federal Forest Restoration Program Projects, 2016–2022

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[1] *The Governor's Council on Wildfire Response November 2019: Report and Recommendations: https://www.oregon.gov/osp/Docs/GovWildfireCouncilRpt-FinalRecs.pdf.*

[2] *Cassandra Moseley and Max Nielson-Pincus, "Economic Impact and Job Creation from Forest and Watershed Restoration: A Preliminary Assessment" (Ecosystem Workforce Program Briefing Paper #14; winter 2009; Institute for Sustainable Development, Eugene, OR).*

[3] *December Final Mitigation Committee Report: https://www.oregon.gov/odf/fire/documents/governors-council-mitigation-committee-report.pdf.*

[4] *Oregon Legislative Fiscal Office 2020 Fire Season Report: https://olis.oregonlegislature.gov/liz/2019I1/Downloads/CommitteeMeetingDocument/227139*

ODF's work on federal lands in Oregon:

The Federal Forest Restoration (FFR) Program uses the Good Neighbor Authority (GNA) as a tool, in addition to other tools, such as Cooperative Agreements, to work with federal forest management agencies in Oregon. GNA helps the State achieve its vision for federal forestlands.[5]

31 agreements – with – **10 national forests** (24 agreements)   **2 BLM districts** (5 agreements)   **Forest Service PNW Regional Office** (2 agreements)
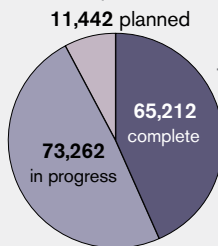
RESULTS:

Restoration service projects

Activities — on — **10** national forests, **2** BLM districts

BLM

covering

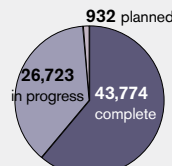**149,916** acres

11,442 planned
65,212 complete
73,262 in progress

– including –

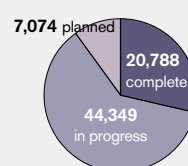**Planning surveys & project preparation work:**
- Wildlife, botany, heritage, or other resource surveys
- Remote sensing, stand exams, or other forest inventory work
- Cruising, tree marking, unit layout, or other project preparation

932 planned
26,723 in progress
43,774 complete
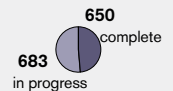71,429 acres

Non-commercial work:
- Non-commercial fuels reduction, thinning, or forest health treatments
- Prescribed fire
- Wildlife habitat restoration or improvement
- Stream enhancement or fish passage
- Invasive/noxious weed treatments

7,074 planned
20,788 complete
44,349 in progress
72,211 acres

Monitoring work:
- Post-implementation vegetation management and stream restoration monitoring

650 complete
683 in progress
1,333 acres

Commercial Projects

64 Sales — on — **9** national forests
16 complete, 19 sold, 29 planned

over an anticipated

56,664 acres
3,994 complete
35,903 planned
16,767 sold

and

225.1 MMBF (million board feet)
19.9 complete
117.9 planned
87.4 sold

Contract NEPA projects

12 Projects — on — **7** national forests
9 complete, 3 in progress or proposed

over an anticipated

74,577 acres
37,363 in progress or planned
37,214 complete

during

2019	2020	2021	2022	2023
3 completed	2 completed	1 completed	3 completed	3 anticipated

2021–23 Biennium Update:

Changes and updates for the FFR Program for the current 2021–23 biennium include:

- $6.5 million in state investments in the program is expected to leverage $8.25 million in federal funds and project revenues
- Expansion of staffing from 9 to 25 permanent staff
- A new Master Good Neighbor Authority (GNA) agreement signed with USFS lasting through 2032

$14.8M Total

» **$6.5M (44%) State**
» **$8.25M (56%) Federal**

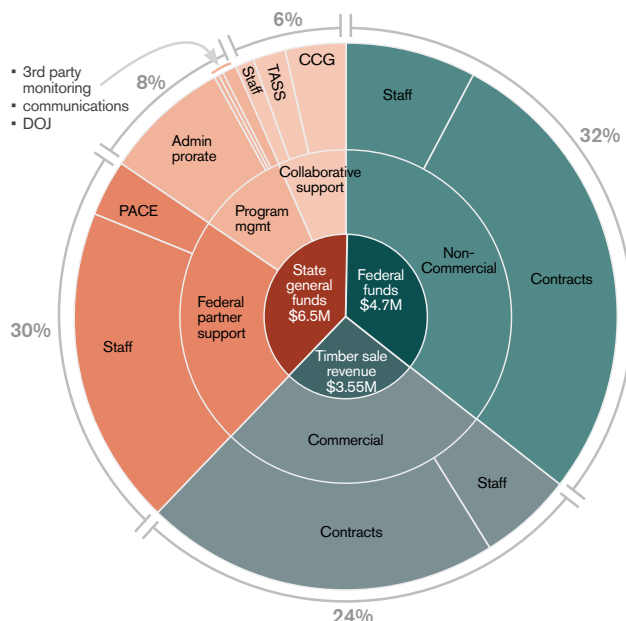
Forest Collaborative Support:

> "CCG funding supported the development of zones of agreement that resulted in annual fuels group meetings which enhanced community wildfire protection planning, partnering on projects, and the development of common communication efforts in the Rogue Basin."
>
> - Terry Fairbanks, Southern Oregon Forest Restoration Collaborative (SOFRC) Facilitator

Members of SOFRC meet in a field trip. Photo credit: Terry Fairbanks
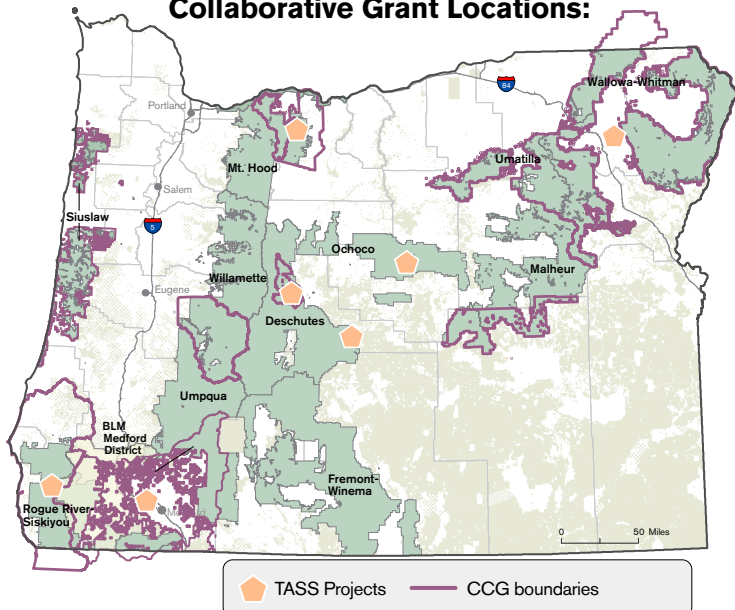
$725,000 to support Oregon forest collaboratives

$476,829 in Collaborative Capacity Grants (CCG) provided to 8 groups

- Southern Willamette Forest Collaborative
- Southern Oregon Forest Restoration Collaborative
- Wasco-Hood River Forest Collaborative
- Wild Rivers Coast Forest Collaborative
- Harney County Forest Collaborative
- Northern Blues Forest Collaborative
- Oregon Central Coast Forest Collaborative
- Deschutes Collaborative Forest Project

$250,000 in Technical Assistance and Science Support (TASS) to 7 projects

- A carbon storage potential study on the Malheur National Forest
- 2 fire and forest reconstruction studies on the Mt. Hood and Rogue-Siskiyou National Forests
- The Oregon Forest Collaborative Network, which convenes collaborative leaders across the state for efficient information sharing & higher functioning collaborative groups
- A user-made roads and trails assessment on the Deschutes National Forest
- Tethered-logging research on the Ochoco National Forest
- Road and sediment delivery analysis on the Rogue-Siskiyou National Forest

Collaborative Grant Locations:

TASS Projects — CCG boundaries

Members of SWFC meet in a field trip.
Photo credit: Kyle Sullivan-Astor

> "ODF TASS grants and GNA funding have helped collaborative members better understand the role of fire in the Rigdon landscape. Studies by UO and OSU provide context for why mechanical restoration is necessary to recreate the conditions to reintroduce fire and for native understory and fire dependent species to thrive in a warmer, drier climate."
>
> - Sarah Altemus-Pope, Southern Willamette Forest Collaborative (SWFC) Facilitator

2021–23 Biennium Targeted Accomplishments

(July 1, 2021–June 30, 2023)

Northeast
- 6,000 NEPA survey acres
- 2,000 non-commercial acres
- 2 road maintenance miles

Northwest
- 500 commercial acres

Central
- 100 contract NEPA CE acres
- 10,000 NEPA survey acres
- 790 non-commercial acres
- 720 commercial acres
- 8.6 road maintenance miles

West Cascade
- 250 NEPA survey acres
- 640 non-commercial acres
- 180 commercial acres
- 26 road maintenance miles
- 3 road decommissioning miles

South Central
- 6,600 NEPA survey acres
- 1,050 non-commercial acres
- 5,300 commercial acres
- 22 road maintenance miles

Southwest
- 2,000 NEPA survey acres
- 14,600 non-commercial acres
- 470 commercial acres
- 48 road maintenance miles

★ ODF Office   ★ USFS Office

100 acres contract NEPA CE	**24,000 acres** NEPA Survey	**19,000 acres** non-commercial treatments	**7,100 acres** commercial treatments	**47,000 MBF** volume sold	**100 miles** deferred road maintenance

PROJECT SPOTLIGHT: PADDOCK BUTTE

The Paddock Butte GNA project on the Fremont-Winema National Forest was the first commercial Good Neighbor Authority (GNA) project in Oregon and is adjacent to private forestland. In 2018, with the support of state FFR project implementation (crew) funds, this project was started using ODF's capacity. With the goal of improving forest health and reducing the risk of stand-replacing wildfire, ODF completed the 637-acre project in 2020. The revenue from Paddock Butte GNA funded treatment of an additional 1,100 acres of non-commercial juniper removal and leveraged NRCS to conduct treatments on the adjacent privately owned forestland. A total of 3,300 acres of combined treatments on both federal and private lands are planned to be completed in this cross-boundary project area.

PROJECT SPOTLIGHT: KAHLER DRY FOREST

The Kahler Dry Forest Restoration project on the Umatilla National Forest began in 2011. It was supported by the Federal Forest Restoration (FFR) Program in a variety of ways, touching almost every component of the FFR Program. First through a Collaborative Capacity Grant to the Umatilla Forest Collaborative (now the NBFC), who engaged early in planning of the project. This collaborative was also selected to receive a Technical Assistance and Science Support (TASS) grant in the 2017-19 biennium. The Kahler project also received Planning Assistance and Categorical Exclusion (PACE) funds in 2013-15 and Crew funding in the 2015-17 biennium (respectively). In 2021, a portion of the E-board funding ODF received allowed ODF to partner with Sustainable Northwest to continue dry forest restoration work in this project area.

Before treatment

After treatment

Before treatment

After treatment

https://www.oregon.gov/odf/working/Pages/federal-forest-restoration-program.aspx

Agenda Item No.:	E
Work Plan:	Forest Resources Division
Topic:	Implementing Legislative Direction
Presentation Title:	Initiate Rulemaking on Post-disturbance Harvest
Date of Presentation:	January 4, 2023
Contact Information:	Josh Barnard, Division Chief, Forest Resources Division, ODF, josh.w.barnard@odf.oregon.gov Nick Hennemann, Deputy Chief – Forest Practices Act & Monitoring, Forest Resources Division, ODF, nick.hennemann@odf.oregon.gov Adam Coble, Forest Health and Monitoring Manager, ODF, adam.coble@odf.oregon.gov

SUMMARY

This consent agenda item requests the Board to direct the Oregon Department of Forestry (Department) to start rulemaking on post-disturbance harvest per Senate Bill 1501. This is a decision item.

CONTEXT

The legislature directed the Board to start rulemaking on post-disturbance harvest of trees that would not otherwise be harvested under adopted and amended rules related to the Private Forest Accord (PFA) Report.

BACKGROUND

Representatives from conservation and forest industry groups reached an agreement in 2021 through mediated discussions known as the Private Forest Accord. Their report to the legislature included recommended changes to Oregon's forest practice laws and the completion of a Habitat Conservation Plan (HCP). The legislature adopted these recommendations in Senate Bill 1501, which set an expedited timeline for rule drafting and submission of a draft HCP to the National Marine Fisheries Service and U.S. Fish and Wildlife Service. Senate Bill 1501 and the Private Forest Accord Report also set expectations for rulemaking on post-disturbance harvest.

ANALYSIS

Section 6 of Senate Bill 1501 requires the Board to start rulemaking on post-disturbance harvest and complete it by November 30, 2025. If the Board directs the Department to start rulemaking, the Department will follow the recommendations for post-disturbance harvest rulemaking described in the PFA Report. This will include the Department conducting a literature review to help the Board determine whether the effective rules and practices related to post-disturbance harvest are sufficient to meet the requirements of ORS 527.714.

Upon Board direction, the Department will conduct rulemaking with the following understanding:

- This rulemaking must follow procedures in ORS 527.714 for Type (1)(c) rules.
- If the Board decides that the standards are not met in ORS 527.714(5), then the Board would be precluded from adopting new rules.
- If the Board finds degradation under ORS 527.714(5), then the Department will proceed with rulemaking under ORS 183, the Administrative Procedures Act.

RECOMMENDATION

The Department recommends that the Board direct the Department to start rulemaking on post-disturbance harvest activities, as required by Section 6 of SB 1501, to include an analysis of the factors in ORS 527.714.

NEXT STEPS

Department staff will prepare a report that summarizes the literature on post-disturbance harvest.

ATTACHMENTS

None.

Agenda Item No.:	F
Work Plan:	Forest Resources
Topic:	Committee Appointments
Presentation Title:	Committee for Family Forestlands Appointment
Date of Presentation:	January 4, 2023
Contact Information:	Mike Kroon, Forest Resources Deputy Chief
	503-400-4815, mike.e.kroon@odf.oregon.gov

SUMMARY

This agenda item relates to the appointment of a member of the Committee for Forestlands (CFF) to fill a currently vacant position. One nomination has been submitted to fill the Northwest Oregon position (Scott Hayes).

CONTEXT

The CFF, a standing committee to the Board, provides advice to the Board and the State Forester on methods to help improve the vitality of family forestlands, including improving owners' ability to manage and market their timber and other forest products. The CFF continues to evaluate the impact of policy and regulatory changes on family forestland owners.

BACKGROUND AND ANALYSIS

CFF members serve three-year appointments that generally run from July through June (Attachment 1). There are seven voting members, including four family forestland owners, one forest industry representative, one conservation community representative, and one citizen-at-large. The CFF currently has six ex-officio members representing Oregon State University College of Forestry, the State Forester, Oregon Forest Resources Institute, public land managers, logging/forestry consulting interests and small forestland owner groups.

Currently, the CFF Northwest Oregon Area position is vacant.

The following link has more information on the committee and current committee members: https://www.oregon.gov/odf/board/pages/cff.aspx.

RECOMMENDATION

The Department recommends the appointment of Scott Hayes as the Northwest Oregon Area member of the CFF. His biography is noted in Attachment 2.

ATTACHMENTS

(1) Proposed CFF Voting Members Appointment Schedule
(2) New Member Nomination Biography

Proposed Committee for Family Forestlands
Voting Members Appointment Schedule

January 4, 2023

Proposed schedule for CFF members' appointments / reappointments. New Voting Members, Chair and Vice Chair to be appointed by the Board of Forestry.

Voting Member	Appointed	2023	2024	2025	2026
Citizen at Large **Wendy Gerlach** (Chair)	2020	June 30			
Conservation Community **Kaola Swanson** (Vice Chair)	2019			June 30 X	
Forest Industry **Mark Vroman**	2017	June 30 X			
Southern Oregon Area **Gary Jensen**	2021		June 30		
Landowner at Large **Kate McMichael**	2021		June 30		
Eastern Oregon Area **Maurizio Valerio**	2021		June 30		
Northwest Oregon Area **Scott Hayes**	2023*			June 30	

X = have or will have served two terms, not eligible for reappointment, and a new member must be nominated.

*Scott Hayes appointed to CFF in January, 2023, to serve remainder of three-year term starting July 1, 2022 and ending June 30, 2025.

Scott Hayes

- Oregon State University, Bachelor of Science
- Oregon Department of Forestry, 1974-2005, working as a Service Forester, Forest Practices staff forester, and Assistant Area Director.
- 2012-2014 President, Oregon Small Woodlands Association
- 2015-2017 Chairman, Oregon Tree Farm System; currently on OTFS board
- 2015-2017 Chair, National Public Affairs Committee, American Forest Foundation
- 2017-2019 Chair, Woodland Operating Committee, American Forest Foundation
- 2017-2019 Board of Trustees, American Forest Foundation
- 2017-2022 Western Representative on Woodland Operating Committee
- Member Oregon Woodland Cooperative

Arbor House Tree Farm

- Scott and his wife Marge purchased 40 acres in Washington County, Oregon, in 1996 and built their home on the woodland in 1999.
- In 1996 the woodland was enrolled in the American Tree Farm System.
- In 2016 the woodland was enrolled in the Conservation Stewardship Program with the USDA Natural Resource Conservation Service. The program was extended in 2020.
- Over the past 20 years 299MBF of mostly Douglas-fir was thinned or small patch-cut on about two thirds of the quarter section.

Oregon Department of Forestry

MGO Review and Assessment Recommendations

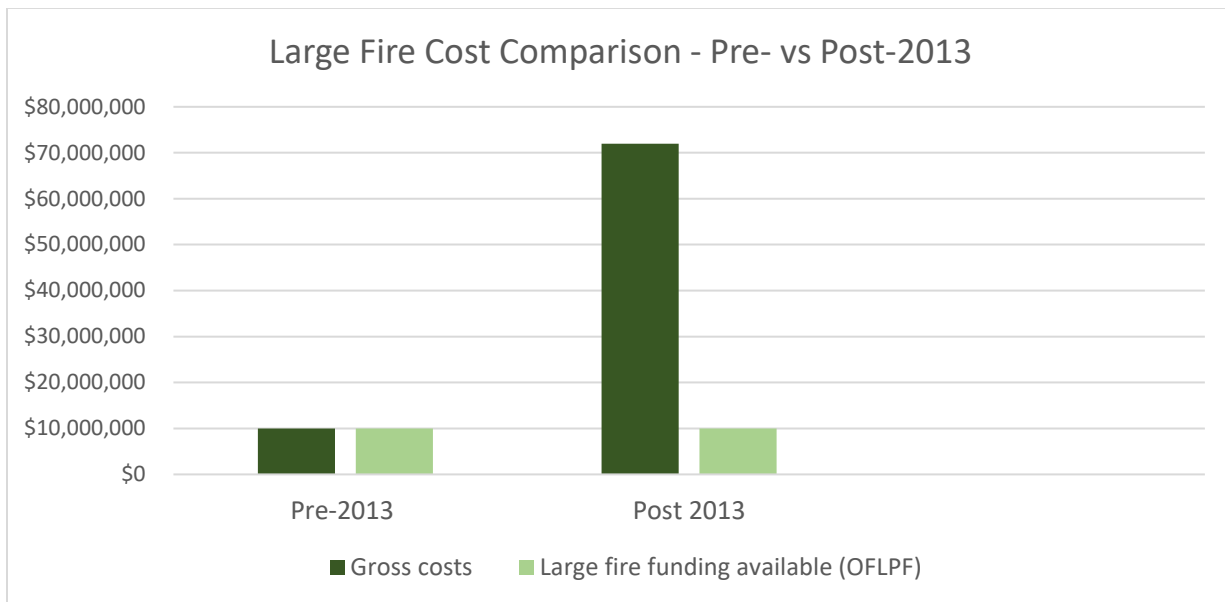# Implementation Management Plan

Version 5

November 4, 2022

Contents

Background

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

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

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

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

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

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

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

Context for the Implementation Management Plan

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

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

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

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

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

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

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

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

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

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

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

Further Context for Version 2 of the Implementation Management Plan

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

Version 3 of the Implementation Management Plan

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

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	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.
#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.
#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.
#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.
#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.
#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.
#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.
#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.
#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
Complete	Recommendations have been implemented and observed risk mitigated
Enhanced	Work has moved beyond the initial scope of the recommendation to further business value
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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

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	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.	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.	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 — Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	*Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020)* between ODF, operating associations, and federal agencies includes cost share agreement template and instructions	Fire Protection Deputy Chief	Done	🟢	Complete	State Forester	n/a	n/a	n/a		Master 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 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:

Low, per MGO 04/2022 update;
~~High~~

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

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

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

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

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
COMMUNICATION PLANNING											
√	Announcement of 2021 Agency Administrator Training (Email)	Protection Training Coordinator	Done	🟢	Complete	Fire Protection Deputy Chief	May-21	May-21	May-21		Agency Administrator Seminar (calendar)
√	Announcement of 2021 Incident Finance Trainings (Email)	Incident Finance / FEMA Unit	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

Status Legend:

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

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

ODF Management Response:

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

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	*Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020)* between ODF, operating associations, and federal agencies includes cost share agreement template and instructions	Fire Protection Deputy Chief	Done	○	Complete	State Forester	n/a	n/a	n/a		Master 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 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:

Low, per MGO 04/2022 update; ~~High~~

MGO Recommendation:

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

(MGO) Action Plan:

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

MGO Observation:

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
TRAINING NEEDS											
√	Agency Administrator Training Section on Cost Shares updated	Protection Finance Manager	06/11/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Tool Kit on ODFnet
√	Agency Administrator Seminar conducted June 14, 2021	Protection Training Coordinator	06/14/2021	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Seminar held on June 14, 2021
√	2021 Incident Finance Training	Incident Finance / FEMA Unit	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
√	Cost Share Reconciliation Training (annual)	Protection Finance Manager	Spring 2022	🔴	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	🟡	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	06/30/2023	🟢	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	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

MGO Recommendation # and Title: #3 - Cost Share Collections
ET Sponsor: Fire Protection 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:

Low, per MGO 04/2022 update; ~~High~~

MGO Recommendation:

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

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

(MGO) Action Plan:

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

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

MGO Observation:

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

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

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

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

ODF Management Response:

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

	Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name				Status Indicator	Status		District Business	LT	ET	BOF	
MAINTENANCE NEEDS POST-IMPLEMENTATION												
	Admininistration Fiscal Year Operating Plan core duties updated		Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Protection 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 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:

Medium, per MGO 04/2022 update; ~~High~~

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

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

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

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

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
√	Outstanding Assets & Liabilities Tracker (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 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
√	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
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	06/30/2022	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Internal Controls (new) (MGO)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	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 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:

Medium, per MGO 04/2022 update; ~~High~~

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

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

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

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

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
ODF Procedures (list topic(s), define each)											
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Reconciliation Procedures for open market purchase orders and invoices (MGO)	Disbursements Manager	TBD	⚫	TBD	Financial Services Manager	n/a	n/a	n/a		
	Disbursements and Expenditure Procedures updated for OregonBuys (MGO)	Disbursements Manager	06/30/2022	🔴	Being Initiated	Financial Services Manager	TBD	TBD	TBD		
√	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	06/30/2021	🟢	Complete	Fire Protection Deputy Chief	n/a	n/a	n/a		ODF Procedure - Cost Share Tracker
√	Co-op Tracker Updating Procedure (MGO)	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	🟢	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	🟡	In Review / Underway	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fund Administrator (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Oregon Forestland Protection Fund Administrator	TBD	TBD	n/a		
	OFRS Reporting Tool Use Procedures (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
√	Financial Outlook Runway Procedures (MGO)	Financial Services Manager	Done	🟢	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	🟢	Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book
	Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022	⚫	Not Started	Protection Finance Manager	TBD	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

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:

Medium, per MGO 04/2022 update; ~~High~~

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

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

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

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

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
IT SYSTEM CONSIDERATIONS											
	Deployment of new OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
√	Instructions for Outstanding Assets & Liabilities Tracker (SOALT)	Protection Finance Manager	Done	●	Complete	Deputy Director for Administration	Jun-21	n/a	n/a		SOALT Tracker and Reminders (Email 6/23, 7/12, monthly)
	Communicate procedural changes to impacted personnel and supervisors	Deputy Director for Administration	TBD	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	Training module on the use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
√	Fire Finance Training (annual) - Cost Estimates module	Incident Finance / FEMA Manager	05/17/2021	●	Complete	Protection Finance Manager	May-21	May-21	n/a		Incident Finance: Cost Estimates
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:

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

MGO Recommendation # and Title: #5 - Accounts Receivable Collections
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 11/02/2022 v.5

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

ODF Management Response:

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

	Deliverable Identification			Estimated	Deliverable Status			Deliverable Review				
√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
√	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
	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 for collection of invoices, past due, exempt and non-exempt invoices (MGO)	Financial Services Manager	06/30/2022	🟡	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	🟢	Complete	Assistant Deputy Director for Administration	n/a	n/a	n/a		ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting
√	AR/AP aging meeting (reconciliation processes, agenda topics) Procedures (MGO)	Protection Finance Manager	12/30/2021	🟢	Complete	Assistant Deputy Director for Administration	n/a	n/a	n/a		ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	06/30/2022	🔴	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	🔴	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	🔴	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	🟡	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	OFRS Interface updated for new application	Admin Modernization Program	TBD	⚫	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

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

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

MGO Recommendation # and Title: #6 - Policy & Procedure Storage
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 11/02/2022 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	The ODF Administrative Branch should maintain, review, approve, and upload all finance/ accounting policies, procedures, desktop manuals and flowcharts in a centralized location accessible by all Field Protection Districts.	1. All policies, procedures, desktop manuals and flowcharts should be stored in a centralized location accessible by all personnel, including the ability to download the documents for offline access. 2. The centralized location should be maintained by the ODF Administrative Branch.	Finance/ accounting policies, procedures, desktop manuals and flowcharts are not stored within in a centralized location and/ or are not easily located. Additionally, we noted that various versions of policies, procedures, desktop manuals and flowcharts were outdated, duplicative of existing documents, or had unrestricted editing access.	Potential inaccurate, incomplete, duplicative, or missing finance and accounting policies, procedures, desktop manuals and flowcharts could lead to inefficient or incorrect processes performed by staff resulting in inefficiencies and/ or errors in finance reporting.

ODF Management Response:

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

√	Deliverable Identification – Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy Management Policy updated to incorporate partial recommendation	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 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:

High

MGO Recommendation:

The ODF Administrative Branch should maintain, review, approve, and upload all finance/ accounting policies, procedures, desktop manuals and flowcharts in a centralized location accessible by all Field Protection Districts.

(MGO) Action Plan:

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

MGO Observation:

Finance/ accounting policies, procedures, desktop manuals and flowcharts are not stored within 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
√	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												
√	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 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium, per MGO 04/2022 update; ~~High.~~	The ODF Executive Team (with the ODF Operations and Administrative Branch) should limit cost estimate generators to e-ISuite and FIRES. The ODF Operations and Administrative Branches should define policies and procedures related to the use of the two systems and provide onboarding and on-going training to ensure all personnel understand how to properly and efficiently use the systems.	1. Clearly define policies and procedures around the systems used to track and report cost share estimates. 2. Consolidate systems when possible to avoid duplicate information being entered and residing in multiple places. 3. Provide training to the Field Protection District personnel.	Multiple systems are utilized for the generation of cost estimates for incidents including: e-ISuite, FIRES, and EFCC spreadsheets. Additionally, current documented policies and procedures do not specifically define the criteria assessed to determine which cost estimate systems are to be utilized by incident.	The use of multiple systems for cost estimates could result in duplication of efforts, inconsistencies, or inaccurate/ incomplete data.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
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 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium, per MGO 04/2022 update; ~~High.~~	The ODF Executive Team (with the ODF Operations and Administrative Branch) should limit cost estimate generators to e-ISuite and FIRES. The ODF Operations and Administrative Branches should define policies and procedures related to the use of the two systems and provide onboarding and on-going training to ensure all personnel understand how to properly and efficiently use the systems.	1. Clearly define policies and procedures around the systems used to track and report cost share estimates. 2. Consolidate systems when possible to avoid duplicate information being entered and residing in multiple places. 3. Provide training to the Field Protection District personnel.	Multiple systems are utilized for the generation of cost estimates for incidents including: e-ISuite, FIRES, and EFCC spreadsheets. Additionally, current documented policies and procedures do not specifically define the criteria assessed to determine which cost estimate systems are to be utilized by incident.	The use of multiple systems for cost estimates could result in duplication of efforts, inconsistencies, or inaccurate/ incomplete data.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
**TRAINING NEEDS**										
√	Fire Finance Training (annual) - Cost Estimates module (MGO)	Incident Finance / FEMA Manager	05/17/2021	🟢	Complete	Protection Finance Manager	May-21	May-21	n/a		Incident Finance: Cost Estimates
	ODF Incident Finance Cost Estimates module revised to integrate new procedures	Incident Finance / FEMA Manager	06/30/2022	🟡	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 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
High	Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.	The ODF Administrative Branch should: 1. Provide the Field Protection Districts with read-only and limited access to BRIO 2. Develop an initial and on-going training related to BRIO to the Field Protection Districts including how to run the reports needed, which reports should be utilized for what purposes, and identification of any needs not currently met by the BRIO reports. NOTE: If a new system is developed for real-time financial data/ metrics, BRIO access may not need to be provided to the Field Protection Districts.	Field Protection Districts manually manipulate the standardized reports received, for various finance and accounting related purposes as needed. For additional reports requested by the Field Protection Districts outside of the standardized set of reports provided, the ODF Administrative Branch are producing on an ad-hoc basis. Additionally, Field Protection Districts do not have access to timely financial data or real-time access to Brio.	Lack of real-time access to Brio reports by the Field Protection Districts impacts their ability to make timely discovery and correction of errors and timely and appropriate financial decisions, which could result in mismanagement of funds.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	Inventory of existing standard and non-standard reports sent to the field (MGO)	Financial Services Manager	08/31/2021	🟢	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	🟡	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	🟢	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	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Financial Reporting procedures for preparation of each standardized report (TBD)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Financial Oversight procedures for review of each standardized report (TBD)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	OFRS Reporting Tool Use Procedures (MGO)	Financial Services Manager	TBD	⚫	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	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Deployment of new OFRS Reporting Tool with training opportunities (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Feedback mechanism for adaptive response in procedural use or training (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Coordinate agency input and review into technology solution development	Deputy Director for Administration	TBD	⚫	Not Started	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	Training plan for use of the OFRS Reporting Tool (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Training module on the use of the OFRS Reporting Tool (MGO)	Admin Modernization Program	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

MGO Recommendation # and Title: #8 - BRIO Real-time
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 11/02/2022 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	Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.	The ODF Administrative Branch should: 1. Provide the Field Protection Districts with read-only and limited access to BRIO 2. Develop an initial and on-going training related to BRIO to the Field Protection Districts including how to run the reports needed, which reports should be utilized for what purposes, and identification of any needs not currently met by the BRIO reports. NOTE: If a new system is developed for real-time financial data/ metrics, BRIO access may not need to be provided to the Field Protection Districts.	Field Protection Districts manually manipulate the standardized reports received, for various finance and accounting related purposes as needed. For additional reports requested by the Field Protection Districts outside of the standardized set of reports provided, the ODF Administrative Branch are producing on an ad-hoc basis. Additionally, Field Protection Districts do not have access to timely financial data or real-time access to Brio.	Lack of real-time access to Brio reports by the Field Protection Districts impacts their ability to make timely discovery and correction of errors and timely and appropriate financial decisions, which could result in mismanagement of funds.

ODF Management Response:

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

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

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

MGO 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

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium, per MGO 04/2022 update; ~~High~~	ODF Administrative Branch should implement processes and procedures related to expense accruals, and consider the use of purchase orders within OregonBuys.	1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system. 2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis. 3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system. If a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.	Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.	The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

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

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	Transition Plan for ORPIN Users to OregonBuys	Contract Services Program Manager	06/01/2021	🟢	Complete	Assistant Deputy Director for Admin	Apr-21	Apr-21	n/a		ORPIN User Survey for Transition to OregonBuys 04/21/2021
√	OregonBuys 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		

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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium, per MGO 04/2022 update; ~~High~~	ODF Administrative Branch should implement processes and procedures related to expense accruals, and consider the use of purchase orders within OregonBuys.	1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system. 2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis. 3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system. If a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.	Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.	The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

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

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

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2023-25 Legislatively Adopted Budget by 07/30/2023, that is inclusive of ODF Policy Option Packages developed through the 23-25 biennial budget development cycle. ODF's timeline to develop these packages with the Board of Forestry aligns with the recommendation due date of 06/30/2022. (MGO)	State Forester	07/30/2023	◯	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		
	Application deployment(s) (MGO)	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

MGO Recommendation # and Title: #10 - Electronic Records
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 11/02/2022 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 — All hard copies of significant supporting documentation (e.g. fire boxes) should be scanned, uploaded and maintained in an information technology system. Additionally, the documents should be easily searchable.	1. Identify and acquire a document management software 2. Convert historical hard copy/ manual financial data (e.g. fire boxes) to electronic files for storage on the document management software. 3. Establish policies and procedures which require hard copy / manual financial data obtained during fire incidents to be uploaded to the document management software, including the timeframe in which the documentation should be uploaded.	A significant amount of information required for the EFCC audits and FEMA claims are available solely in hard copy form. Additionally, fire boxes are retained in hard copy format and in a centralized location (Field Protection Districts) for storage.	Maintaining documentation in hard copy form, in centralized locations, could result in a loss of data in the event of a natural disaster. Additionally, the use of hard copy documents results in inefficiencies due to the physical movement of documents and the inability to search through documents electronically.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
	Removal of any alternate / adhoc processes or systems being utilized (MGO)	Chief Information Officer	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for fire record keeping revised to incorporate new application	Protection Finance Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communication Plan identifying stakeholders, RACI metrics, and change management	Project Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
TRAINING NEEDS											
√	District Electronic Fire Folders - Incident Finance Training module	Protection Finance Manager	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		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Metrics on adoption and compliance gathered and monitored	Protection Finance Manager	TBD	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Metrics on storage usage gathered and monitored	Protection Finance Manager	TBD	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	License renewal and software application updates	Chief Information Officer	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Policy and procedures reviewed and updated (annually)	Protection Finance Manager	TBD	●	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
√	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

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

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Inventory of software and services (identify owners and stewards) (MGO)	Chief Information Officer	06/30/2022	🟠	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 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). 2. Consolidate any systems that contain duplicate information. 3. The ODF Administrative Branch should establish policies and procedures for the acquisition and implementation of new information technology systems.	IT systems used by ODF Operations Branch, Administrative Branch, and the Field Protection Districts are inconsistent. Certain systems utilized are dated and manual processes are utilized to transfer data between systems due to lack of system integration.	Financial information may be inaccurate and/or incomplete due to information residing in multiple IT systems and the use of manual data transfer. Additionally, the use of dated or duplicative IT systems could result in inefficiencies or inaccurate/incomplete data.

ODF Management Response:

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

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

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

MGO Recommendation # and Title: #12 - ACC Rate Assessments
ET Sponsor: Deputy Director for Administration
Due Date: 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	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.	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.	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 Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	Establish ODF Budget Divergence Project w/ cross-agency representation	Fire Protection Chief	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 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	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.	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.	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 Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
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 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: Medium

MGO Recommendation:
ODF Administrative Branch should establish documented controls/ policies/ procedures related to oversight of fire protection finance, including the preparation and timely review of standardized reports.

(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 — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	Inventory of existing standard and non-standard reports sent to the field (MGO)	Financial Services Manager	07/30/2021	🟢	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		Inventory of reports
√	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		

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

Rating:

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

ODF Management Response:

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

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

Status Legend:

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

MGO Recommendation # and Title: #14 - Training (Training/Onboarding for accounting personnel in Salem and Field)

ET Sponsor: Human Resources Manager

Due Date: 06/30/2022

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

ODF Management Response:

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

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

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
	Deliverable Identification			**Deliverable Status**			**Deliverable Review**				
	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		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	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		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Training module development capacity to be determined as deliverables progress to consider enhanced implementation through upcoming budget development cycles.	Assistant Deputy Director for Admin	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

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

MGO 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:

Medium

MGO Recommendation:

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 — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Inventory of employee desk manual contents within key finance positions (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
	Evaluation of desk manual contents to consider establishing formal procedures (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
	Defined, modernized, desk manual template for use in agency (MGO)	Senior Strategy Manager	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	Timeline and expectation delivered for codifying employee desk manuals (MGO)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
√	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 G
Attachment 1

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:

Medium

MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
ODF Operations and Administrative Branches should develop and implement standardized processes and procedures for the Field Protection Districts, and assist in the implementation and continued oversight of the processes and procedures to ensure consistency in application.	1. Update Green Book to clearly define all fire incident business processes. 2. Prepare standardized policies, procedures, flow charts, and/ or desk manuals related to finance and accounting, including implementation and oversight processes and responsible parties.	During our site visits to the Field Protection Districts and ODF Operations (headquarters), we noted that the Field Protection Districts appear to operate independently and lack standardized processes and procedures.	Lack of standardized processes and procedures across the Field Protection Districts could lead to inconsistencies in finance and accounting related transactions resulting in inaccurate and/or incomplete financial information.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
	Chapter 20 - Procurement and Agreements (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
√	Chapter 30 - Property Management (new) (MGO)	Incident Finance / FEMA Manager	09/30/2021	●	Complete	Protection Finance Manager	Jul-22	Jul-22	n/a		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		
√	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
√	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
√	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		
√	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	n/a

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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	ODF Operations and Administrative Branches should develop and implement standardized processes and procedures for the Field Protection Districts, and assist in the implementation and continued oversight of the processes and procedures to ensure consistency in application.	1. Update Green Book to clearly define all fire incident business processes. 2. Prepare standardized policies, procedures, flow charts, and/ or desk manuals related to finance and accounting, including implementation and oversight processes and responsible parties.	During our site visits to the Field Protection Districts and ODF Operations (headquarters), we noted that the Field Protection Districts appear to operate independently and lack standardized processes and procedures.	Lack of standardized processes and procedures across the Field Protection Districts could lead to inconsistencies in finance and accounting related transactions resulting in inaccurate and/or incomplete financial information.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Review Planning				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	

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

MGO Recommendation # and Title: #16 - Board of Forestry Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as: - AR Aging - AP Aging - Cash flow projections - Exception report summaries - District fiscal budgets to actual - District fiscal budget to the bi-annual budget - Overall ODF agency bi-annual budget to actuals	Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance related activities to the BOF is limited and inconsistent.	Insufficient reporting of financial information to the BOF or the Forestry Finance Oversight Committee could result in lack of adequate oversight and transparency relative to the overall financial position of the agency.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	Draft 21-22 BOF Administrative Work Plan with new topic and timeline for Board Financial Oversight Policy Development considered at October planning retreat. Planning discussion includes review of existing financial dashboard processes. (MGO)	State Forester and Deputy Director for Administration	10/31/2021	🟢	Complete	Board of Forestry	n/a	Sep-21	Sep-21	Oct-21	BOF October '21
√	21-22 BOF Administrative Work Plan presented for Board of Forestry review	State Forester and Deputy Director for Administration	01/05/2022	🟢	Complete	Board of Forestry	n/a	n/a	Dec-21	Jan-22	BOF January '22 Item 4 Att. 7
√	21-22 BOF Administrative Work Plan presented for Board of Forestry approval	State Forester and Deputy Director for Administration	03/09/2022	🟢	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	🟢	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	🟢	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	🔴	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	⚫	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	🟡	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	🔴	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

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as: - AR Aging - AP Aging - Cash flow projections - Exception report summaries - District fiscal budgets to actual - District fiscal budget to the bi-annual budget - Overall ODF agency bi-annual budget to actuals	Based on review of the BOF meeting minutes and respective bylaws, the BOF has a statutory responsibility to oversee the expenditures incurred by ODF, however, the reporting of finance related activities to the BOF is limited and inconsistent.	Insufficient reporting of financial information to the BOF or the Forestry Finance Oversight Committee could result in lack of adequate oversight and transparency relative to the overall financial position of the agency.

ODF Management Response:

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

√	Deliverable Identification / Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and update policy/procedures to meet changing needs	State Forester	TBD	⚫	Not Started	Board of Forestry	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	TBD	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	TBD	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

MGO Recommendation # and Title: #17 - District Finance Accounting Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should establish policies and procedures related to oversight of finance/ accounting functions within the Field Protection Districts. The policies and procedures should include, but not be limited to: 1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch. 2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch. 3. Ongoing monitoring of key financial metrics within the Field Protection Districts. In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.	1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch. 2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting. 3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch. 4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to: - A/R and A/P agings - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.) - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents) - % complete of co-op reconciliation process for each open incident - Number of cost share incidents open, settled and closed - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS) - Open purchase orders	Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.	Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	Expectations for ODF Executive Team, Operations, Administration, and Field Protection Districts with respect to financial accountability and MGO Recommendations (MGO)	State Forester	Done	🟢	Complete	Board of Forestry	Jan-20	Jan-21	Jul-20		Multiple forums
√	Organization Chart defining financial reporting lines to Administrative Branch (MGO)	Assistant Deputy Director for Admin	06/30/2022	🟢	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 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:

Medium

MGO Recommendation:

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 — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Deliverable Status — Status	Approver(s)	Deliverable Review — District Business	Deliverable Review — LT	Deliverable Review — ET	Deliverable Review — BOF	Supporting Documentation
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 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:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	The ODF Administrative Branch should establish policies and procedures related to oversight of finance/ accounting functions within the Field Protection Districts. The policies and procedures should include, but not be limited to: 1. Definition of reporting lines from the Field Protection Districts to the ODF Administrative Branch. 2. Identification of reporting requirements and key financial metrics from the Field Protection Districts to the ODF Administrative Branch. 3. Ongoing monitoring of key financial metrics within the Field Protection Districts. In addition, the ODF Executive Team, with the ODF Operations and Administrative Branches, should set a clear "tone at the top" with respect to financial accountability within the Field Protection Districts.	1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch. 2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting. 3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch. 4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to: - A/R and A/P agings - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.) - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents) - % complete of co-op reconciliation process for each open incident - Number of cost share incidents open, settled and closed - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS) - Open purchase orders	Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.	Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

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

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Deliverable Status: Status Indicator	Deliverable Status: Status	Approver(s)	Deliverable Review: District Business	Deliverable Review: LT	Deliverable Review: ET	Deliverable Review: BOF	Supporting Documentation
IT SYSTEM CONSIDERATIONS											
	Technical requirements for incident finance tracker application defined, if desired	Protection Finance Manager	Fall	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for incident finance tracker	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Incident Finance Tracker application deployment	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for updating Incident Finance Tracker revised for new application	Protection Finance Manager	TBD	⬤	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
	Interface developed for trackers and metrics to feed into OFRS application	Admin Modernization Program	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	⬤	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 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: Medium

MGO Recommendation:
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 — Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Deliverable Status — Status	Approver(s)	Deliverable Review — District Business	Deliverable Review — LT	Deliverable Review — ET	Deliverable Review — BOF	Supporting Documentation
MILESTONES											
√	Combine EFCC and Protective Division incident finance audit processes (MGO)	Protection Finance Manager	05/01/2021	🟢	Complete	Oregon Forestland Protection Fund Administrator	n/a	n/a	n/a		
√	Audit criteria updated for supporting documentation, personnel, and review timelines (MGO)	Protection Finance Manager	01/19/2022	🟢	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	🟢	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 Directive 0-2-3-201 Internal Controls - General Overview rescinded	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Internal Controls (new)	Assistant Deputy Director for Admin	06/30/2022	⚫	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Disbursements and Expenditures (new)	Financial Services Manager	06/30/2022	🟠	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
√	EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)	Oregon Forestland Protection Fund Administrator	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
	EFCC Emergency Fire Claim Procedures updated, if necessary	Oregon Forestland Protection Fund Administrator	06/30/2022	⚫	Not Started	Deputy Director for Administration	Aug-22	Sep-22	n/a		
	Incident AAR and Financial Review Change Management Procedures (MGO)	Protection Finance Manager	06/30/2022	⚫	Not Started	Oregon Forestland Protection Fund Administrator	Aug-22	Sep-22	n/a		
ODF Greenbook (list sections, define action needed)											
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
√	Lessons Learned from 2020 Financial Review (MGO)	Protection Finance Manager	08/01/2021	🟢	Complete	Oregon Forestland Protection Fund Administrator	Aug-21	Aug-21	n/a		2020 Lessons Learned from Large Fire Audits (Email 06/15/21)
√	EFC Audit Prep and Guidelines updated, if necessary	Protection Finance Manager	01/19/2022	🟢	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 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: Medium

MGO Recommendation:
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 Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
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											
√	MGO recommendations incorporated into annual risk assessment	Internal Auditor	10/31/2021	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		ODF Risk Assessment
	Assessment of review methodologies to evaluate reasonableness and decision-making	External Consultant / TBD	06/30/2023	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

Status Legend:

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

MGO Recommendation # and Title: #19 - Invoicing
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 11/04/2022 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:
Medium	The ODF Administrative Branch should establish policies and procedures related to invoice generation including limiting the ability to generate invoices to the ODF Administrative Branch.	Develop and implement policies and procedures related to invoice generation. The policies and procedures should include the following: (1) authority and approval limits by job position, (2) required supporting documentation to be provided to the ODF Administrative Branch, and (2) required timeframes for submission of supporting documentation. Note: This should be addressed with the implementation of Sage 300.	The current process to generate certain invoices within the Field Protection Districts is manual (Word document) and limited or no supporting documentation is provided to the ODF Administrative Branch prior to receiving an invoice number. Furthermore, there are no formally documented policies related to submission of supporting documentation and invoices from the Field Protection Districts to the ODF Administrative Branch.	The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
**MILESTONES**										
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	POLICY AND PROCEDURES										
	ODF Policy (list topics and define milestones)										
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	06/30/2022	◯	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded	Financial Services Manager	06/30/2022	◯	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022	◯	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)	Financial Services, Operating Programs	06/30/2022	◯	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Updated policy includes defined responsibilities for ODF Admin and Operations (MGO)	Financial Services Manager	06/30/2022	◯	In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
√	ODF Policy - Signature Authority (MGO)	Deputy Director for Administration	12/30/2021	●	Complete	State Forester	Oct-21	Dec-21	Sep-21		ODF 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		

MGO Recommendation # and Title: #19 - Invoicing
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 11/04/2022 v.5

Rating:	**MGO Recommendation:**	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
Medium	The ODF Administrative Branch should establish policies and procedures related to invoice generation including limiting the ability to generate invoices to the ODF Administrative Branch.	Develop and implement policies and procedures related to invoice generation. The policies and procedures should include the following: (1) authority and approval limits by job position, (2) required supporting documentation to be provided to the ODF Administrative Branch, and (2) required timeframes for submission of supporting documentation. Note: This should be addressed with the implementation of Sage 300.	The current process to generate certain invoices within the Field Protection Districts is manual (Word document) and limited or no supporting documentation is provided to the ODF Administrative Branch prior to receiving an invoice number. Furthermore, there are no formally documented policies related to submission of supporting documentation and invoices from the Field Protection Districts to the ODF Administrative Branch.	The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

ODF Management Response:

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

Deliverable Identification		**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											
	Policy and procedures as part of Sage training and updates	Financial Services Manager	06/30/2022	🔴	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Collection policies and procedures for those responsible for collections	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Invoicing Procedures reviewed (annually)	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)
ET Sponsor: State Forester
Due Date: 06/30/2023
Last Update: 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:

Medium

MGO Recommendation:

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

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

(MGO) Action Plan:

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

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

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

MGO Observation:

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

ODF Revised Management Response - June 2021:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 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 manaage finances on assignment to large fires. With these key drivers, we would have organizational implementation by January 1, 2022, possibly sooner.										
√	Recruitment processes initiated for new or vacant positions, if any	Assistant Deputy Director for Admin	09/30/2022	🟢	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 G

Attachment 1

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

ODF Management Response:

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

ODF Revised Management Response - June 2021:

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

Deliverable Identification			Deliverable Status			Deliverable Review				
√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
√	Human Resource Analyst assigned to support implementation	Human Resources Manager	12/30/2021	🟢	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	🟢	Complete	State Forester	TBD	TBD	TBD		Facilitated
√	Communication Plan for implementing organizational change	Deputy Directors for Administration and Operations	01/30/2021	🟢	Complete	Public Affairs Manager	TBD	TBD	TBD		Facilitated
	Workday Human Resource Profiles reviewed and reporting updated	Human Resources Manager	TBD	🟡	In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Position Descriptions reviewed and updated	Human Resources Manager	TBD	🔴	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Facilities space planning and adjacency considerations defined and implemented	Facilities Manager	TBD	🔴	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Post-change survey and recommendation related to changes implemented	Deputy Director for Administration	09/30/2022	⚫	Not Started	State Forester	TBD	TBD	TBD		
	Recommendation related to scope and breadth of future agency reviews (MGO)	Deputy Directors for Administration and Operations	06/30/2023	⚫	Not Started	State Forester	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
ODF Procedures (list topic(s), define each)											
	TBD		TBD	TBD	TBD	TBD	TBD	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	

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:

Medium

MGO Recommendation:

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

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

(MGO) Action Plan:

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

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

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

MGO Observation:

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

ODF Revised Management Response - June 2021:

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

Deliverable Identification				Deliverable Status			Deliverable Review				Supporting Documentation
√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	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 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.

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Medium	The ODF Administrative Branch should assess current staffing for finance and accounting positions and/ or job duties of operational personnel performing finance and accounting job duties, to determine where there are skillset mismatches. For those identified, new positions should be created and/ or job duties should be reassigned. Note: Approval of new positions is dependent upon legislative approval.	1. Finance/ accounting related responsibilities should be reassigned to the ODF Administrative Branch. 2. Payroll classifications should be reassessed to ensure classifications are in line with the redefined job positions according to the education and experience requirements for each role. 3. All finance/ accounting related job positions should include a list of minimum educational requirements, experience, and skills needed to qualify for the position.	Certain personnel are performing job duties related to finance and accounting without the necessary skillset (e.g. training and/or qualifications).	Lack of proper skillsets for finance and accounting positions and/or job duties could result inaccuracies or incomplete financial information.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Coordinated review of finance position descriptions against classification specs (MGO)	Human Resources Analyst	06/30/2023	🔴	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 Analyst	TBD	⚫	Not Started	Human Resources Manager	TBD	TBD	TBD		

MGO Recommendation # and Title: #21 - Finance Skillsets
ET Sponsor: Human Resources Manager
Due Date: 06/30/2023
Last Update: 11/04/2022 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:
Medium	The ODF Administrative Branch should assess current staffing for finance and accounting positions and/ or job duties of operational personnel performing finance and accounting job duties, to determine where there are skillset mismatches. For those identified, new positions should be created and/ or job duties should be reassigned. Note: Approval of new positions is dependent upon legislative approval.	1. Finance/ accounting related responsibilities should be reassigned to the ODF Administrative Branch. 2. Payroll classifications should be reassessed to ensure classifications are in line with the redefined job positions according to the education and experience requirements for each role. 3. All finance/ accounting related job positions should include a list of minimum educational requirements, experience, and skills needed to qualify for the position.	Certain personnel are performing job duties related to finance and accounting without the necessary skillset (e.g. training and/or qualifications).	Lack of proper skillsets for finance and accounting positions and/or job duties could result inaccuracies or incomplete financial information.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business Managers	LT	ET	BOF	Supporting Documentation
	BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS										
	Temporary or LD position may be required to help support the evaluation of positions and class review. To be considered for near-term or 23-25 budget development.	Human Resources Manager	TBD	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Classification changes could have budgetary impact, plus or minus	Budget Manager	05/01/2023	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Reassess human resources capacity and define needs for 25-27 budget development.	Human Resources Manager	06/30/2023	⬤	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Strategic Initiatives for 2025-27 budget development	State Forester	10/30/2023	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	Guiding Principles and Direction for 2025-27 budget development	State Forester	01/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	Input on Budget Concepts for 2025-27 budget development	State Forester	04/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	Policy Option Packages for 2025-27 budget development	State Forester	06/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		
	2025-27 Agency Request Budget	State Forester	07/30/2024	⬤	Not Started	Board of Forestry	TBD	TBD	TBD		

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

MGO Recommendation # and Title: #22 - OFRS
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 11/04/2022 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:
Medium	ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.	The following are examples of data needed within OFRS in order to ensure proper oversight/ accountability as related to Fire Protection Finance: 1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Isuite (daily export/ import) 2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates) 3. General Fund Revenue Estimate: EFCC estimates (generated by EFCC) 4. Accounts Receivable: Actuals from the state GL system 5. Net: Estimate (system generated calculation) 6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc. 7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, district, etc. NOTE: Currently, the processes/ procedures in place do not support using OFRS as a financial management system due to data inaccuracies.	While the necessary data related to Fire Protection Finance could be extracted and input into OFRS for fire finance oversight, the current processes utilized by ODF cause certain data within existing information technology systems to be unreliable, inaccurate or incomplete.	Inaccurate and/ or incomplete data within the source systems and/ or errors in system coding could result in inaccurate or incomplete information being utilized for key management decisions.

ODF Management Response:

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

√	Deliverable Identification / Deliverable Name	Owner	Estimated Completion Date	Deliverable Status — Status Indicator	Status	Approver(s)	Deliverable Review — District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	OFRS Total Expenses via SFMA Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Total Expenses via FIRES Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Total Expenses via e-iSuite Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Revenue via SFMA Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Revenue Estimation Component (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS General Fund Revenue Estimate Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Accounts Receivable via SFMA Data Transfer Interface (MGO)	Admin Modernization Program	Done	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Net Estimate Component (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Cost Share Estimate Component (MGO)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Lookup Data (MGO)	Admin Modernization Program	06/30/2022	🔴	Being Initiated	Deputy Director for Administration	n/a	n/a	n/a		
	Implementation of associated process improvements in MGO Recommendations (MGO)	Deputy Director for Operations	06/30/2022	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	OFRS Reporting Tool Use Procedures	Financial Services Manager	06/30/2022	⚫	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	OFRS Buildout (individual components are specified in Milestones section)	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS Independent Validation and Stress-test	Admin Modernization Program	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	OFRS System Documentation integrated with I.T. information and retention systems	Deputy Director for Administration	06/30/2022	⚫	Not Started	Chief Information Officer	n/a	n/a	n/a		
	OFRS integrated with Continuity Plan	Chief Information Officer	06/30/2022	⚫	Not Started	Deputy Director for Administration	n/a	n/a	n/a		

MGO Recommendation # and Title: #22 - OFRS
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 11/04/2022 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:
Medium	ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.	The following are examples of data needed within OFRS in order to ensure proper oversight/ accountability as related to Fire Protection Finance: 1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Isuite (daily export/ import) 2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates) 3. General Fund Revenue Estimate: EFCC estimates (generated by EFCC) 4. Accounts Receivable: Actuals from the state GL system 5. Net: Estimate (system generated calculation) 6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc. 7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, district, etc. NOTE: Currently, the processes/ procedures in place do not support using OFRS as a financial management system due to data inaccuracies.	While the necessary data related to Fire Protection Finance could be extracted and input into OFRS for fire finance oversight, the current processes utilized by ODF cause certain data within existing information technology systems to be unreliable, inaccurate or incomplete.	Inaccurate and/ or incomplete data within the source systems and/ or errors in system coding could result in inaccurate or incomplete information being utilized for key management decisions.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
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

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	As this is dependent upon updated legislation as related to the overall objectives of the agency and the Field Protection Districts, other than identifying the discrepancies there are no additional actions to be taken by ODF.	The ODF Administrative Branch biennial budget process and methodology are inconsistent with the Field Protection Districts' annual budget process.	Gaps between the agency wide biennial and Field Protection Districts' annual budgets could lead to over allocation and/ or mismanagement of funds.

ODF Management Response:

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

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
	Legislation updated to meet overall budgeting objectives of the agency, statutes to be defined through future legislative concept development (MGO)	Fire Protection Chief/Deputy Director of Administration	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD	TBD	
√	Establish ODF Budget Divergence Project w/ cross-agency representation	Fire Protection Chief/Deputy Director of Administration	01/25/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		2021 Protection GF Divergence Project Charter ver3 (draft)
√	Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
√	Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021	●	Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
√	Underlying Statutory Policy Review (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/12/2021	●	Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		FA3 MGO Recommendation Work (Multiple documents)
√	Divergence Project 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 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	As this is dependent upon updated legislation as related to the overall objectives of the agency and the Field Protection Districts, other than identifying the discrepancies there are no additional actions to be taken by ODF.	The ODF Administrative Branch biennial budget process and methodology are inconsistent with the Field Protection Districts' annual budget process.	Gaps between the agency wide biennial and Field Protection Districts' annual budgets could lead to over allocation and/ or mismanagement of funds.

ODF Management Response:

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

√	Deliverable Identification Deliverable Name	Owner	Estimated Completion Date	Deliverable Status Status Indicator	Deliverable Status Status	Approver(s)	Deliverable Review District Business	Deliverable Review LT	Deliverable Review ET	Deliverable Review BOF	Supporting Documentation
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 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	Implement procedures related to the reconciliation between the agency biennual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biennial budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.	The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.	Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

ODF Management Response:

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.

	Deliverable Identification				Deliverable Status		Deliverable Review				Supporting Documentation
√	**Deliverable Name**	**Owner**	**Estimated Completion Date**	**Status Indicator**	**Status**	**Approver(s)**	**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		

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

Rating:

Low, per MGO 04/2022 update; ~~Medium~~

MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
The ODF Administrative Branch should perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.	Implement procedures related to the reconciliation between the agency biannual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biannual budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.	The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.	Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

ODF Management Response:

Biennial and fiscal budget reconciliation is performed but requires greater scrutiny and sophistication. This issue is identified at the close of each biennium with a base budget shortfall request from the Agency that has been consistent over the decade.

√	Deliverable Identification — Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
	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											
	Legislation may require updating to meet overall budgeting objectives of the agency. Statutes to be defined through future legislative concept development.	Fire Protection Chief/Deputy Director of Administration	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD	TBD	

Status Legend:

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

MGO Recommendation # and Title: #25 - Operating Association Advances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 11/04/2022 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:
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.	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.	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.	Providing advances to operating associations based on limited supporting documentation or delays in reconciliations due to lags in the reporting of actual expenditures incurred could result in cash shortages and/or mismanagement of funds.

ODF Management Response:

ODF agrees with this recommendation. A standardized process exists for these disbursements but it would be beneficial for both parties to fully understand the parameters of funding distribution and reconciliation needs while codifying these roles and standards to ensure the fiduciary responsibilities of ODF regarding the state's General Fund. ODF will work with the operating associations to agree on documented procedures and ensure they are referenced in the association agreements.

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
	Engagement Plan developed with Associations, Operations and Administrative Finance	Fire Prevention and Policy Manager	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Coos Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Douglas Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Walker Range Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Criteria for supporting documentation, timelines, and thresholds for advances (MGO)	Fiscal Services Manager	02/28/2023	◐	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 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 — Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
TRAINING NEEDS											
	Training overview of Coos Forest Protective Assocation's accounting system	Program Accountant	TBD	⚫	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Douglas Forest Protective Assocation's accounting system	Program Accountant	TBD	⚫	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Walker Range Forest Protective Assocation's accounting system	Program Accountant	TBD	⚫	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and maintenance of Advancing Funds Procedures (annually)	Fiscal Services Manager	06/30/2024	⚫	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 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: Low

MGO Recommendation:
The ODF Operations and Administrative Branches should establish policies and procedures related to the communication of the status of FEMA incidents and include the status on processing and submission of FEMA claims by incident.

(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 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 — Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
MILESTONES											
√	FEMA Tracker developed (MGO)	Incident Finance / FEMA Unit Manager	Done	🟢	Complete	Protection Finance Manager	n/a	n/a	n/a		FEMA Weekly Status Report
√	Weekly FEMA Tracker is sent to ODF Operations and Administrative Branch	Protection Finance Manager	Done	🟢	Complete	Deputy Director for Administration	n/a	n/a	n/a		Email 05/17/21
√	FEMA Tracker joint review w/ODF Operations and Administrative Branch	Protection Finance Manager	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 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

Rating:	MGO Recommendation:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
Low	The ODF Operations and Administrative Branches should establish policies and procedures related to the communication of the status of FEMA incidents and include the status on processing and submission of FEMA claims by incident.	1. Establish a policy/ procedure related to the communication of the status of FEMA incidents and claims and the recording of related accounts receivables. 2. Establish a standardized procedure, including the system or location, to track outstanding FEMA claims and incidents.	The ODF Administrative Branch does not consistently receive status reports regarding FEMA incident statuses. Additionally, written processes and procedures related to ongoing reporting of FMAG submissions do not exist.	Inconsistent communication of FEMA incident status to the ODF Administrative Branch could lead to duplicated efforts and/ or the inability to properly project cash flows due to delays in the recording of FEMA accounts receivable balances.

ODF Management Response:

ODF agrees with this recommendation. The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. This process should be expanded to include the Administrative Branch. Monthly reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. While communication on FEMA incident status and claims activities has improved from prior seasons; further codification of our policies and procedure is still needed to provide clarity around roles, responsibilities, and information needs. Further codification of our policy and procedures surrounding FEMA incidents and claims will address system components. Technology advancements within ODF related to OFRS reporting, the Sage 300 system and accounts receivable processes, as well as advancements within FEMA related to potential use of their Grants Portal system should greatly assist in communicating status of claims and projecting cash flows.

√	Deliverable Identification / Deliverable Name	Owner	Estimated Completion Date	Deliverable Status - Status Indicator	Deliverable Status - Status	Approver(s)	Deliverable Review - District Business	Deliverable Review - LT	Deliverable Review - ET	Deliverable Review - BOF	Supporting Documentation
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	n/a

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

MGO Recommendation # and Title: #27 - OregonBuys
ET Sponsor: Deputy Director for Administration
Due Date: 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:	(MGO) Action Plan:	MGO Observation:	MGO Potential Impact / Risk:
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.	Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.	Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.	Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

ODF Management Response:

ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts access to the predecessor purchasing system to assist in mitigating risk and instead rely on the exception process for vendors that cannot register in OregonBuys. ODF would prefer to retain access to this system within the Administrative Branch to support the phased implementation and assure that emergency payments can still be completed in a timely manner.

√	Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
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 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:

Low

MGO Recommendation:	**(MGO) Action Plan:**	**MGO Observation:**	**MGO Potential Impact / Risk:**
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.	Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.	Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.	Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

ODF Management Response:

ODF agrees with this recommendation. We currently are requiring all purchases to be through OregonBuys. We are aware of a vendor exception process that DAS is establishing but have not currently utilized it as we have been able to have the vendors sign up. A majority of transactions in the old system are transfers to other agencies, one time GNA grant payments, and emergency payments for vendors not in OregonBuys. ODF will define a phased approach to implement this recommendation that will disable the Field Protection Districts access to the predecessor purchasing system to assist in mitigating risk and instead rely on the exception process for vendors that cannot register in OregonBuys. ODF would prefer to retain access to this system within the Administrative Branch to support the phased implementation and assure that emergency payments can still be completed in a timely manner.

	Deliverable Identification			Deliverable Status			Deliverable Review				
√	**Deliverable Name**	**Owner**	**Estimated Completion Date**	**Status Indicator**	**Status**	**Approver(s)**	**District Business**	**LT**	**ET**	**BOF**	**Supporting Documentation**
COMMUNICATION PLANNING											
	FOS replacement draft product (Email to Admin Leadership)	Financial Services Manager	06/04/2021	🟢	Complete	Administrative Leadership Team	n/a	n/a	n/a		email
	Oregonbuys Payment Guidance draft (Email to Admin Leadership)	Financial Services Manager	06/04/2021	🟢	Complete	Administrative Leadership Team	n/a	n/a	n/a		email
	Preparation for launch of FOS replacement: (Email to Leadership)	Financial Services Manager	06/09/2021	🟢	Complete	n/a	n/a	Jun-21	TBD		Forestry Order System Sunset (Email 06/04/2021)
	Launch of FOS replacement Timeline w/Guidance and training information (Email to All Forestry)	Financial Services Manager	06/14/2021	🟢	Complete	n/a	Jun-21	Jun-21	TBD		Forestry Order System Sunset Information (Email 06/09/2021)
	Final update on launch of FOS replacement with training dates and new form	Financial Services Manager	06/25/2021	🟢	Complete	n/a	Jun-21	Jun-21	TBD		Forestry Order System Replacement Form Training (Email 06/14/2021)
TRAINING NEEDS											
√	Training instructions for FOS replacement Excel PO form	Disbursements Manager	06/25/2021	🟢	Complete	Financial Services Manager	Jun-21	Jun-21	TBD		Forestry Order System Sunset Information (Email 06/09/2021)
	Training for Sage AP module if agency uses this product	Disbursements Manager	TBD	⚫	Not Started	Financial Services Manager	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	AP Payment Guidance/Procedures reviewed (annually)	Disbursements Manager	10/01/2022	⚫	Not Started	Financial Services Manager	TBD	TBD	TBD		
	Disbursements, Expenditures, Procurement, Signature Authority policies reviewed	Assistant Deputy Director for Admin	10/01/2023	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Sage AP Module configuration - budgetary investment plan	Financial Services Manager	TBD	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		

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

MGO Recommendation # and Title: #28 - Encumbrances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2023
Last Update: 11/02/2022 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:**
Low	Once OregonBuys is utilized as a procurement system, the ODF Administrative Branch should consider recording encumbrances to more accurately project cash flows and budgets.	Once OregonBuys is utilized as a procurement system, ODF should consider recording encumbrances.	We noted that the current processes and procedures in place do not provide the necessary information needed to utilize encumbrances. Additionally, the use of encumbrances by ODF is not mandated by the State.	The lack of utilizing encumbrances could result in underestimated budgeted expenses and inaccurate cash flow projections.

ODF Management Response:

ODF agrees to explore this recommendation further with recognition that OregonBuys implementation as a statewide procurement system is beyond ODF's oversight and instead dependent upon the state enterprise readiness and actionable implementation. Once OregonBuys is fully implemented, this process will be investigated. While encumbrances are an extremely valuable tool for projecting cash flow needs, the current process within the current system (SFMA) for recording and managing encumbrances is very time and staff consuming, especially at year-end.

√	Deliverable Identification / Deliverable Name	Owner	Estimated Completion Date	Status Indicator	Status	Approver(s)	District Business	LT	ET	BOF	Supporting Documentation
√	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
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	Review and update expenditure policies, if encumbrances are feasible	Financial Services Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Review and update procurement policies, if encumbrances are feasible	Contract Services Program Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Review and update expenditure procedures, if encumbrances are feasible	Financial Services Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Review and update procurement procedures, if encumbrances are feasible	Contract Services Program Manager	06/30/2023	⚫	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	Review and update incident procedures, if encumbrances are feasible	Incident Finance / FEMA Manager	06/30/2023	⚫	Not Started	Protection Finance Manager	TBD	TBD	TBD		
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
IT SYSTEM CONSIDERATIONS											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
COMMUNICATION PLANNING											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
TRAINING NEEDS											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Consider temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development	Financial Services Program Manager/ Contract Services Program Manager	TBD	⚫	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

Status Legend:

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

OREGON DEPARTMENT OF FORESTRY

Implementation Management Plan Review

November 2022

OREGON DEPARTMENT OF FORESTRY
Implementation Management Plan Review

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OVERVIEW

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

- AR and AP functions as a whole.

- AR and AP policies and procedures.

- Policy and procedures involving the Federal requirements for submission of claims and reimbursement, focusing on the Federal Emergency Management Agency (FEMA) Fire Management Assistance Grant (FMAG) Program.

- AR and AP statutory and policy structure.

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

SCOPE AND OBJECTIVES

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

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

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

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

This is the third review cycle of ODF's progress towards recommendation implementation and covers the period of July 1, 2022 through October 31, 2022. We issued the first report in April 2022 and covered the period of April 2021 (the release of the report) through April 2022. The second report was released in June 2022 and covered the period of May 1, 2022 through June 30, 2022. Each report has focused review on a subset of recommendations and/or board member requests as compared to all recommendations in their entirety.

METHODOLOGY FOR IMPLEMENTATION MANAGEMENT PLAN REVIEW

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

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

2. Completed a recommendation prioritization matrix, organized by category (e.g., policies and procedures, information technology, etc.), theme (e.g., cost share agreements, cost estimates, etc.), risk rating (low, medium, and high), and due date to identify the items of primary focus for this round of review. We also inquired with ODF as to recommendations that have been implemented or that demonstrated significant progress towards completion. Risk ratings were based on the definitions below.

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

3. Requested documentation for recommendations under review and created a ShareFile to serve as a central repository for document facilitation. For this period of review, items for review pertained to foundational documentation (e.g., policies and procedures), high-risk items, and items that had overlap with multiple recommendations.

4. Evaluated and submitted documentation against criteria identified for deeming the recommendations implemented and via conversations with ODF staff.

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

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

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

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

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

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

DISCLAIMER

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

PREVIOUS RECOMMENDATION STATUS

As of the June 2022 review, eight recommendations have been deemed implemented with the risk ratings lowered.

	Rec	Category	Theme	Risk Rating as of June 2022		
				High	Medium	Low
Implemented	1	Policies & Procedures	Cost Share Agreements			X
	2	Policies & Procedures	Cost Share Settlements			X
	3	Policies & Procedures	Cost Share Collections			X
	12	Budget	Annual Rate Assessment			X
	16	Oversight	Board of Forestry Oversight			X
	23	Budgeting	Budgeting Requirements			X
	24	Budgeting	Budgeting Reconciliation			X
	27	Information Technology	OregonBuys			X

Source: MGO Oregon Department of Forestry Implementation Management Plan Review, June2022

In summary, for Recommendations 1, 2, and 3, ODF developed policies and procedures for cost share agreements, cost share settlements, and cost share collections. Additional recommendations related to the formulation and finalization of policies and procedures include Recommendation 16 where ODF and the Oregon Board of Forestry (BOF) coordinated to implement Recommendation 16 by codifying the BOF financial oversight policy entitled Financial Oversight of the Board of Forestry, and Recommendation 12 where ODF defined the process for Actual Cost Computations (ACC) rates. Recommendations 23 and 24 focused on the budgeting process, specifically relating to refining budgeting methodology and reconciliations processes. Lastly, Recommendation 27 focused on transitioning vendors to the use of OregonBuys as the primary system for end-to-end eProcurement processing.

For this current review cycle, we confirmed the following during our review:

- 1 additional recommendation was fully implemented and the risk rating lowered.

- 6 recommendations are now substantially completed with medium and low risk ratings.

- 6 recommendations are now in progress with 4 recommendations remaining with a medium risk rating and two information technology recommendations remaining high. The high status remains because implementation commenced but ODF is initiating efforts to address the resource needs for completion.

- 7 recommendations have not yet been reviewed as significant progress has not been made or implementation has not been initiated as of this review.

The recommendations reviewed this cycle pertain to control activities, information and communication, and monitoring. As defined by the *Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Integrated Framework*, control activities help ensure that management's directives for mitigating risks that may prevent the achievement of organizational goals are executed. Control activities include the establishment of policies and procedures that address actions such authorizations and approvals, verifications, reconciliations, and business performance reviews.

COSO also states that obtaining or generating relevant and quality information is essential for successfully executing organizational objectives. Communicating this information internally and externally provides transparency, clear messaging regarding organizational performance, and supplements decision-making.

Additionally, COSO defines monitoring activities as ongoing evaluations, separate evaluations, or some combination of both used to determine whether the internal control environment is present and functioning as intended. Ongoing monitoring is integrated into business practices to provide timely information, comparisons against industry criteria set by regulations and best practices, corrective actions and action plans to address any deficiencies.

The recommendations under review this cycle center on:

- Change management as it relates to communicating changes to policies and procedures to staff after identification of areas of improvement resulting from field audits and lesson learned exercises.

- Developing policies and procedures for cash flow projections and accounts payable, invoicing, FEMA claims reporting, and invoicing, and financial oversight reporting activities.

- Establishing an electronic central repository for storing data and developing supplementary policies and policies related to records management, retention, and requests.

The summarized status of all recommendations as of November 2022 is presented in the table on the following page.

MGO Recommendation Implementation Status as of November 2022

Rec	Category	Theme	Risk Rating as of November 2022		
			High	Medium	Low
IMPLEMENTED					
18	Oversight	Change Management		↓	X
SUBSTANTIALLY COMPLETED					
4	Policies & Procedures	Cash Flow Projections		-X	
9	Policies & Procedures	Accounts Payable		↓	X
13	Oversight	Oversight Reports		-X	
14	Training	Training		↓	X
19	Policies & Procedures	Invoicing		↓	X
26	Policies & Procedures	FEMA Claim Status Reporting			-X
IN PROGRESS					
6	Information Technology	Policy & Procedure Storage	X		
7	Information Technology	Cost Estimates		-X	
10	Information Technology	Electronic Records	X		
15	Oversight	ODF Standardized Policy & Procedure		-X	
17	Oversight	District Finance/Accounting Oversight		-X	
20	Finance/Accounting Resources	Finance/Accounting Resources		-X	
NOT REVIEWED YET					
5	Policies & Procedures	Accounts Receivable Collections	X		
8	Information Technology	BRIO Report Access	X		
11	Information Technology	Information Technology Systems	X		
21	Finance/Accounting Resources	Finance/Accounting Skillsets		X	
22	Information Technology	ODF Online Financial Reporting System		X	
25	Policies & Procedures	Operating Associations Advances			X
28	Budgeting	Encumbrances			X

X is the current rating of the recommendation as of November 2022.
For those recommendations considered in this review cycle:
↓ in the box means the risk rating as of November 2022 has been lowered.
↑ in the box means the risk rating as of November 2022 has been increased.
− in the box means the risk rating as of November 2022 has not changed since last defined.

AREAS TO HIGHLIGHT

Organizational Maturity

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

Within the scope of ODF's Implementation Management Plan (IMP), ODF is making progress in improving their accounts receivable (AR) and accounts payable (AP) practices. Notably, with past and continuous persistence in implementing the IMP, ODF is moving away from an initial level of maturity where processes are typically ad hoc, undocumented, and unreliable (Level 1). They have entered mid-level maturity where processes and procedures are being standardized and documented, as well as training and guidance being developed to ensure that activities are repeatable and understood by staff (Levels 2 and 3).

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

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

Capability Maturity Model Integration (CMMI) Framework

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

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

Cash Flow Projections

In response to the Board's request in the July 2022 Board of Forestry meeting, during this cycle of review, we focused on ODF's methodologies related to cash flow projections and associated recommendations.

ODF continues to elevate its organizational maturity by moving its financial monitoring activities from ad hoc (Level 1) to deliberate and active monitoring that is integrated into daily workflow (Level 2 and Level 3). Based on our reviews to date, ODF has made recognizable strides in developing mechanisms to generate and communicate information to monitor cash flow. These efforts include daily cash balance reports, monthly transactions data, and ongoing meetings between key finance staff, management, and oversight bodies, etc.

As such, ODF can begin to shift its focus on making refinements to its cash flow projection methodology. Notably, based on our observations, we have identified opportunities for ODF to improve and simplify source data (inputs) and improve the allocation of funds between months in its cash flow projections. To address these observations, ODF and MGO are scheduled to meet in January 2023 to review and revise ODF's cash flow projection methodology. See **Recommendation 4** and **Recommendation 13** for additional details.

IMPLEMENTED
AS OF NOVEMBER 2022

CHANGE MANAGEMENT

Recommendation Number: **18**

Implementation Status: **Implemented**

Risk Rating: **Report: Medium**   **June 2022 Review: Medium**
                                                          November 2022 Review: Low

Recommendation

Financial data by incident should be reviewed by appropriate personnel, including the ODF Operations and Administrative Branch and key finance and accounting personnel within the Field Protection Districts/District Offices, 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.

Key Items to Deem Recommendation Implemented

1. Demonstration that financial data by incident is reviewed by appropriate personnel, including the establishment of ongoing and timely reporting.

2. Demonstration that changes in policies and procedures are updated and communicated timely.

Implementation Status Analysis

This recommendation is implemented with the risk rating reduced to low. The core issues identified in the report were that: 1) Emergency Fire Cost Committee (EFCC) and Field Protection District (FPD) audits were duplicative; and 2) changes resulting from reviews and audits were not communicated to districts consistently or timely. Additionally, an observation was included that reviews did not extend beyond surface-level financial data to include considerations of reasonableness. Not addressing the core issues could lead to operational inefficiencies and result in a lack of financial accountability within the districts.

Based on our review, ODF has addressed duplicative audits by combining the EFCC and FPD audit. Moreover, ODF communicates changes resulting from reviews and audits to districts through a series of information-sharing channels, including annual lessons learned reports, Incident Finance Trainings, annual updates to the Green Book, District Administrative Round Table (DART) Meetings and an emerging Incident Finance Committee. ODF has also created an Incident Resource Agreements (IRA) Committee with a mission to assist/advise the ODF Protection Division on the structure and implementation of centrally managed ODF firefighting resources agreements. The IRA Committee is also soliciting business process improvements from staff.

During our last review, we left the recommendation open to monitor the transition from the use of the discontinued financial system BRIO to the current financial system OBIEE due to the use of BRIO for generating expenditure data used in the audit. With the activation of OBIEE and financial data extracts, districts do have access to the required data.

We defined reasonableness based on a combined measure of obtaining accurate and complete data, the use of management review, and the use of audits to make informed decisions about ODF's financial activities. Based on the above – the use of a financial system, OBIEE, the series of communications channels for discussing lessons learned and disseminating observations to districts, and the audits conducted, meet the spirit of the recommendation to create mechanisms for ensuring that financial data is reliable, reviewed, reasonable, and properly communicated.

SUBSTANTIALLY COMPLETED AS OF NOVEMBER 2022

CASH FLOW PROJECTIONS

Recommendation Number: 4

Implementation Status: **Substantially Completed**

Risk Rating: Report: High   April 2022 Review: Medium
                                        June 2022 Review: Remains Medium
                                        November 2022 Review: Remains Medium

Recommendation

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

Key Items to Deem Recommendation Implemented

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

Implementation Status Analysis

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

ODF has made notable strides in implementing this recommendation. ODF developed a Statewide Outstanding Assets and Liabilities Tracker and CO-OP Tracker and accompanying guidance. The purpose of the tracker is to create a collaborative tracking mechanism for outstanding accounts receivable and liabilities for cash flow planning and financial reporting. The tracker is designed to capture items that are not yet invoiced under GAAP guidance allowing ODF to estimate and monitor upcoming/potential costs. ODF is also developing a cash flow runway and accompanying guidance to track budget, actuals, and variance. Other sources of cash flow data and information generated by ODF include daily cash balances which track balance by fund, appropriations, and deposits, and monthly transactions data that provides revenue and expense line item detail. Lastly, ODF has developed training materials on key activities such as cost shares, payments and audits, and other items related to finance and accounting.

In terms of organizational maturity, ODF is creating mechanisms to move financial monitoring from ad hoc activities (Level 1) to deliberate and active monitoring that is integrated into daily workflow (Level 2

and Level 3). As such, ODF can begin to shift its focus on making refinements to its cash flow methodology. Notably, based on our observations, we have identified opportunities for ODF to improve and simplify source data (inputs) and improve the allocation of funds between months in its cash flow projections. To address these observations, ODF and MGO are scheduled to meet in January 2023 to review and revise ODF's cash flow methodology.

ACCOUNTS PAYABLE

Recommendation Number:	**9**	
Implementation Status:	**Substantially Completed**	
Risk Rating:	**Report: High**	**April 2022 Review: Medium**
		June 2022 Review: Remains Medium
		November 2022 Review: Low

Recommendation

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

Key Items to Deem Recommendation Implemented

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

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

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

Implementation Status Analysis

This recommendation is substantially completed, and the risk rating reduced to low. The core issues identified in the report were that: 1) purchase orders (POs) were not utilized for purchasing goods and services prior to the receipt of vendor invoices; and 2) vendor invoices took years for ODF to receive. Notably, POs were created within the OregonBuys system after vendor invoices were received for payment. A PO should be created prior to invoicing as it details items to be purchased, the quantity and price of those items, and is the source document for tracking expenditures prior to invoice payment. OregonBuys is a web-based solution providing end to end eProcurement processing.

Based on discussions, email reviews, and a review of documentation, ODF was agency at the forefront of statewide OregonBuys activation. In August 2022, Wave 1 organizations – 22 agencies including ODF – went live with OregonBuys procure-to-pay functionality. Additionally, as noted in the June 2022 review, ODF developed a Statewide Outstanding Assets and Liabilities Tracker and CO-OP Tracker that provides

monthly updates of outstanding assets (accounts receivable) and liabilities (accounts payable). The items tracked are liabilities and receivables that have not been entered into SAGE AR or OregonBuys but that are accounted for cash flow analyses purposes.

The last item for completion related to this recommendation is to finalize draft policies and procedures related to expense accruals.

OVERSIGHT REPORTS

Recommendation Number: **13**

Implementation Status: **Substantially Completed**

Risk Rating:	**Report: Medium**	**April 2022 Review: Medium**
		June 2022 Review: Remains Medium
		November 2022 Review: Remains Medium

Recommendation

ODF Administrative Branch should establish documented controls/policies/procedures related to oversight of fire protection finance, including the preparation and timely review of standardized reports.

Key Items to Deem Recommendation Implemented

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

Implementation Status Analysis

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

The June 2022 review highlighted ODF's efforts to formalize mechanisms related to fire protection finance oversight. This includes the use of monthly financial conditions reports that summarize cash balances, accounts payable and receivable, etc. and that are submitted to oversight bodies, including the Board of Forestry and the Legislative Fiscal Office. It also includes the Financial Oversight of the Board of Forestry policy document, effective April 12, 2022, and the development of the Statewide Outstanding Assets and Liabilities Tracker and CO-OP Tracker that provides monthly updates of outstanding accounts receivable and liabilities for the purposes of cash flow planning and financial reporting.

The reports summarized in the June 2022 report were still in use during this review. Other standardized reports developed by ODF for oversight purposes include monthly transactions data that provides revenue and expense line item detail and the use of the cash flow runway for projections. Lastly, ODF has scheduled monthly meetings to discuss cash flow attended by the Legislative Fiscal Office, State Forester, and Chief Financial Officer.

During this cycle, we have identified opportunities for ODF to improve and simplify source data (inputs) and improve the allocation of funds between months in its cash flow runway. As such, this recommendation will remain open to address these observations. ODF and MGO are scheduled to meet in January 2023 to dissect and reconstruct ODF's cash flow methodology.

TRAINING

Recommendation Number: **14**

Implementation Status: **Substantially Completed**

Risk Rating: **Report: Medium**   **November 2022 Review: Low**

Recommendation

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

Key Items to Deem Recommendation Implemented

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

Implementation Status Analysis

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

Based on our review, ODF has developed an Onboarding Checklist for employees that includes administrative items such the completion of I-9 and direct deposit forms, workplace safety and harassment and discrimination guidance, and itemizes required safety, public records, and information security trainings. The checklist also includes hiring manager tasks and provides a list of additional trainings such as the overview of Oregon State government.

We did observe the onboarding checklists did not include trainings specific to finance related activities. To that end, the recommendation will remain open until the checklist is updated. ODF is aware and noted that the checklist is a newly developed and foundational document that currently lists trainings required by all employees, but that will be enhanced to include trainings specific to classifications and job duties, including finance related training requirements.

INVOICING

Recommendation Number: **19**

Implementation Status: **Substantially Completed**

Risk Rating: **Report: Medium**   **November 2022 Review: Low**

Recommendation

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

Key Items to Deem Recommendation Implemented

1. Formalized, written, policies and procedures for invoice generation; and

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

Implementation Status Analysis

The implementation of this recommendation is substantially completed, and the risk rating reduced to low. In the April 2021 MGO Report, the main issues identified were: 1) the process for generating certain invoices within the Districts was manual and limited; and 2) there was no supporting documentation provided to the ODF Administrative Branch prior to receiving an invoice number. As a result, there was a risk that a manual process and lacking documentation could result in inaccurate or incomplete accounts receivable balances.

Based on our review, ODF has implemented the accounts receivable system – SAGE 300 AR System (SAGE). Notable changes to ODF procedures since SAGE adoption includes minimizing manual entries. For example:

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

- Timber sale invoices will no longer be manually entered and will be exported from WALT (the timer sale accounting and appraisal system) and imported into SAGE.

- Campground fees and miscellaneous forest product permits will no longer be manually entered into SFMA (the State Financial Management Application) and will be exported from WALT and imported into SAGE.

Additionally, ODF has developed the procedural guidance that provides step-by-step details on navigating and inputting data into the system. However, we did observe that the guidance needs to explicitly delineate ODF's policies for generating invoices, including internal controls such as invoice review and approval guidance. Once the remaining item is completed, the recommendation would be considered implemented.

FEMA CLAIM STATUS REPORTING

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

Recommendation

The ODF Operations and Administrative Branches should establish policies and procedures related to the communication of the status of FEMA incidents and include the status on processing and submission of FEMA claims by incident.

Key Items to Deem Recommendation Implemented

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

Implementation Status Analysis

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

The June 2022 review noted that ODF instituted FEMA Weekly Status Reports (Status Reports) for tracking FEMA claims. Additionally, ODF drafted desk procedures that supplement the Status Report and provide guidance on how to track and estimate FEMA claims.

The recommendation remained opened to monitor the continued use of the status report and the finalization of the policies and procedures related to FEMA status tracking. Based on this review, ODF continues the use of the Status Reports. Moreover, ODF has instituted biweekly meetings between the recently hired Financial Services Manager and FEMA and Oregon Department of Emergency Management (ODEM) staff to discuss the status of 2020 PA grant applications. Additionally, the Financial Services Manager is monitoring FEMA coordination to submit claims to FEMA timely.

This recommendation remains open to monitor the finalization of the draft policies and procedures. ODF intends to review the draft guidance, under the direction of the Financial Services Manager, to ensure that the guidance reflects existing practices. Once this remaining item is completed, the recommendation would be considered implemented.

IN PROGRESS

AS OF NOVEMBER 2022

POLICY AND PROCEDURES STORAGE

Recommendation Number: **6**

Implementation Status: **In Progress**

Risk Rating: **Report: High**   **November 2022 Review: High**

Recommendation

Maintain, review, approve, upload all finance/accounting policies and procedures, desktop manuals and flowcharts in centralized location accessible by all Field Protection Districts.

Key Items to Deem Recommendation Implemented

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

Implementation Status Analysis

The implementation of this recommendation is in progress with the risk rating remaining high. The core issues identified in the April 2022 Report were: 1) finance/accounting policies, procedures, desktop manuals, and flowcharts were not stored within a centralized location and/or not easily located; and 2) various versions of policies procedures, desktop manuals and flowcharts were outdated, duplicative, or had unrestricted editing access. These issues could result in inefficient or incorrect processes performed by staff resulting in inefficiencies and/or errors in finance reporting.

Based on our review, ODF has outlined its next steps for centralizing and managing its records. In the 2023-25 Budget Narrative, ODF requests 1 FTE to have a dedicated resource for records management, retention, and requests. In the narrative, ODF notes that records-related work is not part of the core duties of the positions completing the work and time allotted for records-related work by those positions is minimal.

ODF also notes that over the last two years, audits and external reports – the MGO April 2021 Report – were completed that informed ODF of the need to improve the quality and consistency of records functions. These same audits and reports also identified the need for additional personnel and funding to implement improvements. The improvements include records retention and destruction policies, investigating records management system options, developing filing systems and naming conventions, training, and converting hard copy financial documentation into an easily searchable electronic document management system.

Although ODF's information technology operations is not ready for wholesale implementation, ODF has identified the pre-work required to prepare for the stated IT initiatives. This work incudes inventorying

existing records, ensuring the proper retention periods for those records, and identifying potential storage or access challenges. We will monitor these efforts.

COST ESTIMATES

Recommendation Number: **7**

Implementation Status: **In Progress**

Risk Rating: **Report: High**   **April 2022 Review: Medium**
                                                                                      June 2022 Review: Remains Medium
                                                                                      November 2022 Review: Remains Medium
                                                                                      No Updates in November 2022

Recommendation

The ODF Executive Team (with the ODF Operations and Administrative Branch) should limit cost estimate generators to e-iSuite and FIRES. The ODF Operations and Administrative Branches should define policies and procedures related to the use of the two systems and provide onboarding and ongoing training to ensure all personnel understand how to properly and efficiently use the systems.

Key Items to Deem Recommendation Implemented

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

2. Demonstration of formalized policies and procedures related to use of the systems.

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

Implementation Status Analysis

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

Based on discussions, a review of the Management Response in the April 2021 report, and a review of documentation, ODF sees value in having the flexibility of using all three cost share estimate solutions – e-iSuite, EFCC, and FIRES. For ODF, each system serves the needs of the project in which it is used. For example, federal agencies use e-iSuite and ODF uses e-iSuite for large fires. ODF uses FIRES for cost estimates on smaller district fires and input of other non-finance related incident data. ODF also uses an Excel spreadsheet in the field during the first few days of an incident, which is more expedient that setting up e-iSuite (which needs internet availability in the field, etc.) while providing a tool for tracking cost estimates.

ODF has developed policies and procedures in the Chapter 80 Cost Share Field Procedures manual that describe how to process cost share estimates within the various solutions (e.g., templates for weekly cost summaries, weekly cost detail, spreadsheets with predefined rates, etc.). ODF has also developed training videos, on topics such as cost shares, payments and audits, etc., that provide instruction on policies and procedures related to ODF finance and accounting.

This recommendation will remain in progress this cycle as discussions continue regarding the use of all three systems and conducting due diligence to ensure that whether the final determination is the use of one system or the continued use of multiple systems, the chosen option will produce data that is not duplicated and will produce data that is consistent accurate (as best of possible for estimates), and complete.

Furthermore, whether using one system or multiple, policies and procedures and training content and materials should be continually updated to reflect current practices and systems.

ELECTRONIC RECORDS

Recommendation Number: **10**

Implementation Status: **In Progress**

Risk Rating: **Report: High**   **November 2022 Review: Remains High**

Recommendation

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

Key Items to Deem Recommendation Implemented

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

Implementation Status Analysis

The implementation of this recommendation is in progress and the risk rating remains high. The core issues identified in the report were that: 1) a significant amount of information required for EFCC audits and FEMA claims are only in hard copy; and 2) fire boxes (document bins) are retained in hard copy format and in a centralized location within each district for storage. Maintaining documentation in hard copy form, in centralized locations, could result in a loss of data in the event of a natural disaster. Additionally, the use of hard copy documentation creates inefficiencies due to the physical movement of documents and the inability to search documents electronically.

Based on our review, ODF has outlined its next steps for creating a central repository for maintaining significant supporting documentation. Notably, in the 2023-25 Budget Narrative, ODF requests 1 FTE to have a dedicated resource for records management, retention, and requests. Although ODF's information technology operations is not ready for wholesale implementation, ODF has identified the pre-work required to prepare for the stated IT initiatives. This work incudes inventorying existing records, ensuring the proper retention periods for those records, and identifying potential storage or access challenges. We will monitor these efforts.

ODF STANDARDIZED POLICIES AND PROCEDURES

Recommendation Number: **15**

Implementation Status: **In Progress**

Risk Rating: **Report: Medium**   **April 2022 Review: Medium**
                                             June 2022 Review: Remains Medium
                                             November 2022 Review: Remains Medium
                                             No Updates in November 2022

Recommendation

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

Key Items to Deem Recommendation Implemented

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

2. Demonstration of continued oversight of policies and procedures.

Implementation Status Analysis

The implementation of this recommendation is in progress with the risk rating remaining at medium. The core issues identified in the report were that: 1) District Offices appeared to operate independently; and 2) District Offices lacked standardized processes and procedures.

To assist in addressing the District Offices operating independently, ODF has reconfigured its organizational structure moving the Protection Finance Unit under the direction of Finance Services within the Administrative Branch. ODF has developed and/or updated standardized policies and procedures for District Offices, including the Green Book with guidance on cost accounting and reporting and cost shares, incident payments and coding, etc. ODF has also developed training videos, on topics such as cost shares, payments and audits, etc., that provide instruction on policies and procedures related to ODF finance and accounting.

This recommendation will remain open to monitor whether the organizational change and other efforts are producing the intended result of creating more cohesion amongst the District Offices and ODF and to monitor and/or recommend supplementary adjustments like updates to policies and procedures.

DISTRICT FINANCE/ACCOUNTING OVERSIGHT

Recommendation Number: **17**

Implementation Status: **In Progress**

Risk Rating: **Report: Medium**   **April 2022 Review: Medium**
    June 2022 Review: Remains Medium
    November 2022 Review: Remains Medium
    No Updates in November 2022

Recommendation

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

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

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

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

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

Key Items to Deem Recommendation Implemented

1. Formalized, written, policies and procedures that create an organizational structure requiring District Offices to report to ODF, including:

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

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

   c. Ongoing monitoring of key financial metrics within District Offices

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

Implementation Status Analysis

The implementation of this recommendation is in progress and the risk rating remains at medium. The core issue identified in the report was District Offices operated with limited oversight as related to finance and accounting. The current organizational structure did not include District Offices reporting to the ODF Administrative Branch. Moreover, a clearer "tone at the top" with respect to financial accountability within the District Offices was also recommended.

Based on discussions, email reviews, and a review of documentation, ODF leadership has set a "tone at the top" by demonstrating its commitment to financial accountability within the District Offices. Furthermore, ODF has also reconfigured its organizational structure so that District Offices report to ODF. Notably, ODF has moved the Protection Finance Unit under the direction of Financial Services within the Administrative Branch and filled three new Area Accountant positions providing oversight to the field and reporting directly to the Administrative Branch. Additionally, ODF is in the process of developing clear and appropriate job descriptions (e.g., aligning job duties with commensurate experience and skillsets) as it engages in recruitment efforts for filling vacancies associated with finance and accounting personnel.

ODF has developed and/or updated standardized policies and procedures for District Offices, including the Green Book with guidance on cost accounting and reporting and cost shares, incident payments and coding, etc. It has also developed foundational policies and procedures for tracking, monitoring, and analyzing accounts receivable and accounts payable for financial reporting through documents such as its Cost Share Tracker and the Statewide Outstanding Assets and Liabilities tracker.   To that end, ODF has also developed training videos, on topics such as cost shares, payments and audits, etc., that provide instruction on policies and procedures related to ODF finance and accounting.

To deem this recommendation implemented, ODF has expressed that it would first want to ensure that the following policies and procedures and updated:

- Disbursements Policy;
- Credit Card Policy;
- Procurement Policy; and
- Accounting for Revenues and Receivables.

Furthermore, to deem this recommendation implemented, ODF will need to demonstrate how it is monitoring key financial metrics within the District Offices through mechanisms such as the identification of key financial metrics and reporting requirements from the District Offices to the ODF Administrative Branch.

FINANCE/ACCOUNTING RESOURCES

Recommendation Number: **20**

Implementation Status: **In Progress**

Risk Rating: **Report: Medium**   **April 2022 Review: Medium**
                                                                             June 2022 Review: Remains Medium
                                                                             November 2022 Review: Remains Medium
                                                                             No Updates in November 2022

Recommendation

Job descriptions of current ODF personnel should be reviewed and the following reassignments should be made:

1. Individuals with primarily finance and accounting responsibilities should be reassigned to the ODF Administrative Branch.

2. Finance and accounting related job duties of individuals within the ODF Operations Branch should be reassigned to personnel within the ODF Administrative Branch.

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

Key Items to Deem Recommendation Implemented

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

Implementation Status Analysis

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

Based on discussions and a review of documentation, it should be highlighted that ODF has made significant progress in its organizational restructuring. Notably, ODF has moved the Protection Finance

Unit under the direction of Financial Services within the Administrative Branch and filled three new Area Accountant positions providing oversight to the field and reporting directly to the Administrative Branch. ODF is in the process of developing clear and appropriate job descriptions (e.g., aligning job duties with commensurate experience and skillsets) as it engages in recruitment efforts for filling vacancies associated with finance and accounting personnel. Additionally, effective December 31, 2021, ODF codified its Oregon Department of Forestry Policy Document for Delegation of Authority. This guidance delegates authority to enter legal obligations by position and sets authorization limits for items such as expenditure authority, cost share agreement settlement authority, etc.

This recommendation will remain open to monitor whether the organizational change is producing the intended result of facilitating ODF oversight of its finance and accounting personnel and job functions. Also, to monitor whether streamlining the finance and accounting staff is resulting in improved communications related to financial reporting, recording of accounts receivables and payables, and forecasting cash flows.

State Forester, Board Member, and Public Comments

Agenda Item No.: 2
Work Plan: Senate Bill 762 Work Plan
Topic: 20-Year Landscape Resiliency Strategy
Date: January 4th, 2023
Contact Information: Nathan Beckman, Strategic Planning Coordinator
(503) 383-5306, Nathan.beckman@odf.oregon.gov

SUMMARY

Oregon's 20-year strategic plan, as outlined in Senate Bill (SB) 762 and a Memorandum of Understanding (MOU) on Shared Stewardship, will be used to prioritize restoration actions and geographies to reduce wildfire risk and will be used to direct federal, state, and private investments. Combined with a functioning governance structure and engagement with tribes, stakeholders, and local collaboratives and partnerships, state and federal agencies will advance and support implementation of shared priorities and coordinated investments to achieve a shared vision of healthy and resilient landscapes.

This staff report is an informational update to the board specific to the development of the 20-year landscape resiliency strategy. As the strategy is an ongoing work in progress, it can be expected that elements of the strategy may change as additional input is provided throughout the development process.

CONTEXT

On August 13, 2019, a Memorandum of Understanding on Shared Stewardship was signed by state and federal officials to document the commitment of the State and the United States Forest Service to work collaboratively to create a shared stewardship approach for implementing land management activities in the state of Oregon.

Subsequently, on July 19, 2021, Governor Brown signed into law SB 762 (An act relating to wildfire; and declaring an emergency) which, in Sections 18-20 (Reduction of Wildfire Risk) directs the State Forestry Department to design and implement a program to reduce wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuel on public or private forestlands and rangelands and in communities near homes and critical infrastructure. SB 762 also directs the department to develop a 20-year strategic plan, as described in the Shared Stewardship Agreement signed on August 13, 2019, that prioritizes restoration actions and geographies for wildfire risk reduction that will be used to direct federal, state, and private investments in a tangible way.

A framework for the development of the 20-year strategic plan was developed and endorsed by agency directors in August 2022 and has been guiding the development of the strategy. The framework addresses how state and federal agencies plan to implement the directives and intentions of the MOU and SB 762. It is part overview and part workplan. Its aim is to clarify the work needed and to create alignment among interested parties. It includes a proposed governance structure to support agency coordination and decision-making, a proposed mechanisms for Tribal and Stakeholder consultation and engagement, and proposed processes and approaches for developing the 20-year Strategic Plan.

Currently, each state and federal agency establishes its priorities and investments largely independently of one another. By standing up a shared stewardship governance mechanism, developing a 20-year Strategic Plan shared by federal and state agencies, and jointly implementing the Plan over time, it is hoped Oregon can transform how landscape-level challenges are addressed and can realize a vision of healthy and resilient forests, ecosystems, and landscapes.
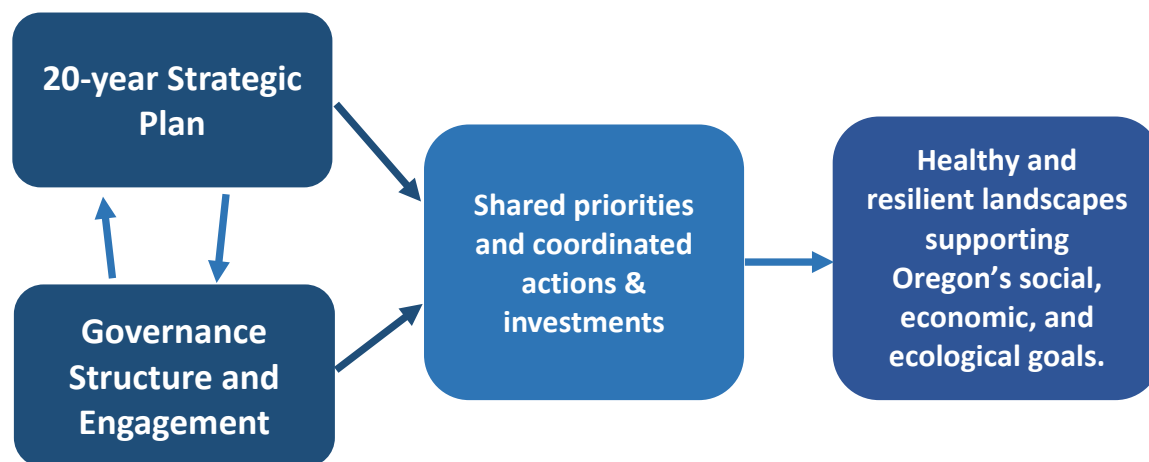
NEXT STEPS

Implementing Shared Stewardship in Oregon

The Shared Stewardship MOU and SB 762 both point to the long-term vision of healthy and resilient forested ecosystems, vibrant local economies, healthy watersheds with functional aquatic habitat, and quality outdoor opportunities for all Oregonians. To achieve that vision, the MOU and SB 762 direct federal and state agencies to develop shared priorities and coordinated investments.

There are two key components that advance and support implementation of shared priorities and coordinated investments. One is the 20-year Strategic Plan, which will articulate shared priorities among state and federal agencies to achieve the vision. The other is the governance structure, which provides forums for consultation and coordination among agencies, Tribes, and stakeholders. The governance structure also provides a forum for decision-making among state and federal agency leaders related to Shared Stewardship implementation. Thus, the 20-year Strategic Plan and the Shared Stewardship governance structure are the mechanisms for implementing Shared Stewardship in Oregon.

The following sections describe the proposed governance structure and the proposed approach for developing the 20-year Strategic Plan.

Governance Structure and Engagement Mechanisms

The Shared Stewardship governance structure is the mechanism for operationalizing Shared Stewardship in Oregon. It is intended to respect the intentions of the MOU and SB 762 by supporting an open, transparent, inclusive, and accountable process. The structure is designed to provide forums for consultation and cooperation with Tribes, a range of stakeholders and units of

local governments, and federal and state agency representatives. Ultimately, decision authority rests with the Strategic Leadership Group, and with individual federal and state agencies.

The proposed governance structure represents an initial set of forums and flows of information to support development of the 20-year Strategic Plan and the goals of Shared Stewardship. Additional or modified forums may be created over time as needs emerge or as improvements are suggested. Once the 20-year Strategic Plan is completed and Shared Stewardship transitions into implementation of investments and tracking results, the structure will be reconsidered to ensure it is effectively supporting these new roles.

20-year Strategic Plan
The MOU and SB 762 both call for the development of "a 20-year strategic plan that prioritizes restoration actions and geographies for wildfire risk reduction that can be used to direct federal, state, and private investments in a tangible way." The MOU further states that the state shall convene, and the Forest Service shall participate with, "a diverse group of stakeholders to help develop a statewide 20-year strategic plan focused on fire-prone forests and ecosystems of eastern and southwestern Oregon. Help set priority treatment areas using values at risk and scenario planning to focus investments on areas that will yield the greatest return." The MOU also directs the state to "Develop a financial implementation plan that incorporates public-private partnership, including conservation finance to increase scale, by investing in appropriately-scaled infrastructure in rural communities."

Ultimately, in addition to the directives in the MOU and SB 762, the objective of Shared Stewardship and the 20-year Strategic Plan is to develop a strategy with three core elements:
1. Jointly determine management needs at the statewide scale;
2. Do the right work in the right place at the right scale; and
3. Use all available tools

Draft Outline of the 20-year Strategic Plan
The components and outline of the 20-year Strategic Plan are expected to evolve and change during the process of consulting with interested parties and compiling relevant information. At this early stage of development, the draft working outline of the 20-year Strategic Plan includes the following:

I. Introduction/context/purpose
   a. Shared Stewardship, MOU, SB 762 and why it is needed;
   b. Challenges (fire, forest health, climate change, etc.);
   c. Opportunities (funding, coordinated investments, etc.)
II. Vision statement and strategic elements
III. Governance and engagement
IV. Shared Priorities
   a. Geographic
   b. Types of activities and investments
V. Goals and Targets
   a. Actions to achieve goals
VI. Investment strategy
   a. Existing funding sources, programs, and authorities

      b.   Additional financing opportunities
      c.   Financial implementation plan
VII.   Accountability mechanisms and metrics
VIII. Near-term actions
 IX.   Appendices
      a.   Existing plans and processes
      b.   How the Plan was developed: Participants and process

Proposed Vision Statement for the 20-year Strategic Plan

The MOU articulates "A shared vision of healthy and resilient forested ecosystems, vibrant local economies, healthy watersheds with functional aquatic habitat, and quality outdoor opportunities for all Oregonians."

During initial planning meetings, federal and state agency representatives considered the MOU vision statement for the 20-year Strategic Plan and proposed changes, resulting in a simplified vision: **Healthy and resilient landscapes supporting Oregon's social, economic, and ecological goals.**

Proposed Strategic Elements

The 20-year Plan's Strategic Elements are intended to articulate the range of activities and investments the plan will support. They provide a level of specificity beyond the Vision Statement and describe the broader intentions of the Plan. The proposed Strategic Elements are designed to reflect the goals and intentions articulated in the MOU and SB 762.

The 20-year Strategic Plan's current proposed Strategic Elements are:
- Reduce wildfire risk to communities
- Enhance resilience in landscapes in the face of climate change
- Create functional aquatic and terrestrial ecosystems
- Support vibrant local economies and family-wage jobs
- Protect healthy watersheds and water resources
- Provide quality outdoor opportunities for all Oregonians
- Promote equity through the stewardship of landscapes

As the 20-year Strategic Plan is developed, the Strategic Elements will guide planning related to activities and investments. They will be used to establish goals and actions that collectively add up to realizing the vision of healthy and resilient landscapes.

Timeline

To develop the 20-year Strategic Plan (Plan), four general phases of work are identified below. These phases are intended as conceptual guides rather than distinct categories since specific activities will evolve over time and possibly occur earlier or later than specified. Consultations with Tribes, stakeholders, and agencies will continue throughout on a consistent basis via the governance structure as processes and products are designed and produced.

Phase 1: Build the Foundation: Jan 2022 - July 2022
- Designate ODF Lead.

- Develop governance structure and engage federal and state agencies.
- Initiate consultations with Tribes and stakeholders.
- Draft framework for plan development.

Phase 2: Compile Information: July - Dec 2022
- Identify and gather reports, maps, data, etc.
- Produce supporting materials (priority maps, capacity & readiness assessment, etc.)
- Develop goals and targets and identify steps to achieve goals.
- Develop metrics and accountability mechanisms.
- Consult with Tribes, stakeholders, and agencies on a consistent basis through the governance structure.

Phase 3: Draft the Plan: Jan - Jun 2023
- Produce draft 20-year Strategic Plan.
- Review Plan with Tribes, stakeholders, and agencies through the governance structure.
- Finalize the Plan with endorsement from the Strategic Leadership Group.
- Publish the 20-year Strategic Plan.

Phase 4: Implement the Plan: July 2023
- Publicize the Plan.
- Implement near-term action steps with Tribes, stakeholders, agencies, and others.
- Consult with Tribes, stakeholders, and agencies on a consistent basis through the governance structure.
- Conduct and publicize accountability reviews.
- Adapt goals, actions and governance as needed.

RECOMMENDATION

This is item is informational.

Agenda Item No.:	3
Work Plan:	Forest Resources
Topic:	Ceremonial Events and Recognitions
Presentation Title:	2022 Forest Practices Operator of the Year Awards
Date of Presentation:	January 4, 2023
Contact Information:	Greg Wagenblast, Policy Analyst, Forest Resources Division
	503-945-7382, Greg.Wagenblast@odf.Oregon.gov
	Scott Swearingen, Field Support Unit Mgr., Forest Resources Division
	503-945-7473, Scott.Swearingen@odf.oregon.gov

SUMMARY

The Board of Forestry recognizes Operators of the Year. This year's award recipients are Chuck Sarrett - Full Circle Consulting, F & B Logging LLC and R & R King Logging, Inc..

BACKGROUND

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

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

Process

Anyone may nominate candidates for the Operator of the Year. Agency staff screen the nominees for minimum requirements. The Regional Forest Practices Committees review the nominations for their region. Each committee chooses a recipient based on innovative techniques, cooperative spirit, consistent performance, and measures taken to protect forest resources. To make the selection, Regional Forest Practices Committee members tour the sites, review nominations, and watch videos that capture the operator's work. The 2022 Operators of the Year are:

For the Eastern Oregon Region –

Chuck Sarrett – Full Circle Consulting of La Grande, Oregon earned the award for his efforts collaborating with American Forest Foundation (AFF), Wallowa Resources, Oregon Department of Forestry (ODF), Natural Resources Conservation Service (NRCS) and other partners in Northeast Oregon since 2016 for forestry treatments on private forestlands. He has trained and mentored a number of foresters to expand the region's forester capacity. Chuck also developed a simplified and streamline Basic Forest Management Plan (FMP) template which is being used in eastern and southern Oregon as well as other neighboring states by consulting foresters, ODF foresters and National Resources Conservation Service staff. Chuck's 30+ years experience as a

forester, quality of work and persistence ensure proper forest practices and timber management far exceed expectations. He has continued for decades now to be well loved by landowners and operators.

Northwest Oregon Region –

F & B Logging LLC of Warrenton, Oregon earned the award for their efforts as a consistently conscientious logging company. Owner Mike Falleur walks every unit prior to operating to review the site and plan how to protect resources involved. The company is leading the way with development and implementation of innovative ways to protect water quality. Falleur empowers his staff to make calls to shutdown hauling to prevent sediment delivery to waters of the state from wet weather conditions. Over the past 25 years this company has proven to be among the most conscientious loggers in the Astoria area as reported by a local Stewardship Forester.

Southwest Oregon Region–

R & R King Logging, Inc. of Florence, Oregon earned the award for its diligent planning and harvesting. The company took on a difficult operation with high landslide hazard locations in Douglas County that bordered an estuary, significant wetland and fish-bearing stream and had a nearby neighboring residence. Owner Bobby King maintained excellent communication and coordination with neighbors during logging that prevented issues. Thoughtful selection of access roads and utilization of a drone to layout yarding cables to protect the Riparian Management Areas (RMA) and wildlife leave trees on an adjoining tract, keeping them fully intact without damage. Felling parallel to the stream and choosing landing sites carefully also helped preserve the buffer zone protecting the stream and wetlands.

Publicity

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

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

Merit Award and Letter of Commendation recipients will be recognized at local functions. The Merit Award recipients for 2022 are:
- Wolfco Timber Services LLC of Lebanon, OR – Eastern Oregon Region Merit Award
- Chiloquin Lawn Care of Chiloquin, OR - Eastern Oregon Region Merit Award
- David Strain Excavating and Trucking Inc. of Coos Bay, OR - SW Oregon Region Merit Award

Staff will give a brief presentation, including videos, and operator recognition.
- Chuck Sarrett – Full Circle Consulting:
  Eastern Oregon Operator of the Year for 2022, Winner - Full Circle Consulting, Winner - YouTube (https://www.youtube.com/watch?v=1f58P6lSmlU)

- F & B Logging LLC:
  [Northwest Oregon Operator of the Year for 2022, Winner - F & B Logging LLC - YouTube](https://www.youtube.com/watch?v=hvGZBXB04U4) (https://www.youtube.com/watch?v=hvGZBXB04U4)
- R & R King Logging, Inc.:
  [Southwest Oregon Operator of the Year for 2022, Winner - King Logging - YouTube](https://www.youtube.com/watch?v=bF4NJX9XdX0) *(https://www.youtube.com/watch?v=bF4NJX9XdX0)*

RECOMMENDATION

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

Agenda Item No.:	4
Topic:	Forest Trust Land Advisory Committee
Presentation Title:	FTLAC Testimony to the Board of Forestry
Date of Presentation:	January 4, 2023
Contact Information:	David Yamamoto, FTLAC Chair and Tillamook County Commissioner
	John Sweet, FTLAC Vice-Chair and Coos County Commissioner

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

Agenda Item No.:	5
Topic:	Panel Discussion: Log and Lumber Market Trends
Date of Presentation:	January 4, 2023
Contact Information:	Ryan Gordon, Planning Branch Director
	503-945-7393, ryan.p.gordon@odf.oregon.gov

SUMMARY

The Board of Forestry will hear from forest sector representatives about current market trends, including demand for forest products, log supply, projected future trends, and potential implications for rural communities and the forest sector economy in the Northwest. This is an informational item with time reserved for questions and discussion.

CONTEXT

Guest speakers Gordon Culbertson, Director of International Development at Forest2Market, and Steve Courtney, Senior Consultant at the Beck Group, will join the Board to discuss current and projected future market trends in forest products. Planned discussion will address the following topics:

- Current regional, national, and international market trends
  - Housing starts/shortage – overall demand for lumber
  - Softwood lumber supply – domestic and import markets
  - Pacific Northwest Douglas-fir v. Southern yellow pine markets

- Predicted impacts on Pacific Northwest (PNW) regional timber supply
  - Wildfire and climate change
  - Regulatory changes – Oregon, Washington, and British Columbia
  - Estimated impacts to forest sector jobs in the PNW

- Potential impacts to local communities and economies in Oregon

ATTACHMENTS

(1) Forest2Market Blog Post – "Are you planning for the reduction in Northwest timber supply?"   https://www.forest2market.com/blog/are-you-planning-for-the-reduction-in-northwest-timber-supply

(2) Guest Speaker Biographies

Attachment one includes the citation for the Blog post that will be referenced for Item 5 on the January 4, 2023, Board of Forestry meeting.

Courtney, Steve. (2022, March 10). *Are you planning for the reduction in Northwest timber supply?* Forest2Market. https://www.forest2market.com/blog/are-you-planning-for-the-reduction-in-northwest-timber-supply

Steve Courtney – Senior Consultant

Steve Courtney joined The Beck Group in 2021 after a nearly 30 year career in the forest products industry in the US West. Steve brings to the company extensive industry experience, knowledge, and a broad contact network from various positions at major forest products manufacturing corporations including Roseburg Forest Products, International Forest Products (Interfor), and Sierra Pacific Industries. Steve's roles at those companies included procuring raw materials for lumber and plywood operations; coordinating logistics for raw material delivery including truck, rail, and barge; developing corporate strategies to optimize log procurement among jointly owned milling operations; and buying and selling veneer products.

Steve also worked early in his career as an industry representative advocating for the timber industry on issues including US Forest Service timber sale planning, public education & outreach, and representing the industry's interests to local, state, and federal government agencies.

During his career Steve has had the opportunity to work with a spectrum of co-workers, customers, and vendors ranging from the highest level executives at major forest products corporations to single entrepreneurs operating small forest products businesses.

Steve has a bachelor's degree in Forest Engineering from Oregon State University and an MBA from National University.

Gordon Culbertson – Director of International Development

Culbertson is responsible for establishing relationships and identifying a new business partner in global markets. While Pacific Northwest Region Manager at Forest2Market (2007-2014), Culbertson was instrumental in launching Forest2Market do Brasil.

With over thirty years of experience in the Western forest industry, Culbertson has an extensive background in multiple facets of the business. He served as vice president of resources for Swanson Group, where he managed timberland operations as well as annual log and timber production. His experience also includes serving as vice president of timberland operations for Rosboro Lumber, where he was responsible for coordinating timber supply for diversified manufacturing operations.

Active in the industry and his community, Culbertson has served as the executive level representative for a number of organizations including the Oregon Forest Industries Council, the American Forest Resource Council, the Washington Forest Protection Association, the Oregon Logging Conference and the Southern Oregon Log Scaling and Grading Bureau. He is past president of the Twin Rivers Rotary Club of Springfield, Oregon. Culbertson received a forest technology degree from Lane Community College.

Agenda Item No.:	6
Topic:	Legislative Session 2023 Preparation
Date of Presentation:	January 4, 2023
Contact Information:	Ryan Gordon, Planning Branch Director
	503-945-7393, ryan.p.gordon@odf.oregon.gov

SUMMARY

Staff will provide a brief overview of the 2023 Legislative Session, including key dates and processes, planned internal and external coordination, a high-level review of the Agency Request Budget (ARB), and overview of primary issues likely to impact the department during the session. Following the staff presentation, a brief panel discussion is planned to highlight key issues and priorities anticipated in 2023 from a spectrum of interests. The panel will include the following:

- Dylan Kruse, Vice President, Sustainable Northwest
- Mike Eliason, General Counsel and Director of Government Affairs, Oregon Forest Industries Council
- Branden Pursinger, Legislative Affairs Manager – Natural Resources, Association of Oregon Counties

This is an informational item with time planned for questions and discussion with the Board.

ATTACHMENTS

(1) 2023 Legislative Session calendar and key dates

(2) ODF Agency Request Budget,
https://www.oregon.gov/odf/aboutodf/Pages/budget.aspx

2023 Session Calendar

JANUARY

S	M	T	W	T	F	S
1	2 New Years Day Obs.	3	4	5	6	7
8	9 Org. Days - Swearing in	10 Trainings	11 Trainings	12 Trainings	13 LC Draft Request Deadline	14
15	16 MLK Day	17 Session Begins	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FEBRUARY

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17 LC returns drafts	18
19	20 President's Day	21 Measure Intro Deadline	22 Revenue Forecast	23	24	25
26	27	28				

MARCH

S	M	T	W	T	F	S
			1	2	3	4
5	6 Begin Daily Floor	7	8	9	10	11
12	13	14	15	16	17 Post Work Session	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

APRIL

S	M	T	W	T	F	S
						1
2	3	4 1st Chamber WS Deadline	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24	25	26	27	28	29

MAY

S	M	T	W	T	F	S
	1	2	3	4	5 Post work session	6
7	8	9	10	11	12	13
14	15	16	17 Revenue Forecast	18	19 2nd Chamber WS	20
21	22	23	24	25	26	27
28	29 Mem. Day	30	31			

JUNE

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15 Target Sine Die	16	17
18	19 Juneteenth Holiday	20	21	22	23	24
25 Constitutional Sine Die	26	27	28	29	30	

Dates subject to the adoption of CR (2023 Regular Session)

Organizational Day	Member swearing in; organization; and first reading of pre-session filed bills
Training Days	Member and staff trainings
Leg. Counsel Deadlines	Deadlines for bills to be requested, returned by LC, and introduced (after these deadlines, subsequent drafts and intros count against per legislator limits. See SR 13.15(2); HR 12.35
State Holiday	Holiday
Important Session Dates	Deadlines do not apply to Rules, Revenue, or Joint Committees. Joint Transporation and Joint Gambling Regulation adhere to the second chamber deadline only.
Floor Sessions	Senate and House floor sessions will be announced by the Senate President or House Speaker. Daily floor sessions begin on Monday, March 6th, 2023.

Attachment two includes the citation for the Oregon Department of Forestry Agency Request Budget that will be referenced for Item 6 on January 4, 2023, Board of Forestry meeting.

Short, J. et al. (2022, August). *About ODF > Budget*. State of Oregon Department of Forestry website. https://www.oregon.gov/odf/aboutodf/Pages/budget.aspx

Agenda Item No.:	7
Topic:	Recognition from Oregon Watershed Enhancement Board
Date of Presentation:	January 4, 2023
Contact Information:	Ryan Gordon, Planning Branch Director
	503-945-7393, ryan.p.gordon@odf.oregon.gov
	Lisa Charpilloz-Hanson, Executive Director, OWEB
	971-345-7022, Lisa.Charpilloz-Hanson@oweb.oregon.gov

SUMMARY

Lisa Charpilloz-Hanson, Executive Director of the Oregon Watershed Enhancement Board (OWEB), will present an acknowledgement recognizing the work of the Board of Forestry's liaison to the Oregon Watershed Enhancement Board over the 2018-2022 term. This is an informational item.

Board Closing Comments and Meeting Wrap Up

Agenda Item No.:	9
Topic:	*Forestry Program for Oregon Planning Work Session
Date of Presentation:	January 5, 2023
Contact Information:	Ryan Gordon, Planning Branch Director
	503-945-7393, ryan.p.gordon@odf.oregon.gov

SUMMARY

The Board and department leadership will continue to work to develop a new strategic plan for the agency, known as the Forestry Program for Oregon (FPFO). The work session, which will be moderated by a facilitator, will continue dialog from the October 2022 Board retreat held in Portland. A Board subcommittee and staff have been working to further develop a framework for the new strategic plan. Primary discussion and presentation topics include the following:

- A presentation from the Oregon Values and Beliefs Center (OVBC) to share results from a recent statewide survey of Oregonians' values and beliefs about Oregon's forests. This presentation and subsequent discussion are intended to provide context for developing core elements of the strategic plan.

- A presentation and discussion of a proposed framework for the strategic plan, as well as draft language around key elements such as mission, vision, purpose and goals. The intent is to leave this session with agreement on the framework and some initial language so that more substantive development can occur prior to the April 2023 Board retreat.

ATTACHMENTS

    (1) January 5 Board of Forestry FPFO Agenda
    (2) FPFO Process Plan and Timeline
    (3) OVBC November 2022 Forest Management Survey Highlights
    (4) OVBC November 2022 Forest Management Survey Annotated Questionnaire

Oregon Board of Forestry
January 5 FPFO Agenda Topic
Proposed Agenda (Oregon Consensus)

8:00   (Robin) Tee up the FPFO discussion for today
- Acknowledge the Subcommittee (Ben, Brenda, Joe, Mike, Ryan, with support from OC and ODF staff Hilary, John and Danny). **Subcommittee Purpose**: Collaborative work forum for Board and Agency leadership to advance efforts to jointly develop a modern Forestry Program for Oregon. The subcommittee will serve until completion of the FPFO, targeted for December 2023.
- Recap the October Board retreat discussions and outcomes: agreed on high level approach to use Climate Smart Forestry lens, all-lands, reimagining the FPFO, and working in partnership with Dept. leadership to co-create a Plan that will be reflective of Oregonians' values as well as operational for the Dept. Collaborated to develop a joint Vision statement that all agreed is a good working vision for guiding the effort, and began a conversation about Values. (Stay tuned for more on that.)
- Today: Subcommittee has done preliminary work to advance the FPFO including input on draft template; providing guidance on community engagement efforts; getting clear and aligned on partnership between Board and Dept leadership in this work; developing today's Board meeting agenda.

8:15   (Adam Davis) Oregon Values and Beliefs Center (OVBC) presentation on Oregon Forest Management Survey
- OVBC : who we are, what we do
- Methodology and representative sample
- Key findings
- Board discussion: Any surprises? Takeaways? How will you consider this in building your FPFO?

9:15   Break

9:30   (Subcommittee) FPFO Template Overview
- High level approach (Danny)
- Walk through the organization of the document (Danny)
- Board and ET feedback on organization

- Ryan note on where the 20-Year Resiliency Plan fits, and other Dept. Operational Plans

10:30 (Ryan and Robin) Wrap Up and Next Steps for FPFO
- Robin share high level work plan table
- Ryan quick report on pending community engagement efforts with Oregon's Kitchen Table
- Share subcommittee schedule, open to public
- Subcommittee reflections from today; next steps?
- Values "homework" for Board and ET - reflect on October discussion and what was learned from today.
- Bringing additional resources to inform this work - Robin will send an inquiry out and subcommittee will consider how to build future agendas for 2023.

2023 Forestry Program for Oregon Work Plan

THIS IS A LIVING DOCUMENT, SUBJECT TO CHANGE

Principles (per April 27, 2022 Staff Report):

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

Phase	*Board/Agency Leadership Activities*	*Community Engagement Activities*	*Key Dates, Deliverables*
Winter 2022-23 (December 2022-February 2023)	Refine and Confirm Vision Determine Community Engagement Process Affirm FPFO Elements / Doc format using Climate Smart Forestry Lens	OVBC survey and findings	January 4-5 Board meeting (Salem): 2 hour work session to further define and confirm vision, mission, values
Spring 2023 (February -June)	Develop a suite of goals and objectives for: • *Climate adaptation* • *Mitigation*	*TBD*	March 8-9 Board meeting: Discuss/affirm goals and objectives

	● *Social-climate interactions*		April 26-27 Retreat: Refine goals and objectives as needed
Summer 2023 (June-September)	Integrate Board Governance with FPFO	*TBD*	June 7-8 Board meeting
Fall 2023 (September - November	Finalize FPFO Metrics and Actions: Develop indicators and Agency process for tracking progress	*TBD*	September 6-7 Board meeting (Salem) October 18-19 Board Retreat
Winter 2023 (November-December)		*TBD*	

OVBC NOVEMBER 2022
OREGON FOREST MANAGEMENT SURVEY
KEY FINDINGS

INTRODUCTION

From November 10–19, 2022, the Oregon Values and Beliefs Center conducted a statewide survey of Oregonians' values and beliefs about Oregon's forests. A description of the methodology used for the research is provided below.

The question numbers in this document correspond with the accompanying documents (Q1-62A). Due to rounding, the percentages reported below may not add to 100% or compare exactly to the percentages for the same question in the annotated questionnaire or tabs.

Included below for selected questions are noteworthy subgroup variations for BIPOC/white, age, urban/rural, education, gender, and households with and without children.

OVBC surveys currently use aggregated data to analyze the opinions of BIPOC residents in comparison to the opinions of residents who identify as white and not another race. BIPOC residents are not a monolith; the grouping represents a wide diversity of races and ethnicities. The findings included in this memo should not be construed such that all people of color are believed to share the same opinions. Disaggregated race data will be provided when sample sizes permit reliability.

For survey full question wording, all statistically significant subgroup findings, and respondent quotes, readers are encouraged to refer to the accompanying three documents: (1) annotated questionnaire, (2) crosstabulations document, and (3) verbatim written responses spreadsheet.

[Oregon Values and Beliefs Center (OVBC)](https://www.oregonvbc.org): This research was completed as a community service by the Oregon Values and Beliefs Center. OVBC is an independent and non-partisan organization and an Oregon charitable nonprofit corporation. Representative OVBC projects include opinion research about race-based crimes for the Asian Health and Service Center, as well as research about early childhood education and the cost of childcare for the Children's Institute.

KEY TAKEAWAYS

State Forest Management
- Balancing environmental benefits—especially clean water—with the economic benefits of forestry continues to resonate with Oregonians.
- Oregonians are united in their concern about future access to clean water. Nine in ten express concern that access to clean water is not guaranteed for future generations.
- Less than a majority of Oregonians believe forests are well-managed and this may be a decline since 2019.

- Rural residents, men, and those 30 or older are all more critical of state forest management, compared to their peers. Residents in each of these three demographic groups are also notably less likely to say they don't know enough about the issue to answer.

Forest Practices
- The vast majority of Oregonians—and especially those 30 and older—believe that commercial timber harvest plays a role in actively managing healthy forests.
- While four in ten residents believe that, generally, there is too much logging in Oregon forests, far fewer believe there is too much logging in federal and state forests (about one in four).
- At least six in ten residents accept a variety of forest management techniques, including thinning, prescribed burns, replanting, and retaining some old-growth trees during harvest.

Wildfire
- Most residents are happy to play their part in reducing wildfire risk by supporting regulations on their own activity. At least half of residents support pre-planned power outages, and eight in ten support closing campgrounds and highways.
- A large majority of Oregonians support prescribed burns to help mitigate wildfires and their impacts. However, support for this practice is tepid in intensity.
- Oregonians believe a variety of tactics used to prevent wildfires from burning down homes are effective, and that home hardening and making smart landscaping choices are the most effective.
- There is nearly a consensus that fire-resistant materials should be required to build homes in high-risk areas, and half of Oregonians feel strongly about that. Oregonians lean in favor of prohibiting builds in high-risk areas, but there is minority disagreement from some groups, including rural residents.

Involvement and Communications
- Many residents would like to learn more about forests in Oregon, especially younger people 18–44 and urban residents.
- About one in three residents would be open to engaging more directly through a committee on forest policy in Oregon. Those most interested include men and Oregonians under 45.

STATE FOREST MANAGEMENT

General Forest Values and Beliefs

- **A majority of Oregonians believe all the benefits bestowed by the state's forests are important with environmental benefits considered most important (Q15-23A).**

Importance of Oregon State Forest Benefits

Benefit	5--Very Important	4--Somewhat important	Total
Habitat for wildlife (Q17)	73%	16%	89%
Clean, cool water for fish (Q15)	71%	18%	89%
Drinking water for nearby communities (Q23)	70%	18%	88%
Opportunities to hunt, fish, and camp (Q18)	52%	27%	79%
Beauty (Q20)	49%	26%	75%
Carbon storage (mitigating climate change) (Q21)	50%	18%	68%
Jobs in rural communities (Q16)	42%	26%	68%
Economic support for rural communities (Q19)	40%	23%	62%
Lumber for construction (Q22)	33%	25%	58%

■ 5--Very Important   ■ 4--Somethat important

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

"Logging is hugely important for maintaining our forests and lessening the pollution-causing forest fires. It also is of vital importance for sustaining our housing and manufacturing markets, as well as creating vital jobs and economies for small-town and rural communities."
    Man, age 30–44, Linn County, White

"Environmental concerns, at this point, have to outweigh economic development. Without the environment, we have no economy."
    Woman, age 45–54, Multnomah County, White

"Logging trees can be balanced with planting more. Trees get old and sick, use them productively."
    Man, age 55–64, Clackamas, Asian

"Jobs from tourism need to supplant jobs from cutting timber, and timber harvests should be halted on all public land."
    Nonbinary or gender nonconforming person, age 65–74, Washington County, Other race or ethnicity

- **Nearly nine in ten Oregonians are concerned about access to clean water in the future (Q51).**
    - Urban residents are much more concerned about future access to clean water than rural residents.
    - Concern about access to drinking water rises steadily across age groups, with people 75 and older expressing the most concern.
    - Women are somewhat more concerned about clean water in the future than men.
- **Seven in ten Oregonians believe climate change is affecting Oregon forests (Q52).**
    - Eight in ten residents with a college degree believe climate change is affecting forests in Oregon, compared to six in ten residents with a high school education.
    - Eight in ten Oregonians living in urban areas, compared to six in ten in rural areas, believe climate change is affecting Oregon forests.

Forestry Management Priorities

- **Oregonians say it is most important that state forest management prioritizes water quality and protects habitat to conserve biodiversity (Q39-44).**

State Forest Management Priorities

	Most Important	Second Most Important	Total
Water quality (Q40)	38%	33%	71%
Habitat to conserve biodiversity (Q41)	30%	27%	57%
Carbon sequestration and storage (Q42)	15%	18%	33%
Economics (Q39)	12%	10%	22%
Recreation (Q43)	4%	11%	15%

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

"While I placed recreation last, it is only because the other needs are urgent."
Woman, age 65–74, Clackamas County, White

"Clearcutting, using herbicides, and then replanting single species is considered management—as is selectively harvesting and allowing natural mixed species growth. These are two completely different ways to manage our forests, and people need to understand the difference and why the differences matter."
Woman, age 55–64, Lincoln County, White

"Replant, replant, replant."
> Nonbinary or gender nonconforming person, age 30–44, Lane County, race not specified

"It is sad people are doing this to trees and it's wrong."
> Man, age 18-29, Washington County, Black or African American

- **Oregonians' priorities are the same when it comes to the management of privately-owned forests (45-50).**

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

"These are the priorities I would like to see but if the land is privately owned, I'm not sure that my priorities matter."
> Man, age 55–64, Multnomah County, White

"Clear cutting should be outlawed. A tree farm does not a forest make."
> Man, age 45–54, Multnomah County, Native Hawaiian or Other Pacific Islander

"Difficult to balance the rights of the landowner with what's good for the community/world."
> Woman, age 18–29, Deschutes County, White

While it's important and acceptable to insist that private forest land be managed for environmental benefits, that means that urban areas need to accept similar restraints, e.g., no more "natural" gas hookups and carbon taxes on fossil fuels.

Man, 75+, Washington County, White

Job Performance

- **About one-third of residents say that federal, state, and privately-owned forests are managed well (Q35–37).**
  - Notably, more than one in five residents don't know enough about federal, state, and private forest management to have an opinion. The lack of information is relatively high across demographic groups.

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

- **Rural residents and those 65-74 years of age are the most critical of state forest management. Approximately half of the Oregonians in these groups *do not* agree state forests are well-managed (Q36).**
  - Conversely, nearly half of residents under 30 believe state forests are managed well.
  - BIPOC residents—who skew younger—have more optimistic opinions, as do residents with school-aged children at home, who tend to be middle-aged or younger.
  - Rural residents' opinions on whether the state manages forests well are nearly identical to those of people who live in rural-changing-to-suburban areas (with 35% and 37% who say yes).
  - Urban and suburban residents also share nearly identical views (41% and 42% agree state forests are managed well).

Timber Harvest

- **Oregonians are split as to whether federal and state forests should be logged less often, more often, or the same amount (Q13, Q14).**
  - Even splits across categories sometimes indicate a lack of knowledge about a subject. The high proportion of people who say they don't know enough to have an opinion (24% and 25%) suggests lack of knowledge may be an issue even for those with opinions.
  - A plurality of urban residents (about one in three) say that both federal and state forests should be logged less often. Meanwhile, a plurality of rural residents (also about one in three) say they should be logged more often.

Perceptions of Logging Amount in Federal and State Forests

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

- **The vast majority of Oregonians say we don't have to choose between having healthy forests and a healthy economy (Q53).**
  - At least six in ten residents in every demographic group subscribe to the idea that both the economy and forests can thrive in Oregon.
  - The groups most likely to believe that these outcomes *are* mutually exclusive are people under 30 and urban residents. In these groups, about one in five residents believe that healthy forests must be the primary focus.

Oregon Tribal Fairness Act

- **Six in ten Oregonians think indigenous tribes should manage more forest land (Q38).**
  - A majority of BIPOC and white residents hold this view, but BIPOC residents are more likely to agree.
  - Residents under the age of 45 are also more likely than their older peers to believe that indigenous tribes should manage more forest land.

o BIPOC residents, urban dwellers, and women are the most likely demographic groups to support this idea.

FOREST PRACTICES

<u>Acceptability</u>

- **Oregonians most prefer forestry practices that include lots of replanting and that leave some older trees in the forests even as younger trees are harvested (Q24–32A).**

Acceptability of Forest Practices

Practice	5--Very acceptable	4--Somewhat acceptable	Total
Tree plantations planted after clear cutting (Q31)	57%	16%	73%
Retain some trees in each stand, more than one rotation (Q29)	51%	23%	73%
Mixed species stands including hardwoods and conifers (Q32)	40%	22%	62%
Thinning to reduce fuels, keeping the largest trees (Q30)	36%	26%	62%
Prescribed burning (Q26)	35%	27%	62%
Stand rotation ages > 80 years (Q28)	20%	19%	39%
Stand rotation ages < 50 years (Q27)	15%	17%	33%
Ground spraying of herbicides (Q24)	10%	12%	22%
Aerial spraying of herbicides (Q25)	8%	7%	15%

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

"'Tree plantations planted after clearing cutting' was difficult to answer because I strongly disagree with clear cutting in the first place but do think that they should be replanted if it has to happen."
Woman, age 30–44, Tillamook County, Native Hawaiian or Other Pacific Islander

"From my limited reading, I understand a healthy forest needs mixed sorts of trees, and cutting to leave sentinel trees and some remaining forest diversity is best."
Woman, age 65–74, Clackamas County, White

"Plantation trees all tend to be the same species, from a small handful of sources; there's little genetic diversity. They also are all the same age. A healthy forest is a varied forest."
Man, age 45–54, Multnomah County, White

Logging/Harvesting

- **Oregonians are split as to whether forests are logged too often, the right amount, or not enough, but a plurality of four in ten say there is too much logging (Q1-Q1A).**
    - More than half of urban residents, people under 30, and BIPOC residents believe forests in Oregon are logged too frequently.
    - Oregonians in rural or rural-changing-to-suburban communities are among the Oregonians most likely to say forests aren't logged *enough* (about three in ten). Still, these community types are more likely to believe Oregon forests are logged too much.

        "As long as trees are replanted. I understand how the trees provide an important renewable resource; I just hope the replanting is being done how they say it is."
        > Woman, age 30-44, Yamhill County, Native American, American Indian, or Alaska Native

        "Clear cutting should never be done. Selective logging for fire prevention is reasonable. Old growth harvesting NEVER."
        > Woman, age 65-74, Hood River County, Hispanic/Latino/a/x

        "I believe that logging is a good business if done sustainably. However, the companies in Oregon have not observed this and have destroyed valuable forested areas."
        > Man, age 55-64, Multnomah County, Asian

        "The worst part is the way they are being logged. Clear cuts are not the way to go; selective harvesting is needed and old growth forests need to be protected."
        > Woman, 18-29, Clackamas County, White

        "It is a shame that year to year returns for investors rather than long term profit have guided such a large amount of the harvest into shorter rotation, smaller dimension being the norm."
        > Man, age 30-44, Clatsop County, White

        "Logging is necessary to help prevent wildfires and killing wildlife. It helps preserve wildlife so that we can enjoy it while respecting it for many generations to come."
        > Woman, age 30-44, Clackamas County, Native American, American Indian, or Alaska Native

> *"People have a generally negative perception of logging because of environmentalists highlighting the clear cuts that were widespread years ago. The reality is people need and use wood products, that logging is dangerous and difficult but is also part of good land management."*
> Man, age 45-54, Multnomah County, Native Hawaiian or Other Pacific Islander

- **Nearly half of residents believe that snags and logs should remain in forests after wildfires unless they pose a risk to safety (Q8).**
    - Additionally, some Oregonians—about a quarter—say snags and logs should be salvaged even if there isn't a safety risk.
    - About three in ten Oregonians who live in rural or rural-changing-to-suburban communities are supportive of additional logging by salvaging these snags—but this is still a minority opinion.
    - More than half of women prefer salvage logging only for safety purposes, whereas men are more split on the issue. Men are twice as likely to support salvage logging when there is no safety concern than women. Men are slightly more likely than women to support salvage logging under any circumstance.
- **Three in four Oregonians agree that active forest management—including commercial timber harvest—is important for forest health (Q33).**
    - Seniors 65 and older are especially likely to agree; more than half of these residents say active management is "definitely" important.
    - About one in ten residents disagree with the sentiment; the rest aren't sure or need more information. No more than about one in six residents in any single demographic group disagrees.
- **About half of Oregonians say 50%–75% of the state's forests should be wilderness areas set aside for purposes and benefits other than commercial timber production (Q34).**
    - One in five residents don't know enough to have an opinion, while the remainder is split between believing all or a small portion of forests should be set aside.

Biofuels and Carbon Sequestration

- **Six in ten people support using logging debris left in the forest for products like biodiesel, but a large portion of residents (28%) need additional information about this idea (Q2).**
    - A majority of all demographic groups support this biofuel proposal. Those most likely to support the proposal are men, residents 65 or older, and those with a college degree or advanced education.
    - Among seniors 65 and older, more than one in ten oppose the idea. Because seniors are more supportive of logging generally, this minority may be voicing opposition to investments in biofuel specifically.
    - Seven in ten men support creating biofuels with logging debris, compared to half of the women.
- **A majority of residents support using public dollars to promote carbon storage in forests by helping small, private landowners harvest trees less often (Q3).**
    - There is less support for providing this financial help to large, industrial landowners (Q4).

Support for Public Investments to Reduce Logging

$ used to help small private landowners log their trees less often in order to store more carbon in their forests (Q3)
- Strongly support: 22%
- Somewhat support: 31%
- Total: 53%

$ used to help large industrial landowners log their trees less often in order to store more carbon in their forests (Q4)
- Strongly support: 12%
- Somewhat support: 26%
- Total: 39%

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

- **Wood products are popular among Oregonians when compared to building materials like steel and cement. Six in ten residents prefer wood products (Q5).**
  - About six in ten Oregonians in nearly all demographic groups prefer wood as a building material.
  - Millennials ages 30–44 stand out for being less interested in wood products. While a minority of one in five say they do not prefer these products, this represents more opposition than any other demographic group.

Tree Planting Program

- **State funding for urban and small-town tree-planting programs is overwhelmingly popular. Eight in ten Oregonians support the idea (Q10).**
  - Members of all demographic groups support this idea.

WILDFIRE

Awareness and Knowledge

- **One in three Oregonians aren't sure if forest fires tend to start on private or public land. Half of those who know or who hazard a guess say the fires tend to start on public land (Q12).**
  - A plurality of all groups think most wildfires start on public land, but one out of every five BIPOC residents and people under 30 think most fires start on private land.
  - Women, suburban residents, and those without school-aged children at home are the most likely groups to say they don't know enough about this to say (about four in ten for each group).
- **Just over half of Oregonians say it is likely true that the total economic cost of wildfire (things like damage to tourism, cost of re-seeding, loss of trees, health problems, etc.) runs about 10 times the cost of the firefighting alone. (Q9).**

- One in ten residents say this notion is probably false. The rest didn't venture a guess (nearly four in ten).
- College graduates and men are the most likely of any demographic group to say this data point sounds believable.

Prescribed Burns

- **Most Oregonians—nearly three-quarters—support prescribed burns to help manage wildfires, but support is soft (Q11).**
    - Residents are a bit more likely to say they *somewhat* support prescribed burns, rather than *strongly* supporting them.
    - Throughout the survey, between 20% and 30% of residents commonly say they needed more information to answer questions about forest management, but fewer (11%) say they need more information about prescribed burns—an issue that is frequently covered in the media and can be somewhat charged.
    - Support for prescribed burns increases as age groups rise—in part because younger residents are more likely to need additional information.
    - Men are more supportive of prescribed burns than women overall, and they are nearly twice as likely as women to strongly support the practice.
    - Support increases with more formal education. Eight in ten college grads support prescribed burns, 20 percentage points higher than support among those with a high school diploma or less education.
    - Rural and rural-changing-to-suburban communities are especially supportive, more so than urban residents. One in five urban residents oppose the practice.

Fire Risk Management

- **Oregonians support a multi-pronged approach when it comes to preventing or reducing the impacts of wildfires, including restricting recreation and travel and planned power outages (Q56–58A).**

Support for Wildfire Mitigation Efforts

	Strongly support	Somewhat support	Total
Closing campgrounds and certain areas to recreational activities (Q57)	59%	22%	80%
Closing highways (Q58)	35%	34%	68%
Intentionally planned power outages (Q56)	26%	30%	56%

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

"The effects are so devastating and over such a long period, that extreme prevention measures are warranted. I was part of an area that was set to be subject to a planned power outage. I was not happy about it, but I understood the necessity of it."
Woman, age 30–44, Washington County, Black or African American

"To the extent practicable, consider moving electric lines underground, and install backup solar panels and batteries to support rural communities in case of public safety power shutoffs."
Nonbinary or gender nonconforming person, age 45–54, Columbia County, race not specified

"How about electric companies take care of trees that are close to their lines."
Woman, 65–74, Multnomah County, Native American, American Indian or Alaska Native

"It is hard to control 'stupid' however, more education across the board would probably help. As most fires are human caused (the statistics prove this out), our focus should be to reduce the human factor as much as possible along with other measures listed above."
Man, age 65–74, Crook County, White

- **Oregonians believe a variety of tactics used to prevent wildfires from burning down homes are effective, and they are most convinced of the tactics "closest to home" (Q59–62A).**

Effectiveness of Wildfire Prevention Tactics

Tactic	5--Very effective	4--Somethat effective	Total
Landscape work (Q62)	53%	25%	78%
Home hardening (Q60)	45%	27%	71%
Thinning of adjacent trees (Q59)	31%	27%	58%
Prescribed burning of adjacent forest (Q61)	26%	26%	53%

Source: OVBC survey conducted November 10–19, 2022, among Oregon adults (representative sample, *N* = 1,554).

> *"I believe we should respect the right of private property owners to build on their land. However, Black Butte Ranch in Central Oregon is an excellent example of a property that never should've been built because taxpayers spend enormous sums of money protecting that resort from fire. That is not right."*
> Man, 18–29, Clackamas County, White

> *"As long as it won't burden landowners, don't make it mandatory, just education so cooperation can be reached."*
> Man, age 55–64, Clackamas County, Asian

- **Oregonians lean toward believing residents shouldn't be able to build homes in areas of high or extreme fire risk, although there is a significant difference in opinion between urban and rural residents (Q6).**
  - Just over half of Oregonians lean toward saying that building homes on wildfire-prone land should simply not be allowed, but the sentiment is not a deeply held belief.
  - Nearly two-thirds of urban residents think home building should be restricted, compared to just less than half of rural residents.
  - Women, college grads, and seniors 75 and older are also more risk averse.

> *"Don't let people build homes in fire-prone areas. Private insurance will probably take care of this problem eventually, however; they simply will not insure homes in such area. Good for them."*
> Woman, age 75+, Multnomah County, White

"Homeowners pay for their insurance. It should be left to them and their insurance company how best to mitigate their concerns. Many of us purchase our homes in rural forested areas to be amongst the trees and wildlife, then bureaucrats stick their noses in … making us remove most of our trees and plants, then complain that there aren't enough trees or other habitat."
Man, 55–64, Deschutes County, White

- **A more popular approach to mitigating fire risk for homes is to require fire-resistant building materials in areas with high or extreme wildfire risk. Eight in ten Oregonians say this is a good approach, including nearly half to feel strongly about it (Q7).**
    - At least seven in ten residents in every demographic group favor or at least lean in favor of such a policy.

INVOLVEMENT AND COMMUNICATIONS

- **Four in ten residents would appreciate more opportunities to learn about and get involved with Oregon's forests (Q55).**
    - Half of residents 30–44 would appreciate additional engagement about forests.
    - BIPOC Oregonians are especially interested as well.
    - Men are more interested than women, and urban residents are more interested than residents of other community types. Rural residents are the least interested.
- **A significant subset—three in ten residents—demonstrate interest in serving on committees to help guide state forest policy (Q54).**
    - The same demographic trends ring true for serving on a committee as learning more about forests, but the differences are often smaller.
    - Men remain a good bit more likely than women to express interest in volunteering, and interest wanes as resident age rises.
    - There is more interest in volunteering among those with school-aged children in their home, compared to those without.
    - Urban residents are more interested than suburbanites or those in rural-changing-to-suburban communities.

PAST RESEARCH

In 2019, research showed that the vast majority of Oregonians preferred managing state forests in a way that prioritizes both environmental protections and economic considerations[1]. Those sentiments are still true today.

In the intervening years, devastating wildfires across the state may be responsible for a marked shift in resident opinions about forest management. Three years ago, more than half of residents rated the management of federal, state, and private forests as good/very good. Today, about four in ten residents agree that forests are managed well. Political debates about forest management, including media coverage and social media influence, may also have played a role in the declining figures.

Although forestry has historically played a significant role in Oregon's economy, residents continue to find themselves in need of additional information about the industry to form full opinions about forest

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[1] Oregon Forests Values and Beliefs Survey, January 14–25, 2019; DHM Research; *N*=800 Oregon residents.

management. In 2019, about one-quarter of Oregonians described themselves as not very or not at all familiar with the forestry industry. Today, roughly the same proportion of residents need more information to know if forests are managed right.

Opinions of wood products have shifted over the past three years, and Oregonians are now 10 percentage points more likely to prefer wood products as a building material to other products like steel and concrete (61%, up from 50%). This may reflect growing awareness of carbon-intensive materials as well as growing acceptance of products like cross-laminated timber.

Perceptions of the benefits of forest thinning may have declined somewhat over the same stretch of time, or else people today may simply have less awareness of the practice. In 2019, three-quarters of residents said that forest thinning would reduce the risk of wildfire in forests in eastern and southwest Oregon. Today, just 62% say it is acceptable to thin trees (but not the oldest ones) to reduce wildfire fuels. However, an additional 18% say it is neither acceptable nor unacceptable and 12% say they don't have an opinion. In this data set, an area of the state was not defined.

METHODOLOGY

The online survey consisted of 1,554 Oregon residents ages 18+ and took approximately 15 minutes to complete. Respondents were contacted by using professionally maintained online panels. In gathering responses, a variety of quality control measures were employed, including questionnaire pre-testing, validation, and real-time monitoring of responses. To ensure a representative sample, demographic quotas were set, and data weighted by area of the state, gender, age, and education.

Statement of Limitations: Based on a 95% confidence interval, this survey's margin of error for the full sample ±2.48%. Due to rounding or multiple answer questions, response percentages may not add up to 100%.

INTRODUCTION & METHODOLOGY

From November 10-19, 2022, the Oregon Values and Beliefs Center conducted a statewide survey of Oregonians' values and beliefs when it comes to Oregon forests, drinking water, and the recent elections.

Research Methodology: The online survey consisted of 1,554 Oregon residents ages 18+ and took approximately 15 minutes to complete. This is a sufficient sample size to assess Oregonians' opinions generally and to review findings by multiple subgroups.

Respondents were contacted by using professionally maintained online panels. In gathering responses, a variety of quality control measures were employed, including questionnaire pre-testing, validation, and real time monitoring of responses. To ensure a representative sample, demographic quotas were set, and data weighted by area of the state, gender, age, and education.

Statement of Limitations: Any sampling of opinions or attitudes is subject to a margin of error. The margin of error is a standard statistical calculation that represents differences between the sample and total population at a confidence interval, or probability, calculated to be 95%. This means that there is a 95% probability that the sample taken for this study would fall within the stated margin of error if compared with the results achieved from surveying the entire population. This survey's margin of error for the full sample is ±2.49%.

Oregon Values and Beliefs Center: The research was completed as a community service by the Oregon Values and Beliefs Center. OVBC is an independent and non-partisan organization and an Oregon charitable nonprofit corporation.

OVBC Special Project and November Survey
Oregon's Forests – Values and Beliefs

This OVBC survey focuses on the topic of Oregon forests, including federal, state, and private land, as well as a few questions on natural habitats, water, and an election reflection. This annotated questionnaire includes the forest questions only.

Please be assured your personal identity will be kept anonymous. This survey should take about 10-15 minutes. Random and robotic responders and those using hate speech are subject to disqualification through validity analytics.

OVBC is an Oregon-based nonprofit, nonpartisan team that uses a representative sample of Oregonians to provide valid opinion research. We share our findings with elected officials, policymakers, the public, and other researchers. Again, be assured that your name will not be connected to any of your responses in our reporting. [OVBC panel:] You will be asked if you are willing to be contacted by a journalist about your answers to this survey and participation in OVBC.

Thank you.

LOGGING

1. To begin with, what is your gut feeling: Do you believe forests in Oregon are generally logged way too often, somewhat too often, about the right amount, not quite often enough, or definitely not often enough?

Response category	*N* = 1,554
Way too often	14%
Somewhat too often	29%
About the right amount	35%
Not quite often enough	14%
Definitely not often enough	8%

1a. Please share any general comments you have about logging in Oregon. [Open, optional comment box for Q1] *[See separate verbatim file.]*

We'll turn now to some forest management practices. Some of the questions may have terms that you are not familiar with—that is totally fine. Part of what we are gauging in this survey is what Oregonians are NOT familiar with, so please choose a "don't know" option if you feel you don't know enough to have an opinion.

CARBON SEQUESTRATION/BIOFUELS

2. How much would you support or oppose the following action?

    Turning logging debris left in the forest from timber harvest (wood slash) into biofuels, like biodiesel

Response Category	*N* = 1,554	
Strongly oppose	4%	10%
Somewhat oppose	6%	
Somewhat support	30%	61%
Strongly support	31%	
I don't know enough about this to have an opinion	28%	
I know about this, but am undecided	2%	

As trees grow, they take in carbon dioxide and release oxygen, storing the carbon in their trunks, branches, leaves, and roots. This process keeps carbon from being released into the atmosphere, therefore mitigating climate change.

Considering this information, how much would you oppose or support the two options below? [Q3 and Q4 randomized]

3. Public dollars being used to help <u>small private landowners</u> log their trees less often in order to store more carbon in their forests

Response Category	N = 1,554	
Strongly oppose	12%	28%
Somewhat oppose	15%	
Somewhat support	31%	53%
Strongly support	22%	
I don't know enough about this to have an opinion	16%	
I know about this, but am undecided	3%	

4. Public dollars being used to help <u>large industrial landowners</u> log their trees less often in order to store more carbon in their forests

Response Category	N = 1,554	
Strongly oppose	19%	40%
Somewhat oppose	21%	
Somewhat support	26%	39%
Strongly support	12%	
I don't know enough about this to have an opinion	18%	
I know about this, but am undecided	3%	

5. Carbon is also stored in wood products like lumber. Do you prefer using wood products over more carbon-intensive building materials like steel, plastic, and cement?

Response Category	N = 1,554	
Definitely no	3%	13%
Lean no	10%	
Lean yes	37%	61%
Definitely yes	25%	
I don't know enough about this to have an opinion	19%	
I know about this, but am undecided	6%	

WILDFIRE

6. Should Oregonians be allowed to build homes in areas of high and extreme wildfire risk?

Response Category	N = 1,554	
Definitely no	19%	55%
Lean no	37%	
Lean yes	20%	34%
Definitely yes	13%	
I don't know enough about this to have an opinion	6%	
I know about this, but am undecided	5%	

7. Should people building homes in areas of high and extreme wildfire risk be required to build those homes using fire-resistant materials?

Response Category	N = 1,554	
Definitely no	5%	13%
Lean no	8%	
Lean yes	34%	80%
Definitely yes	46%	
I don't know enough about this to have an opinion	5%	
I know about this, but am undecided	3%	

8. Salvage logging is the practice of logging trees after a major event, like a wildfire. Some believe that leaving dead trees (snags and logs) has significant species habitat benefits. Others think that leaving useable timber to rot is wasteful. Assuming instances when salvage logging is done with the health of the forest and local communities in mind, which of these do you most support? [First three choices randomized]

Response category	N = 1,554
Salvage logging should be implemented no matter what	24%
Salvage logging should be implemented only for public safety (some say it reduces fuel for future fires and removes possibly dangerous trees near roads)	48%
The burned area should be left alone	10%
I don't know enough about this to have an opinion	13%
I know about this, but am undecided	4%

9. Do you think the following statement is likely false or true: The total economic cost of wildfire (things like damage to tourism, cost of re-seeding, loss of trees, health problems, etc.) runs about 10 times the cost of the firefighting alone. [First two choices randomized]

Response category	N = 1,554
Likely false	10%
Likely true	51%
I don't know enough about this to have an opinion	35%
I know about this, but am undecided	3%

10. The State of Oregon is unusual in that it does not provide funding for urban and small-town tree-planting programs. Should Oregon provide some state funding for urban and small-town tree programs?

Response Category	N = 1,554	
Definitely no	4%	12%
Lean no	8%	
Lean yes	40%	77%
Definitely yes	37%	
I don't know enough about this to have an opinion	9%	
I know about this, but am undecided	2%	

11. Most experts believe that prescribed burning in Oregon's drier forests like those in central, eastern, and southern Oregon, where wildfires have been suppressed for decades, will make the forests healthier and less prone to severe wildfires, therefore making Oregon communities safer. But these prescribed burns create smoke that can be bothersome and sometimes unhealthy. On balance, how much do you oppose or support these managed forest fires?

Response Category	*N* = 1,554	
Strongly oppose	5%	14%
Somewhat oppose	10%	
Somewhat support	39%	72%
Strongly support	33%	
I don't know enough about this to have an opinion	11%	
I know about this, but am undecided	3%	

12. Do you think most wildfires in Oregon start in federal and state forests, or on private land? [First two choices randomized]

Response category	*N* = 1,554
Federal and state	50%
Private	13%
I don't know enough about this to have an opinion	34%
I know about this, but am undecided	4%

HARVESTING

13. In Oregon, do you think trees in federal forests should be harvested: [First and second choices randomized]

Response category	*N* = 1,554
Less often	25%
More often	25%
Federal forests are already harvested about the right amount	23%
I don't know enough about this to have an opinion	24%
I know about this, but am undecided	3%

14. Do you think trees in forests owned by the State of Oregon (example: Tillamook State Forest) should be harvested: [First and second choices randomized]

Response category	*N* = 1,554
Less often	29%
More often	23%
State forests are already harvested about the right amount	19%
I don't know enough about this to have an opinion	25%
I know about this, but am undecided	3%

FOREST MANAGEMENT

Oregon's State Forests are owned by all Oregonians, and they serve residents in different ways. Please rate the importance of the following things that Oregon's State Forests provide: [Q15-23 randomized]

Response category, *N* = 1,554	1 Very unimportant	2	3	4	5 Very important	I don't know enough to have an opinion	I know about this, but am undecided	*Mean response*
15. Clean, cool water for fish	1%	1%	6%	18%	71%	3%	<1%	4.6
16. Jobs in rural communities	1%	6%	20%	26%	42%	5%	1%	4.1
17. Habitat for wildlife	<1%	1%	6%	16%	73%	3%	1%	4.7
18. Opportunities for recreation, like hiking, hunting, and camping	1%	2%	15%	27%	52%	3%	1%	4.3
19. Economic support for rural communities from timber harvest	2%	7%	20%	23%	40%	7%	1%	4.0
20. Beauty	2%	4%	14%	26%	49%	3%	1%	4.2
21. Carbon storage (mitigating climate change)	6%	4%	12%	18%	50%	9%	1%	4.1
22. Lumber for construction	3%	9%	24%	25%	33%	6%	1%	3.8
23. Drinking water for nearby communities	1%	1%	5%	18%	70%	4%	1%	4.6

23a. Feel free to leave comments on any of these here: [Open, optional comment box for Q15-23] *[See separate verbatim file]*

Please indicate which forest practices you find most or least acceptable [Q24-32 randomized]

Response category, *N* = 1,554	1 Not at all acceptable	2	3	4	5 Very acceptable	I don't know enough to have an opinion	I know about this, but am undecided	*Mean response*
24. Ground spraying of herbicides	23%	19%	20%	12%	10%	14%	2%	2.6
25. Aerial spraying of herbicides	33%	20%	16%	7%	8%	14%	2%	2.2
26. Prescribed burning (a fire set intentionally for purposes of forest health and management)	4%	4%	20%	27%	35%	8%	1%	3.9
27. Stand rotation ages < 50 years (trees are at 50 years of age or less at harvest)	7%	11%	20%	17%	15%	27%	2%	3.3
28. Stand rotation ages > 80 years (trees are cut after they are at least 80 years at harvest)	6%	9%	18%	19%	20%	25%	2%	3.5
29. Retaining some trees in each stand through more than one rotation (allowing some older trees to remain)	1%	2%	11%	23%	51%	12%	1%	4.4
30. Thinning to reduce fuels, keeping the largest trees	2%	5%	18%	26%	36%	12%	1%	4.0
31. Tree plantations planted after clear cutting	4%	4%	9%	16%	57%	9%	1%	4.3
32. Mixed species stands including hardwoods and conifers	1%	1%	13%	22%	40%	21%	2%	4.3

32a. Feel free to leave comments on any of these here: [Open, optional comment box for Q24-32] *[See separate verbatim file.]*

33. Do you believe active forest management, which includes commercial timber harvest, is important to maintain healthy forests?

Response Category	*N* = 1,554	
Definitely no	4%	12%
Lean no	8%	
Lean yes	36%	76%
Definitely yes	41%	
I don't know enough about this to have an opinion	11%	
I know about this, but am undecided	1%	

34. How much of Oregon's forests should be set aside in reserves or wilderness, specifically for benefits other than commercial timber production? [None; 25%; 50%; 75%; All; I don't know enough about this to have an opinion; I know about this, but am undecided]

Response category	*N* = 1,554
None	3%
25%	13%
50%	24%
75%	26%
All	8%
I don't know enough about this to have an opinion	20%
I know about this, but am undecided	5%

Thinking about federal, state, and private forest management, do you agree with the following statements? [Q35-37 randomized]

Response category, *N* = 1,554	Definitely + Lean no	Definitely + Lean yes	I don't know enough to have an opinion	I know about this, but am undecided
35. Federal forests are managed well	40%	36%	22%	2%
36. State forests are managed well	37%	39%	21%	2%
37. Private forests are managed well	29%	39%	29%	3%

[BROKEN DOWN NO/YES RESPONSES – REPEAT TABLE OF Q35-37:]
Thinking about federal, state, and private forest management, do you agree with the following statements? [Q35-37 randomized]

Response category, *N* = 1,554	Definitely no	Lean no	Lean yes	Definitely yes	I don't know enough to have an opinion	I know about this, but am undecided
35. Federal forests are managed well	13%	27%	29%	7%	22%	2%
36. State forests are managed well	12%	25%	31%	8%	21%	2%
37. Private forests are managed well	8%	22%	28%	11%	29%	3%

In 2018, the Western Oregon Tribal Fairness Act was signed into law. This law designates approximately 15,000 acres of BLM-administered lands in western Oregon to be managed by the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians. It also provides that approximately 18,000 acres of BLM-administered lands in western Oregon be managed by the Cow Creek Band of Umpqua Tribe of Indians.

38. Would you like to see more forest land managed by indigenous tribes in Oregon?

Response Category	N = 1,554	
Definitely no	7%	17%
Lean no	10%	
Lean yes	31%	62%
Definitely yes	32%	
I don't know enough about this to have an opinion	19%	
I know about this, but am undecided	2%	

To give you more a sense of forest differentiation in Oregon, here is some helpful information:
- *National Forests cover about 16 million acres (about 25%) of Oregon. These 10 forests are managed by the U.S. Forest Service.*
- *The Bureau of Land Management (BLM) manages 15.7 million acres of land in Oregon – much of it high desert. Within the Northwest Forest Plan area, there are 7.1 million acres of National Forests managed by the U.S. Forest Service and 2.6 million acres of public land managed by the Bureau of Land Management (BLM).*
- *The Oregon Department of Forestry (ODF) manages about 821,000 acres of forest land in the state, on six large State Forests and some other scattered lands.*
- *In Western Oregon, there are 7.3 million acres of private timberland. The vast majority of Oregon's harvested timber comes from these lands.*

Please *rank* the following general priorities when managing state forest lands from most important to least important. [Q39-43 randomized]

Response category N = 1,554	Ranked First	Ranked Second
39. Economics	12%	10%
40. Water quality	38%	33%
41. Habitat to conserve biodiversity	30%	27%
42. Carbon sequestration and storage	15%	18%
43. Recreation	4%	11%

*Percentages of third, fourth, and fifth-ranked priorities not included here. Please see tabs document.

44. Please share here anything else that you think should be a priority for managing state forest lands: [Open, optional comment box for Q39-43] *[See separate verbatim file.]*

Please *rank* the following general priorities when managing privately-owned forest lands from least important to most important. [Q45-49 randomized]

Response category N = 1,554	Ranked First	Ranked Second
45. Economics	17%	12%
46. Water quality	38%	32%
47. Habitat to conserve biodiversity	24%	27%
48. Carbon sequestration and storage	15%	16%
49. Recreation	3%	10%

*Percentages of third, fourth, and fifth-ranked priorities not included here. Please see tabs document.

50. Please share here anything else that you think should be a priority for managing private forest lands: [Open, optional comment box for Q45-49] *[See separate verbatim file.]*

ENVIRONMENT / CLIMATE CHANGE

51. How concerned are you about access to clean water in the future?

Response category	*N* = 1,554	
Not concerned	8%	
Somewhat concerned	32%	88%
Very concerned	56%	
Don't know enough about this to have an opinion	3%	
I know about this, but am undecided	1%	

52. Do you believe climate change is affecting Oregon forests? [No; Yes; I don't know enough about this to have an opinion; I know about this, but am undecided] [ROTATE No and Yes]

Response category	*N* = 1,554
No	15%
Yes	70%
Don't know enough about this to have an opinion	10%
I know about this, but am undecided	5%

53. When it comes to balancing the health of our Oregon economy and Oregon forests, which of the following statements comes closest to how you feel? [First three choices randomized]

Response category	*N* = 1,554
You can't have both, and it's best to prioritize the health of our forests	12%
You can't have both, and it's best to prioritize the health of our economy	5%
If done with cooperation, we can have both a healthy economy and healthy forests	75%
Don't know enough about this to have an opinion	6%
I know about this, but am undecided	2%

INVOLVEMENT AND COMMUNICATIONS

54. Please indicate your interest in serving on committees or other groups to guide forest policy in the state. [1- No interest, …, 5- High interest, Don't know]

Response category	*N* = 1,554
1—No interest	24%
2	14%
3	22%
4	16%
5—High interest	13%
Don't know	10%

55. Would you like to be connected with opportunities to get involved or learn more about Oregon forests? [Yes, No – skip 55a-c]

Response category	*N* = 1,554
Yes	40%
No	60%

To get connected with opportunities to get involved or learn more about Oregon forests, please share your name, phone number and email. This is completely voluntary.
    55a. Name:
    55b. Phone number:
    55c. Email address:

WILDFIRE

Around Labor Day 2020 we had a major wind event in Oregon that caused multiple fires to quickly become infernos that burned through forests, fields, and communities, with significant loss of life and property. We had a similar wind event in 2022 but escaped major damage and loss of life.

Do you oppose or support the following measures when fire risk is deemed to be at the top end of extreme, due to forest conditions and a predicted wind event? [Q56-58 randomized]

Response category, *N* = 1,554	Strongly + Somewhat Oppose	Strongly + Somewhat Support	I don't know enough to have an opinion	I know about this, but am undecided
56. Intentionally planned power outages	31%	56%	11%	1%
57. Closing campgrounds and certain areas to recreational activities	14%	80%	5%	1%
58. Closing highways (vehicles, especially those with trailers, are an ignition source for wildfires)	22%	68%	8%	2%

[BROKEN DOWN OPPOSE/SUPPORT RESPONSES – REPEAT TABLE OF Q54-56:]
Do you oppose or support the following measures when fire risk is deemed to be at the top end of extreme, due to forest conditions and a predicted wind event? [Q56-58 randomized]

Response category, *N* = 1,554	Strongly oppose	Somewhat oppose	Somewhat support	Strongly support	I don't know enough to have an opinion	I know about this, but am undecided
56. Intentionally planned power outages	14%	17%	30%	26%	11%	1%
57. Closing campgrounds and certain areas to recreational activities	6%	8%	22%	59%	5%	1%
58. Closing highways (vehicles, especially those with trailers, are an ignition source for wildfires)	8%	13%	34%	35%	8%	2%

58a. Please share here any other measures you think might be warranted. [Open, optional] *[See separate verbatim file.]*

Please indicate how effective you believe each of the following methods is for protecting the homes of people who live near forests from burning in a wildfire. [1- Not at all effective, …, 5- Very effective; I don't know enough about this to have an opinion; I know about this, but am undecided] [Q59-62 randomized]

Response category, *N* = 1,554	1 Not at all effective	2	3	4	5 Very effective	I don't know enough to have an opinion	I know about this, but am undecided	*Mean response*
59. Thinning of the adjacent trees	3%	5%	19%	27%	31%	13%	2%	3.9
60. Home hardening (non-building siding, roofing, and other fire prevention measures in the house itself)	1%	3%	14%	27%	45%	10%	1%	4.2
61. Prescribed burning of the adjacent forest	3%	6%	20%	26%	26%	15%	2%	3.8
62. Landscape work (removing brush and keeping plantings and burnable materials away from the house)	1%	3%	12%	25%	53%	6%	1%	4.3

62a. Please share here any other methods you think might be effective. [Open, optional] *[See separate verbatim file.]*

DEMOGRAPHICS

These questions ensure our sample is representative of the population. This information is used for no other purpose.

What is your age?

Response category	*N* = 1,554
18-29	18%
30-44	26%
45-54	13%
55-64	18%
65-74	19%
75+	6%

What is the highest level of education you have attained?

Response category	*N* = 1,554
Less than high school	4%
High school diploma/GED	30%
2-yr degree/some college/trade	36%
4-yr degree/college degree	13%
Graduate degree/professional school	17%

I describe my gender as:

Response category	N = 1,554
Man	49%
Woman	49%
Non-binary, non-conforming	2%
Trans	<1%
Other	<1%
I prefer not to answer	<1%

Knowing there may not be a perfect fit, which of these descriptions used by the US Census would you say best describes your race and/or ethnicity

Response category	N = 1,554
Asian	5%
Black or African American	6%
Hispanic or Latino/a/x	7%
Native American, American Indian, or Alaska Native	6%
Native Hawaiian or other Pacific Islander	1%
White	79%
Another race or ethnicity not listed above	2%
Prefer not to answer	4%

Area (From County)

Response category	N = 1,554
Tri-county	43%
Willamette Valley	27%
Rest of state	31%

Area (From County)

Response category	N = 1,554
Central Oregon	9%
Eastern Oregon	4%
Metro Portland	43%
North Coast	5%
Northern Willamette Valley	12%
South Coast	2%
Southern Oregon	8%
Southern Willamette Valley	17%

What is your party registration?

Response category	N = 1,554
Democrat	40%
Republican	25%
Independent Party of Oregon	13%
Some other party	3%
Non-affiliated	14%
Not registered to vote	6%

Do you rent or own your home?

Response category	N = 1,554
Own	56%
Rent	33%
Other arrangement	10%

Do you have school-age children in your household?

Response category	N = 1,554
Yes	26%
No	74%

What was your total household income in 2021? Remember to include everyone, and your best guess is okay.

Response category	N = 1,554
Less than $25,000	21%
$25,000-49,999	23%
$50,000-74,999	22%
$75,000-99,999	11%
$100,000-149,999	14%
$150,000 or more	7%
Refused	1%

When it comes to most economic issues, do you consider yourself. . .

Response category	N = 1,554
Very liberal	15%
Somewhat liberal	23%
Middle of the road	34%
Somewhat conservative	18%
Very conservative	10%

When it comes to most social issues, do you consider yourself. . .

Response category	N = 1,554
Very liberal	23%
Somewhat liberal	23%
Middle of the road	22%
Somewhat conservative	13%
Very conservative	9%

Do you consider the area you live in to be

Response category	N = 1,554
Urban	28%
Suburban	36%
Rural changing to suburban	13%
Rural	23%

We anticipate news media to be very interested in these results. If you are willing to be contacted by a journalist about your answers to this survey and participation in OVBC, please share your name, phone number and email. This is completely voluntary.
Name:
Phone number:
Email address:

Agenda Item No.:	10
Topic:	Board Governance
Date of Presentation:	January 5, 2023
Contact Information:	Ryan Gordon, Planning Branch Director
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SUMMARY

The purpose of this agenda item is to provide an opportunity for the Oregon Board of Forestry and Department of Forestry staff to deliberate and discuss the development and implementation of an intentional Board governance approach. This will be accomplished through a facilitated work session to review the framework for the proposed governance model and kick off work between the Board and Executive agency leadership. This is an informational item.

DISCUSSION

1. **Recap October and November 2022 Efforts** – concerning Board governance for the future, set the stage by providing a brief recap of the Oregon Board of Forestry's October Planning Retreat and the results of the November Board Meeting.

2. **Board Policy Development** – review and discuss the overarching 'roadmap' for governing board policy development including a high-level walk-through of the methodology and basic development template.

3. **Sample Board Policy** – review and discuss two sample Board Policy Manual (BPM) documents to provide 'real world' examples of a BPM in action.

4. **Scope of Work and Plan Moving Forward** – review and discuss the major phases and milestones of the Board policy development and initial implementation effort.

5. **Next Steps** – review and discuss the next steps of the first phase of work, including informal one-on-one conversations with Board members and initial activation and engagement of the project work group.

ATTACHMENTS

   (1) *Board Governance Through Board Policy* – A Background Paper
   (2) Board Policy Manual Template
   (3) Board Policy Manual Sample - Society of American Foresters
   (4) Board Policy Manual Sample - Sample Organization
   (5) Project Scope of Work

Board Governance Through Board Policy[1]

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Effective Governance in a Partnership Relationship

A Background Paper

What is Governance?

"Governance is the exercise of authority and influence over an organization through deciding what and what not to do to further the mission and achieve intended outcomes."[2]

What is Policy?

"Policy is a definite course of strategic action adopted (usually in writing) by a decision-making body to guide a path towards and achieve an end result."

What is Board Governance Through Board Policy?

- Governing boards of all types – public, private, for profit, nonprofit, governmental – adopt some system and style for conducting their business.
- Sometimes it is loosely defined and relatively informal, and sometimes very structured and formal (often because of external requirements), with many points in between.
- Sometimes the system and style are based on past practice, carried forward, without much regard to current needs and 'goodness of fit'. In fact, at the extreme, no one on the current board or the chief executive may know why certain things are done the way they are, or how it was decided that a particular role or responsibility is placed on some element of the governing structure or with some individual – 'it's just the way we've always done it.'
- Other times, the governing system is quite intentional and purpose-built for the organization's needs now and in the future, and of course as a principle of modern organizational management and best practice, this is the preferred approach.
- And while nearly every governing body has some sort of system in place, the approach and framework around which that system is built can be based on differing principles and requirements, e.g., legal, operational (programmatic or functional), collective, management, constituent, advisory.
- In more recent times, many boards of all stripes and persuasions which have a governing responsibility have gravitated toward using a framework or approach that is based on establishing policy as the key element to their governance methodology.
- This is due, in part, because boards are typically accustomed to working in the realm of policy, even though most of it is operational in nature. So, this familiarity helps transition to a governance system that is built around the use of policy.

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[1] Prepared by Clark W. Seely, Seely Management Consulting, Inc., based (1) specifically on the Governance Roadmap Approach expressed in *Good Governance for Nonprofits*, Fredric L. Laughlin and Robert C. Andringa, 2007, and other related Andringa Group materials; and (2) generally on *Boards That Make A Difference*, Third Edition, John Carver, 2006 and *Reinventing Your Board*, John Carver and Miriam Carver, 2006.

[2] See other definitions and perspectives on the concept of governance in Appendix 1 of this paper.

- Thus, in this approach, the formation and implementation of policy is the 'framing structure' and 'system tool' for board governance.

<u>Why is Board Policy Required for Effective Board Governance?</u>

- Most governing boards today are not in need of complete 'tear-down and reconstruction'. This is in part due to the significant focus on the subject of governance in both public and private sectors over the past four decades, ironically often due to catastrophic failures in governance, e.g., the Enron story. And there have been catastrophic failures in the nonprofit and governmental arenas as well.
- Because of this intense focus, there has been much study and knowledge developed around the subject of governance generally and best practices specifically that many boards have adopted or incorporated into their existing governance systems, either by choice or by legal direction.
- However, the vast majority of boards have areas of need, sometimes significant, that are constraining or confounding effective and efficient governance.
- Yet they often have incorporated governance changes in a fragmented, piecemeal fashion, rather than in a deliberate, wholistic, systems approach. This may meet an immediate, isolated need, but is rarely durable for the long term.
- According to Fredric Laughlin and Robert Andringa in their 2007 book, *Good Governance for Nonprofits*, some of the more significant benefits or values that a policy-driven governance approach provides can be seen at both a strategic level and a tactical level.[3]

Strategic Value and Benefits

- Governance scholar John Carver suggests that there are three basic products or contributions of the nonprofit board that it cannot delegate. He calls them, "the irreducible minimum contributions of governance." They are:

  1. ***Linkage to the Ownership*** – Connecting the moral owners with the organization.
  2. ***Explicit Governing Policies*** – Expressing the values and perspectives of the organization in explicitly enunciated and properly catalogued policies.
  3. ***Assurance of Organizational Performance*** – Ensuring organizational performance that is consistent with applicable policies.

- The order here is intentional and important – ownership; governing; assurance. Carver goes on to say that

  "Boards can contribute any number of products to an organization, but these three products cannot be delegated, and this irreducible trio applies to all governing boards. The board may add other products to this list, but it cannot shorten it and still govern responsibly."[4]

- A governance approach that rests upon board policies allows a board to adequately define, articulate, and implement the 'why, what, and how' of these three strategic contributions.

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[3] Fredric Laughlin and Robert Andringa, *Good Governance for Nonprofits* (New York: AMACOM, 2007), 24-29.
[4] John Carver, *Boards that Make a Difference, Third Edition* (San Francisco: Jossey-Bass, 2006), 199.

Tactical Value and Benefits

- Laughlin and Andringa go on to articulate seven values and benefits of a policy approach at what they call a 'tactical' level. They are:

  1. *The Board Speaks with One Voice* – When the board finally speaks to an issue in the form of policy, it should speak with one voice. The policy approach ensures that the board's voice is clear, consistent, and current. This is the primary benefit, at a tactical level, of the policy approach.
  2. *Policies are Explicit* – The board codifies its intentions through written policy. It does not govern or function on the basis of 'unwritten rules' or 'wisdom from the past.'
  3. *Clear Guidance to the Chief Executive* – There is no more important job of the board than assuring the performance of the chief executive, and thus the organization. Guidance comes in the form of delegation, limits on authority, and performance evaluation.
  4. *Efficient Orientation of New Board Members* – The policy approach ensures that new board members are confident in assuming their new roles and responsibilities from the beginning and can effectively contribute and 'play their role' early on.
  5. *Eased Policy Development and Elimination of Duplication* – The policy approach ensures that boards see all their governing policies in context of one another and allows for consideration of the linkage of their governing policies to the organization's operational policies.
  6. *Efficiency of Having Board Policies in One Place* – While this value seems simple on the surface, due to regularly occurring turnover and change of board members (in most situations), many boards collectively, and members individually, lose track of where policies are and how to recall and use them as needed. Technology has greatly improved this situation over time, but the value of ready access and availability is ensured with the policy approach.
  7. *Modeling Efficiency and Competence to the Owners, Chief Executive, and Organizational Staff* – Through the policy approach, the board makes clear that its system of governance is effective, efficient, and robust, and provides assurance to the owners and models competence to the chief executive and staff. This is a subtle, but very important value and benefit of the policy approach. In many respects, this is the key to boards continuing to have the 'license to operate' from the owners.

- Thus, we understand that the policy approach addresses the most core aspects of organizational governance while providing significant tactical and 'day-to-day' benefits.

How is Effective Board Policy Developed and Implemented?

- Laughlin and Andringa say that, given the significant examination of governance over the past four decades, many 'best practices' have been formulated to express and define what 'good governance' looks like, particularly for nonprofits. The organization, BoardSource, is nearly exclusively dedicated to examining and formulating these governance best practices for nonprofits.
- So, for Laughlin and Andringa, the key question is no longer the 'what' to do, but rather, 'how to do it.'
- This is the point at which many boards get stuck – they understand the need (usually), they begin to understand the 'what' of best practices, but they can't figure out the 'how.' Laughlin and Andringa put it this way, as they reflected on the work of Jim Collins and his seminal organizational management research in his 2001 book, *Good to Great*:

"…Our concern is not so much with the lack of definition of 'great' or 'exceptional' boards, but rather with how one moves into that category, i.e., how a nonprofit board goes from good to great."[5]

- A bit later in their book, they make the point more directly:

  "The fundamental reason for not developing a board policies approach is that boards and chief executives don't know how to do it."[6]

- This has become the crux of the matter for many boards and organizations. Yet, through the work of experienced guides like Laughlin and Andringa, coupled with some supportive expertise, boards and chief executives can, in fact, learn how to do it and achieve success.
- Board Policy must be intentional and described. This is achieved by the creation and implementation of what is known as a 'Board Policies Manual', or BPM.
- The BPM is a thorough, clear, concise, written expression of the governance policies of the board in a way that addresses three interrelated aspects:

  1. The roles and responsibilities of the board and how the board governs and functions;
  2. The authorities delegated to the chief executive of the organization; and
  3. The governance partnership relationship between the board and the chief executive including roles, responsibilities, and accountabilities.

- Once the BPM is created and implemented, it becomes the expression of the 'what, how, who and why' of governance of the organization, agreed upon by the board members and the chief executive. In this way, it is assured that there is a common understanding and agreement between the board and the chief executive of roles, responsibilities, expectations, and accountability. Everyone is, as they say, 'singing off the same sheet of music.'
- It also becomes a living document, adaptable through time as governance needs change.
- The BPM is built in three primary stages:[7]

  1. *Committing to the BPM* – Developing a BPM requires the full buy-in from the board and the chief executive. Without this commitment, pursuing this approach does not make sense, and frankly, is not worth the time, and in fact, may do more harm than good.
  2. *Developing the BPM* – Notwithstanding the importance of the BPM for a board, its development does not have to be a daunting task or process. Board member involvement is key and required, but with support, does not have to be burdensome or overwhelming. A time-tested methodology is in place in the work of Laughlin and Andringa, and much of the 'heavy lifting' of structure and best practices have already been incorporated into their model and accompanying template, which is based on six overall parts or sections. They suggest that BPMs of most organizations can be 15-25 pages in total length. Through eight progressive steps, the BPM is developed in an orderly and complete manner.

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[5] Laughlin and Andringa, *Good Governance*, 13.
[6] Laughlin and Andringa, *Good Governance*, 29.
[7] Laughlin and Andringa, *Good Governance*, x-xi.

3. ***Implementing and Integrating the BPM*** – The BPM is not intended to be a static document, 'one and done'. Its role is to be a part of the governance process, like a tool, on a continuing basis. Like any effective policy, it must be kept current, up-to-date, and relevant.

- The BPM exists within a hierarchy of other organizational 'policies' that influence, and may even direct, the governance and management of the organization. A simplified model of this hierarchy in western societies looks like this:

Federal Laws

State Laws

Parent Organization Policies

Articles of Incorporation

Bylaws

Board Policies (via BPM)

Primary Organizational Policies

Other Organizational Policies

- A key principle with the hierarchy is that the policies at a particular level must not conflict with nor contradict the policies above it.
- As the BPM is built, checks are made to ensure that coherence and compatibility is maintained up and down the hierarchy.
- The 'Primary Organizational Policies' would be the key organizational policies that typically would be found in such documents or materials as strategic plans, HR policies, financial and accounting policies, internal controls and audits policies, public involvement and participation policies, etc.
- The 'Other Organizational Policies' would typically be policies at levels below the organization itself, i.e., divisions, programs, units, etc.

- Laughlin and Andringa's experience reveal that (1) each step in the process is necessary, and (2) the overall process is sufficient to move an organization from its present level of governance to where it wants to go.
- Key to their approach is that, at the end of the day, the results must be practicable and useable. If done well, the result will be serviceable and long-lasting.
- Finally, realistic expectations are important:
  o Is the policy approach to governance and a BPM a 'silver bullet' to correct all the issues and concerns of governance that a board may have? No.
  o Is the approach a guarantee that the board will not encounter issues or concerns in the future? No.
  o Does the policy approach and BPM ensure that the board and chief executive make gains and strides in governance, leadership, and management of the organization together, in an effective partnership relationship, that serves the owners and the organization effectively? Yes, most assuredly.

Appendix 1 – Governance Considered

"The purpose of governance is to ensure, usually on behalf of others, that an organization achieves what it should achieve while avoiding those behaviors and situations that should be avoided." John Carver, *Boards That Make A Difference*, 2006, page xxvii

"Governance comprises the arrangements (includes political, economic, social, environmental, administrative, legal, and other arrangements) put in place to ensure that the intended outcomes for stakeholders are defined and achieved." Good Governance in the Public Sector—Consultation Draft for an International Framework, CIFPA, 2013

"Governance is concerned with structures, processes for decision making, accountability, control, and behavior at the top of organizations." Governance in the Public Sector: A Governing Body Perspective, IFAC, 2001

"Governance is the process by which decisions are made and implemented (or not implemented). Within government, governance is the process by which public institutions conduct public affairs and manage public resources." Manual On Fiscal Transparency, IMF 2007

"Public sector governance encompasses the policies and procedures used to direct an organization's activities to provide reasonable assurance that objectives are met and that operations are carried out in an ethical and accountable manner." The Role of Auditing in Public Sector Governance, Institute of Internal Auditors, 2012

Note the Common Themes or Keywords: (1) outcomes, achievement; (2) assurance, accountability; (3) decision making, directing, controlling; (4) public resources, public affairs; (5) policies, processes, procedures, arrangements, structures

Initial Note by Bob Andringa: Hundreds of organizations have used this template to help draft or renew their own BPM. Many keep several parts of this template when they fit. The biggest failure is not reviewing/updating their BPM during most board meetings. An Introduction to a BPM and other free downloads re good governance are at https://theandringagroup.com/

Part 1: Introduction and Administration

This Board Policies Manual (BPM) contains all the current standing (on-going) policies adopted by the board of (INSERT NAME OF ORGANIZATION) since the initial approval on [INSERT DATE OF THE BOARD MEETING WHEN PARTS OR THE WHOLE BPM WERE FIRST APPROVED].

1.1 **Reasons for Adoption**. Our reasons for adopting this BPM include:

* Efficiency of having all on-going board policies in one place
* Ability to quickly orient new board members and key staff to current policies
* Elimination of redundant, or conflicting, policies over time
* Ease of reviewing current policy when considering new issues
* Clear, pro-active policies to guide the chief executive officer (CEO) and staff
* Reduce risks of losing organizational integrity from unexpected events
* Models an approach to governance that sister organizations might use

1.2 **Consistency**. Each policy in this document is expected to be consistent with the law, the Articles of Incorporation, and Bylaws, all of which have precedence over these board policies. Except for time-limited or procedural-only board decisions (approve past minutes, elect an officer, approve a budget, etc.), which are recorded in regular board minutes, all standing policies are expected to be included or referenced in this document. The CEO is responsible for developing organizational and administrative policies and procedures that are not inconsistent with this BPM.

1.3 **Transition**. Whether adopted in whole or in part, as soon as some version of the BPM is voted on as the "one voice" of the board, those policies are deemed to supersede any past policy that might be found in old minutes or any compilation of board policies over the years, unless a prior board resolution or contract obligates the organization to a specific matter. Paragraphs not yet approved by the board will be identified by a # and reviewed for approval at a later date. If any actual or apparent conflict arises between the BPM and other policies or board resolutions,

<Organization Name> BPM   Page 1 of XX   AGENDA ITEM 10
                                                                         <Version Date>
                                                                         Attachment 2
                                                                         Page 1 of 16

the matter is expected to be resolved by the Chair or the entire board as may be appropriate.

1.4 **Changes**. These policies are meant to be reviewed constantly and even quarterly revised and refined to reflect new wisdom. The CEO helps the board formulate new language in the BPM by distributing proposed changes in advance. We will use software and editing techniques that show all changes for readers to review easily. Each previously approved numbered paragraph with a proposed change will be shown with the change highlighted to help readers quickly locate proposed changes. Any final change to this BPM must be approved by the full board. Any board member as well as the CEO may submit proposed changes. Proposed changes often will be referred to and reviewed by an appropriate committee before being considered by the board for action. Whenever changes are adopted, a new document should be dated (at the top and in the footer) and quickly made available to board members and key staff. The previous version should be retained for future reference if needed.

1.5 **Specificity**. Each new policy will be drafted to fit in the appropriate Part and Section within the BPM. Conceptually, policies should be drafted from the "outside in," i.e., the broadest policy statement should be stated first, then the next broadest, etc. down to the level of detail that the board finds appropriate for board action and below which management is afforded discretion as to how it implements the policies in this BPM.

1.6 **Oversight Responsibility.** Below are the parts, the committees primarily responsible for drafting and reviewing those parts, and the individuals given authority to interpret and make decisions within the scope of those policies: (NOTE: EDIT TO REFLECT YOUR COMMITTEE STRUCTURE DESCRIBED IN 3.7)

	Part/Chapters	Oversight Committee	Implementation Authority
1.	Introduction	Governance Committee	CEO
2	Organization Essentials	Full board	CEO
3	Board Structure/Processes	Governance Committee	Chair
4	Board-Staff Relationship	Executive Committee	Chair/CEO
	Executive Parameters		
5.1	Finance	Finance Committee	CEO
5.2	Programs	Programs Committee	CEO
5.3	Advancement	Advancement Committee	CEO
5.4	Audit and Compliance	Audit and Compliance Committee	CEO
6	Miscellaneous	Any Committee	CEO

1.7 **Maintenance of Policies**. The Secretary should ensure that staff record and publish all standing policies correctly. The CEO or the CEO's designee should maintain the policies file and provide updated copies to the board whenever the policies change, or upon request. The board should ask that legal counsel review this BPM periodically to ensure compliance with the law. Discrete documents referred to in the BPM and listed at the end for easy tracking will be provided to board members in digital format for their own hard drives or kept in an online board website or other agreed upon web tool.

1.8 **Context of Different Policies**. This BPM fits into a hierarchy of policies within which <u>authority flows down</u> and <u>accountability flows up.</u> The Board is accountable for levels 1-5. The CEO is accountable for levels 6 and 7. No level may be inconsistent with the levels above it.

1 .	Laws and Applicable Regulations
2 .	Parent Organization, Accreditation Requirements, etc. (if any)
3 .	Articles of Incorporation
4 .	Bylaws
5 .	Board Policies Manual
6 .	CEO-approved Organizational Policies
7 .	Policies Set by Managers Under the CEO

Part 2: Organization Essentials

(NOTE: Not every numbered section may be critical for you. If you don't use one, just delete and renumber. You may also want to ADD some new sections that are critical to defining who you are.)

2.1   Our **vision** is ...

2.2   Our **mission** is ...

2.3   The **values** that guide all we do are ...

2.4   The **moral owners** to whom the board feels accountable are ... (*e.g.: members, alumni, donors, taxpayers*)

2.5   The primary **beneficiaries** of our services are ...

2.6   The major general **functions** and the approximate percentage of total effort that is expected to be devoted to each are ...

2.7   The primary **strategies** by which we will fulfill our mission include ...

2.8   The major S.M.A.R.T. (specific, measurable, achievable, realistic, time-related) organizational **goals** and monitoring indicators for the next three years are:

2.9   **Strategic Plans**. The board is expected to think strategically at all times. The CEO is expected to develop a staff strategic plan based on the policies in this BPM, update it as necessary, link major activities in the plan to the relevant sections of this BPM, and provide copies of the plan to the board for information by [insert a date] each year (See Exhibit 1 for latest copy of the Strategic Plan).

Part 3: Board Structure and Processes

3.1 Governing Style. The board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, and pro-activity rather than reactivity. In this spirit, the board seeks to:

3.1.1 Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline may apply to matters such as attendance, respect of clarified roles, maintaining confidentialities, leaving questions about organizational activities and issues to the CEO, speaking to management and the public with one voice, and self-policing of any tendency to stray from the governance structure and process adopted in these board policies.

3.1.2 Be accountable to its stakeholders and the general public for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the board to usurp this role or hinder this commitment.

3.1.3 Monitor and regularly discuss the board's own process and performance, seeking to ensure the continuity of its governance functions by selection of capable directors, orientation and training, and evaluation.

3.1.4 Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.

3.2   Board Job Description. The job of the board is to lead the organization toward desired performance and help ensure that it occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job, the board will endeavor to:

3.2.1 Determine the mission, values, strategies, and major goals/outcomes and hold the CEO accountable for developing a staff strategic plan based on these policies.
3.2.2 Determine the parameters within which the CEO is expected to achieve the goals/outcomes.

3.2.3 Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.

3.2.4 Maintain and constantly improve all on-going policies of the board in this BPM.

3.2.5 Select, fairly compensate, nurture, evaluate annually and, if necessary, terminate a CEO, who functions as the board's sole agent.

3.2.6 Ensure financial solvency and integrity through policies and behavior (including help as volunteers in fundraising).

3.2.7 Require periodic financial, legal, and other external audits to ensure compliance with the law and good practices.

3.2.8 Evaluate and constantly improve our board's performance as the governing board and set expectations for board members' involvement as volunteers.

3.3 **Board Member Criteria.** In nominating members for the board, the board Governance Committee will be guided by the board-approved profile. (See Addendum A). (***NOTE***: See https://theandringagroup.com/resources/ for a template of this and other tools.)

3.4 **Orientation**. Prior to election, each nominee will be given this BPM along with adequate briefings on the role of the board, officers, and staff, and an overview of programs, plans, and finances. Soon after election, each new board member will be given additional comprehensive orientation material and training.

3.5 **Chair's Role.** The job of the Chair is, primarily, to maintain the integrity of the board's process. The Chair "manages the board." The Chair is the only board member authorized to speak for the board, other than in rare and specifically board-authorized instances.

The Chair ensures that the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to board policy, clearly belong to the board to decide, not staff.

The authority of the Chair consists only in making decisions on behalf of the board that fall within and are consistent with any reasonable interpretation of board policies in Parts III and IV of this BPM. The Chair has no authority to

impose policies beyond policies created by the board. Therefore, the Chair has no authority to supervise or direct the CEO's work, but is expected to maintain close communication, offer advice, and provide encouragement to the CEO and staff on behalf of the board.

3.6 **Board Meetings.** Ideally, board events often will include time for guest presenters, interaction with staff and beneficiaries, board training, committee meetings, social activities, and plenary business sessions. Policies that are intended to improve the process for planning and running meetings follow:

3.6.1. The schedule for board meetings should, ideally, be set two years in advance.

3.6.2. The CEO will work with the Chair and committee chairs in developing agendas which, along with background materials for the board and committees, monitoring reports, the CEO's recommendations for changes in the BPM, previous minutes, etc. should be sent to all board members approximately two weeks in advance of board meetings or placed on the board's website.

3.6.3 Minutes and the updated BPM are expected to be sent to board members within 14 days of board meetings (or placed on the board's website).

3.6.4 Regular board meetings normally will be held __ times a year in the months of __ , ____ , and____ , preceded by a reminder notice approximately ___ days in advance of the meeting date. The ___ meeting normally will include a review of the planning and budgeting for the upcoming year. The ___ meeting normally will include a review of the performance of the CEO and the organization for the past year. Special meetings of the board can be called according to the Bylaws [*if not in the Bylaws, define that process here*].

3.6.5 The Governance Committee is expected to prepare a meeting evaluation survey for completion by each board member who attends the board meeting. The completed surveys will be reviewed, analyzed, and summarized by the Governance Committee, which will then report the results of the meeting evaluation to the board members within two weeks of the board meeting.

3.7   Standing Committees. Committees help the board be effective and efficient. They speak "to the board" and not "for the board." Unless authorized by the whole board, a committee may not exercise authority that is reserved to the whole board by the Bylaws or by the laws of [*name of state*] governing not-for-profit organizations. Committees are not created to advise or exercise authority over staff. Once committees are created by the board, the board Chair will recommend committee chairs and members for one-year terms, subject to board approval. The board Chair and the CEO are *ex officio* members of all committees except the Audit and Compliance Committee. The CEO, or a designee, will assist the work of each committee.

3.7.1 **Governance Committee.** This committee recommends policies to the board pertaining to governance issues and processes including the orientation and training of new board members, the evaluation and improvement of the contribution of individual board members and officers, and the recommendation of Bylaw changes. The committee will also develop a roster of potential board members based on the board profile and nominate all board members and officers.

3.7.2 **Finance Committee.** This committee develops and recommends to the board those financial policies, plans, and courses of action that provide for mission accomplishment and organizational financial well-being. Consistent with this responsibility, it reviews the annual budget and submits it to the board for its approval. In addition, the committee makes policy recommendations with

regard to the level and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures and other policies for inclusion in this BPM that the committee determines are advisable for effective financial management.

3.7.3 **Audit and Compliance Committee**. This committee oversees the organization's internal accounting controls; recommends external auditors for board approval; reviews the external auditors' annual audit plan; and reviews the annual report, management letter, and the results of the external audit. The committee, or its delegate, should have an annual private conversation with the auditor and, as appropriate, legal counsel, all of whom may be contacted by the committee chair directly. In addition, the committee provides oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct-related activities, including compliance with Federal, state, and local laws governing tax-exempt entities. The committee oversees written conflict of interest policies and procedures of directors, officers, and staff. (***NOTE***: Many small nonprofits merge the Finance and Audit functions into one committee, although separating them is a trend in best practices.)

3.7.4 **Advancement Committee**. This committee studies and recommends policies relating to communications and public relations as well as policies relating to raising financial and other resources for the organization.

3.7.5 **Programs Committee.** This committee studies and recommends board-level policies relating to programs and services of the organization.

3.7.6 **Executive Committee.** This committee (*if created*) includes the Chair, other officers, and the Chairs of the other committees in Section 3.7. Except for the actions enumerated below, it has authority to act for the board on all matters so long as the Executive Committee determines that it would be imprudent to wait for the next board meeting to take such action. With respect to any action taken on behalf of the board, (1) the Executive Committee is required to report the action to the board within 10 days, and (2) the board may ratify the action at the next board meeting.

The Executive Committee is **not** authorized to make decisions with respect to the following matters:

3.7.6.1	Dissolve the corporation
3.7.6.2	Hire or fire the chief executive
3.7.6.3	Enter into major contracts or sue another entity
3.7.6.4	Make significant changes to a board-approved budget
3.7.6.5	Adopt or eliminate major programs
3.7.6.6	Buy or sell property
3.7.6.7	Amend the Bylaws
3.7.6.8	Change any policies the board determines must require a board vote.

3.7.7 [Insert other board-created committees and their areas of responsibility]

3.8 **Advisory Groups, Councils, and Task Forces.** To increase its knowledge base and depth of available expertise, the board supports the use of groups, councils, and task forces of qualified advisers. The term "task force" refers to any group appointed by the CEO or the Chair to assist him or her in carrying out various time-limited goals and responsibilities. Although either the Chair or the CEO may form a task force, he or she should notify the board of its formation, purpose, and membership within 10 days of its formation. The CEO may assign a senior staff member to serve advisory groups. The board has established the following advisory groups that are currently active:

3.8.1 (Insert name, membership, function, etc. of each advisory group as created.)

3.9 **Board Members' Code of Conduct.** The board expects of itself and its members ethical and businesslike conduct. Board members must represent unconflicted loyalty to the interests of the entire organization, superseding any conflicting loyalty such as that to family members or friends, a business, advocacy or interest groups and membership on other boards or staffs. Board members must avoid any conflict of interest with respect to their fiduciary responsibility. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.

Board members will make no judgments of the CEO or staff performance except as the performance of the CEO is assessed against explicit board policies and agreed upon written personal and professional performance objectives following each annual performance review of the CEO by the board.

Each board member is expected to complete and sign an Annual Affirmation and Conflict of Interest Statement (See Addendum B), which covers, inter alia, board conflicts of interest, in accordance with the laws of [the State] governing not-for-profit organizations, and other expectations of board members. (*NOTE*: Go to https://theandringagroup.com/resources/ for an Annual Affirmation template.)

3.10 **Board Finances**. Every board member (other than the CEO/staff) is expected to serve as an unpaid volunteer and be a donor of record in the first quarter of each calendar year. Expenses incurred to fulfill board activities normally can be an individual tax deduction; however, any board member may submit for reimbursement any expenses incurred to attend board or committee meetings.

Part 4: Board – CEO/Staff Relationship

4.1 **Delegation to the Chief Executive (CEO).** While the board job is generally confined to establishing high-level policies, implementation and subsidiary policy development is delegated to the CEO.

4.1.1 All board authority delegated to staff is delegated through the CEO, so that all authority and accountability of staff -- as far as the board is concerned -- is considered to be the authority and accountability of the CEO.

4.1.2 Organizational Essentials policies (Part II) direct the CEO to achieve certain results. Executive Parameters policies (Part V) define the acceptable boundaries of prudence and ethics within which the CEO is expected to operate. The CEO is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consistent with laws and regulations and any reasonable interpretation of the board's policies in this BPM.

4.1.3. The board may change its policies during any meeting, thereby shifting the boundary between board and CEO domains. Consequently, the board may change the latitude of choice given to the CEO, but so long as any particular delegation is in place, the board and its members will respect and support CEO choices. This does not prevent the board from obtaining information in the delegated areas.

4.1.4 Except when a person or committee has been authorized by the board to incur some amount of staff time and expense for study of an issue, no board member, officer, or committee has authority over the CEO or the CEO's employees. Only officers or committee chairs may request information, but if such request -- in the CEO's judgment -- requires a material amount of staff time or funds or is disruptive, it may be refused until the Chair determines that the work is critical for board work and should be completed.

4.2 **CEO Job Description.** As the board's single official link to the operating organization, CEO job performance will be considered to be synonymous with organizational performance as a whole. Consequently, the CEO's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals in Section 2.8, and (b) organization operations within the boundaries of the law, prudence and ethics established in board policies on Executive Parameters in Part V.

4.3 **Communications and Counsel to the Board.** With respect to providing information and counsel to the board, the CEO is expected to keep the board informed about matters essential to carrying out its policy duties. Accordingly, the CEO is expected to:

4.3.1 Report to the chair any personal actions or behavior which could potentially discredit the integrity of the CEO and/or the organization. The chair and the CEO are expected to report such things to the board, engage outside counsel as appropriate, and handle in the best interests of the organization. If the board finds the CEOs actions unethical or immoral, suspension or termination may be the result.

4.3.2 Inform the board of relevant trends, material external and internal changes,

particularly changes in the assumptions upon which any board policy has previously been established, always presenting information in as clear and concise formats as possible.

4.3.3 Relate to the board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the board.

4.3.4 Report immediately any actual or anticipated material noncompliance with a policy of the board, along with suggested modifications to this BPM for the future.

4.4 Monitoring Executive Performance.
The purpose of monitoring is to determine the degree to which the mission is being accomplished and board policies are being fulfilled. Information that does not do this is not considered monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of three ways:

4.4.1 Direct board inspection: Discovery of compliance information by a board member, a committee, or the board as a whole. This includes board inspection of documents, activities, or circumstances that allows a "prudent person" test of policy compliance.

4.4.2 External report: Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the board. Such reports must assess executive performance only against legal requirements or policies of the board, with suggestions from the external party as to how the organization can improve itself, including changes to this BPM.

4.4.3 CEO Reports: The CEO is expected to help the board determine what tracking data are possible to measure progress/outcomes in achieving the mission and goals and conforming with board policies. Currently the board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the BPM:

4.4.3.1 Monthly: Informal CEO reports on achievements, problems, board notices, etc.

4.4.3.2 Quarterly: (A) One or two-page "dash board" report showing agreed upon key indicators that track designated financial and program outcomes over a three-year period in graphic form; (B) *[Insert any other summary reports the board may define here.]*

4.4.3.3 Semi-Annually: (A) Expense and revenue against budget report with comparison to previous year; (B) Balance sheet; (C) Cash flow projections; (D) [Insert other reports that the board may define.]

4.4.3.4 Annual: Within 45 days of the end of the fiscal year, with respect to that year: (A) End of year expense and revenue against budget; (B) Balance sheet; (C) Staff organization chart (or whenever major changes are made); (D) [Insert other reports that the board may define.]

4.5 Annual CEO Performance Review. A performance evaluation task force, comprising the board Chair, Vice Chair, and the Chair of the Governance Committee is expected to oversee a formal evaluation of the CEO annually, focused on achievement of organizational goals and any other specific goals the board and CEO have agreed upon in advance, as well as the CEO's own written self-evaluation and invited comments from all board members after they have seen the self-evaluation. The Chair will normally serve as Chair of the task force. After meeting with the CEO, the task force will report on its review to the board, including recommendations on the CEO's compensation, which the Executive Committee or the board will then act upon.

During this process, the CEO and the board will agree on any specific, personal performance goals for the year ahead. These goals should be documented in a letter to the CEO from the board Chair and will become the primary basis for assessing the CEO's performance at the end of the next year. At least every three years, the task force may consider inviting other input in a carefully planned "360" review, including feedback from staff, peers in our sector, and individuals outside the organization who have interacted with the CEO.

4.6 Staff Treatment and Compensation. With respect to treatment of paid and volunteer staff, the CEO should build a climate of trust and determine policies based on competent legal counsel. The CEO is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. Salaries will be set within between X% and Y% of the mean for salaries of organizations of similar size, budget, and location according to well-respected and relevant survey data. Benefits will include ____ (fill in). The CEO is expected to (A) develop and maintain an employee manual that is reviewed periodically by competent legal counsel and (B) provide copies to the board for information around April 1 of each year (Exhibit 2).

4.6.1 Staff Surveys. The CEO is expected to arrange for an annual, or biennial, third-party survey to measure over time the health of our workplace culture consistent with our values, including feedback on perceptions of and trust in the board and CEO. A full report for board discussion should lead to better CEO and board policies and reduce the amount of ad hoc, inappropriate board member engagement with staff other than the CEO.

4.7 CEO Transitions. At any time, the Chair may appoint a succession/transition task force to explore options and propose strategies and board policies related to succession and transition of the CEO and to facilitate any special needs of the outgoing and incoming CEOs and their families. The incumbent CEO should give the board, if possible, a ___-month notice of intent to leave that office. Any need

for an acting or interim CEO will be considered and determined by the board. At this time, the board designates _____ to serve in an Acting CEO role whenever there is an immediate need. The board Chair is authorized, as soon as a vacancy or scheduled departure of the CEO is known, to appoint a search committee and committee chair. The search committee may include up to ___ people not on the board, including _____. The committee is expected, within 30 days, to recommend for board approval a position announcement, a recommendation on any search consultant, the appointment of a search secretary, and a budget for the search. The search committee should present one or two qualified candidates to the full board for selection. A special task force appointed by the Chair will, at the time of selection, negotiate the new CEO's compensation and service agreement and give both the incumbent and successor CEO any special performance priorities from the board. After he/she leaves the organization, the outgoing CEO may be given a paid role, but only at the initiative of the new CEO after consultation with board officers.

4.8   **Budget.** Until the board decides otherwise, the annual budget will be considered a management tool. (Exhibit 6) As such, it can be changed within the board's parameters at any time with notice to and access by any board member whenever changes exceeding 1% are made by the CEO. The principal expectation is that the budget will reflect the mission and goals of the organization, within the parameters of Section 5 below.

4.9   **Other CEO Expectations**. The CEO is expected to:

4.9.1 Develop a succession planning/professional development strategy for all key staff, whether paid or volunteer. (Exhibit 7)

4.9.2 Eventually create, and allow the board to review, all policies and documents that the federal or state governments recommend and request in their reporting/filings, such as the IRS Form 990.

4.9.3 Notify board members whenever any new governance-important document is available for board review according to the agreed upon system referenced in 1.7.

Part 5 – Executive Parameters

(**NOTE:** The sections in this Part will look vastly different for each organization, but this template provides useful ideas on what might be drafted to fit your organization. Over time, you will be doing more editing, deleting, and adding numbered sections and subsections in this Part than in most of the other Parts.)

The purpose of Part 5 (with its several sections) is to detail those Executive Parameters that will guide the CEO and the staff as they accomplish the mission. These parameters are intended to free the CEO and staff to make timely decisions without undue board directives. For simplicity of use, we have numbered the major sections below according

to the major functions of our organization and our committee structure, understanding that we may choose to add, merge, or delete such sections in the future.

Overall, the board expects that the CEO will do nothing that is illegal, unethical, immoral, or clearly imprudent. The CEO is expected to develop and, when necessary, seek board review and/or approval, of documents required or urged upon us by government agencies such as the IRS and other accrediting or financial standards organizations applicable to our organization. Beyond these expectations, the board details its Executive Parameters in the following sections.

Section 5.1 Finance Parameters

5.1.1 Finance General. The CEO must ensure that the financial integrity of the organization is maintained at all times, plus

5.1.1.1 Exercise proper care in the receiving, processing, and disbursing of funds;

5.1.1.2 Ensure that the end-of-year financials show at least a 1% addition to reserves;

5.1.1.3 Ensure that financial and non-financial assets are appropriately protected.

5.1.2 Financial Controls. The CEO must exercise care in the accounting for and protecting the financial assets of the organization. To this end, the CEO is expected to incorporate generally accepted principles of accounting and internal controls in the financial systems that are employed in the organization. In addition, the CEO may not:

5.1.2.1 Receive, process, or disburse funds under controls insufficient to meet the board-appointed auditor's standards.

5.1.2.2 Approve an unbudgeted expenditure or commitment of greater than $_____ without approval of the full board.

5.1.2.3 Approve an unbudgeted expenditure or commitment of $_____ without approval of the Finance Committee.

5.1.3 Asset Protection. The CEO may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the CEO may not:

5.1.3.1 Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to board members, staff, or the organization itself beyond the minimally acceptable prudent level.

5.1.3.2 Allow non-bonded personnel access to material amounts of funds.

5.1.3.3 Subject office and equipment to improper wear and tear or insufficient maintenance.

5.1.3.4 Unnecessarily expose the organization, its board, or staff to claims of liability.

5.1.3.5 Make any major purchase of over $ _____ without sealed bids or other demonstrably prudent acquisition of quality goods, or any purchase of over $_____ without written record of competitive prices, or any purchase wherein normally prudent protection has not been given against conflict of interest.

5.1.3.6 Acquire, encumber, or dispose of real property without board approval.

5.1.4   Investment Principles. The CEO may not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

Section 5.2 Program Parameters

In general, the CEO is expected to establish, maintain, and eliminate programs and Services as will best achieve the mission and goals in the most effective and efficient manner.

5.2.1   New programs should be projected to serve at least ____ people.

5.2.2 New programs with an expected budget exceeding $____ must be approved by the board. Those programs now approved include: [*fill in*]

5.2.3   Programs with costs of more than $___ should be assessed for effectiveness by an outside evaluator at least every ___ years, with a written report made available to the board.

5.2.4 Any program executed in partnership with another organization should be _____.

Section 5.3 Advancement Parameters

The various efforts to represent the organization to the public (media, public relations, fundraising, new member recruitment, etc.) are expected to be integrated sufficiently so that the organization's brand/positioning in the external world is positive and effective.

5.3.1 Fund Raising Strategy. The CEO is expected to develop and maintain a fund-raising plan which, at a minimum, includes direct mail, major donor initiatives, planned giving, and web-based giving. Such plan should be provided to board members for review each March, along with results for each initiative. Total direct and indirect expenses for fundraising are not expected to exceed ___% of

the total budget.

5.3.2 **Donor Bill of Rights.** The CEO is expected to develop and provide the latest version to the board, a Donor Bill of Rights, which should include, *inter alia*, the following restrictions, i.e., the CEO may not allow the names of donors to be revealed outside the organization; represent to a donor that an action will be taken that violates board policies; fail to honor an enforceable restriction from a donor; or fail to confirm receipt of a donor's contribution and send him/her an annual summary of donations. The CEO is expected also to ensure that we attempt to honor donors' requests and statements of desire as to how their donations are used so long as applicable circumstances allow, provided that those donors are adequately informed that their requests and statements of desire do not constitute binding obligations on the organization, and that the organization retains ultimate discretion and control over use of their donations.

5.3.3 **Training.** The CEO should provide for appropriate board and staff periodic training in new fundraising techniques and budget for such expenses.

5.3.4 **Public Affairs.** The CEO is expected to exercise care in representing that we are a charitable, mission-centered, listening organization and develop policies and procedures for communicating with primary stakeholders and the public at large in a way that reinforces that image.

5.3.5 **Communications Plan**. The CEO is expected to develop and maintain a communications plan, shared with the board as appropriate, that describes how the organization will communicate with its various stakeholders. The plan should identify the stakeholder segments, how the organization will both speak and listen to each segment.

5.3.6 **Communications Restrictions.** To preserve our image in the community, the CEO and any designee are the only spokespersons authorized to speak for the organization and the chair the only spokesperson for the board. None of the spokespersons may represent the organization in any way inconsistent with the policies in Part II of this BPM; make statements that may be perceived as supporting a political party or platform; author an article, book, or publication that includes classified or sensitive information about the organization; or engage in lobbying activities at any governmental level without prior permission from the board.

Section 5.4 Audit and Compliance

The CEO is expected to take the necessary steps to ensure that the integrity of our Systems and procedures comply with all pertinent legal, regulatory, and professional Requirements and to report to the board any material variations or violations.

5.4.1 **Annual External Audit.** An independent auditor will be hired and supervised by the Audit and Compliance Committee, after a careful selection and annual

evaluation. The CEO will work with the auditor to gain a clean opinion of the annual financial statements and respond in detail to items in the auditor's management letter concerning opportunities to improve systems and procedures related to financial controls.

5.4.2 **Internal Compliance.** The CEO is expected to meet all requirements for complying with federal, state, or local laws and regulations. The CEO should maintain a list of compliance actions and reports that are required of a nonprofit organization or recommended by the IRS as reflected in questions contained in the Form 990 report, and periodically submit the list for inspection by the Audit and Compliance Committee. The CEO is encouraged to contract with competent legal counsel every ___ years to compare our policies, procedures and contracts with pertinent laws and regulations so we remain in essential compliance. Reports of such reviews must be made available to the Audit and Compliance Committee who, in turn, will report to the board on the overall status of the organization with respect to compliance matters.

Part 6 Miscellaneous

6.1   [NOTE: available if needed for policies that do not fit naturally in other chapters.]

ADDENDUMS AND EXHIBITS

BPM **Addendums** (*Board* documents referenced in this BPM) are:

#	BPM Ref.	Title	Status
A	3.3	Board Profile	
B	3.9	Conflict of Interest/Annual Affirmation	
C			
D			

BPM **Exhibits** (*CEO/Organization* documents referenced in this BPM are:

#	BPM Ref.	Title	Status
1	2.9	Strategic Plan	
2	4.6	Employee Manual	
3	4.8	Budget	
4	4.9	Staff succession/development plan	

Questions about this BPM should be referred to _____ .

Board Policies Manual (BPM) for the Society of American Foresters[*]

Note: This version of the BPM was approved by the board on
May 5, 2019, 10:00 AM EDT

Part 1: Introduction and Administration

This Board Policies Manual (BPM) contains all of the current standing (ongoing) policies adopted by the board of the Society of American Foresters (SAF or Society) since the initial approval of the BPM on May 30, 2015, 4:45 p.m. EDT.

1.1   **Reasons for Adoption**. The reasons for adopting this BPM include:
- Efficiency of having all ongoing board policies in one place
- Ability to quickly orient new board members to current policies
- Elimination of redundant or conflicting policies over time
- Ease of reviewing current policy when considering new issues
- Providing clear, proactive policies to guide the chief executive officer (CEO) and staff
- Encouraging open, transparent, flexible, and inclusive organizational decision making.

1.2   **Consistency**. Each policy in this document is expected to be consistent with the law, the articles of incorporation, and the bylaws, all of which have precedence over these board policies. Except for time-limited or procedural-only board decisions (approving minutes, electing an officer, etc.), which are recorded in regular board minutes, all standing policies shall be included or referred to in this document. The CEO is responsible for developing organizational and administrative policies and procedures that are consistent with this BPM.

1.3   **Transition**. Whether adopted part by part or as a complete document, as soon as some version of the BPM is voted on as the "one voice" of the board, those policies are deemed to supersede any past policy that might be found in old minutes unless a prior board resolution or contract obligates the organization with regard to a specific matter. If any actual or apparent conflict arises between the BPM and other policies or board resolutions, the matter shall be resolved by the chair or by the entire board as may be appropriate.

1.4   **Changes**. These policies are meant to be reviewed continually and are expected to be frequently updated and refined. The CEO helps the board formulate new language in the BPM by distributing proposed changes in advance. When language is recommended for deletion, it is shown in ~~strike-through~~ format. Proposed new language is <u>underlined</u>. Any change to this BPM must be approved by the board with an affirmative vote of at least 10 members. Proposed changes may be submitted by any board member, board committee, as well as by the CEO. In most cases, proposed changes shall be referred to and reviewed by the appropriate board committee before being presented to the board for action. Whenever changes are adopted, a new clean document will be printed, dated, and quickly made available to the board and staff, and included in the Board Reference Book (BRB). The previous version should be kept on a disk, or otherwise archived, for future reference if needed.

1.5   **Specificity**. Each new policy will be drafted to fit in the appropriate place within the BPM. Conceptually, policies should be drafted from the "outside in," i.e., the broadest policy statement should be presented first, then the next broadest, etc., down to the level of detail that the board finds appropriate for board action and below which management is afforded discretion as to how it implements the policies in this BPM.

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[*] Adapted from *Good Governance for Nonprofits*, ©2007 by Fredric L. Laughlin, DBA, and Robert C. Andringa, PhD. All rights reserved. Published by AMACOM Books, www.amacombooks.org, a division of the American Management Association.

1.6   Oversight Responsibility. The Governance Committee will provide oversight and periodic review of the Board Policies Manual and request suggestions for revision of board policies from Board committees or individual Board members. The committees primarily responsible for drafting and reviewing different parts of the BPM, and the individuals given authority to interpret and make decisions within the scope of those policies are listed below:

Part/Section	Oversight Committee	Implementation Authority
1. Introduction and Administration	Governance Committee	CEO
2. Organization Essentials	Full board	CEO
3. Board Structure and Processes	Governance Committee	Board Chair
4. Board–CEO/Staff Relationship	Executive Committee	Chair/CEO
5. Executive Parameters		
5.1 General Guidance	Governance Committee	CEO
5.2 Finance Parameters	Finance Committee	CEO
5.3 Program Parameters	Full board	CEO
5.4 Advancement Parameters	Full board	CEO
5.5 Audit/Compliance Parameters	Audit Committee	CEO
6. Other Policies	Governance Committee	CEO

Note that the words are "primarily responsible" for drafting and reviewing those parts. There are no restrictions on who may propose modifications to the BPM—or draft specific language for that matter. A well-integrated Board and BPM process will prompt frequent changes in the BPM.

1.7   Maintenance of Policies. Proposed changes to Board policies shall be considered by the Board pursuant to Article V of the Bylaws. Every change in policy, even if minor, requires a new BPM be published. The board secretary/treasurer shall ensure that staff record and publish all adopted policies correctly. The CEO or the CEO's designee shall maintain the policies and provide updated copies to the board whenever the policies change, or upon request. The board will ask that legal counsel review this BPM biennially to ensure compliance with the law. Discrete documents referred to in the BPM will be kept at the Society headquarters in a notebook called the Board Reference Book (BRB), along with other important board operating and reference materials. The BRB will also be kept in electronic format available to board members.

1.7.1   Unless otherwise noted or required, the board will periodically review the following material in the BRB for currency and consistency as follows:

Ethics Case Procedures:	Annually
Forest Policy Procedures:	Biennially
Financial Investment Policy:	Annually
General Fund Policy:	Annually
Certification Review Board Administrative Rules:	Biennially
Board Committees and Advisory Group Charters:	Biennially

Part 2: Organization Essentials

2.1   SAF Vision: We are the organization that represents forestry professionals, providing leadership to ensure that all members of the profession achieve excellence in sustainable forestry and natural resource management.

2.2   SAF Mission: To advance sustainable management of forest resources through science, education, and technology; to enhance the competency of its members; to establish professional excellence; and to use our knowledge, skills and conservation ethic to ensure the continued health, integrity, and use of forests to benefit society in perpetuity.

2.3   SAF Core Values:

- Forests are a fundamental source of global health and human welfare;

- Forests must be sustained through simultaneously meeting environmental, economic, and community aspirations and needs;
- Forest resource professionals are dedicated to sound forest management and conservation;
- Forest resource professionals serve landowners and society by providing sound knowledge and professional management skills; and
- Forest resource professionals believe the scientific process, continuing research, and coordination with community traditions and knowledge lead to best land management decisions and sustainability of our forests.

2.4   SAF Brand Framework:
- SAF Brand Promise - Evolving Forest Management since 1900
  - SAF is the place that informs, connects, and efficiently shares best practice about forest management.
- SAF Brand Personality – Excellence, Engaged, Responsive
  - SAF consistently addresses challenges and opportunities facing members, improves practice, and education, and is the place where challenges facing the future of forest management are discussed.
- SAF Brand Values - Continuous Improvement, Connections & Community, Credibility
  - SAF provides the best networking opportunity in forest management, is the trusted filter to rich content, and is invested in helping advance its members careers.

2.5   SAF Core Language:
- Who we are: The Society of American Foresters, representing the profession of forestry
- What we do:
  - We challenge landowners, decision makers and society at large to make choices about our forests based on professional knowledge, leading-edge thinking, and a century of practical experience.
  - We seek viable pathways forward, balancing diverse demands on our natural resources.
  - We set the standard in forest management, bringing science, best practice, and the best people together to actively shape the future of the profession.
- Why it matters:
  - Thriving forests, essential resources, strong communities
  - 'For the greatest good. For the greatest number. For the long run.'

2.6   The **stakeholders** to whom the board feels accountable are members, donors, and the public.

2.7   The primary **beneficiaries** of our services, programs, activities, and actions are members, foresters and other natural resource professionals, related decision-makers, allied professional organizations, allied institutions of higher learning, and the public.

2.8   The current major general **functions** and the approximate percentage of total effort that is expected to be devoted to each based on share of current budget expenses are:
Publications – 23%
Conventions and Meetings – 11%
Member Services – 16%
Science and Education – 7%
Policy – 7%
Administration, CEO, Finance – 36%

2.9   The primary **strategies** by which we will fulfill our mission include:
1. Recruit forest natural resource professionals to become members in SAF to recognize rewarding opportunities that meet our mission and provide a broader membership base to pursue those opportunities.

2. Engage in cooperative efforts to achieve sustainable forestry and natural resource

management.

3. Provide and promote superior educational materials, meaningful experiences, and credentialing resources to help members achieve greater professional competence and competitiveness in the marketplace.

4. Advocate forest and natural resource policies at the national, state, and local levels that use forest and natural resource science to enhance the health and use of forest ecosystems to benefit society.

5. Increase coordination and relationships with state societies, working groups, and partners and allies that will help SAF fulfill its mission.

6. Assess the activities, programs, and operations of SAF and strive for continuous improvement in all facets of our organization.

7. Diversify and increase revenue to meet future operational and capital needs.

2.10   **Strategic Thinking**. The board is expected to think strategically at all times and will develop strategies that support the Five Pillars:

1. Establish financial security
2. Increase tangible value to members
1. Elevate the professional status of forestry
2. Grow membership in 3 dimensions: numbers, diversity, and generational
3. Promote Policy and Science

2.11   The CEO is expected to develop a staff strategic plan based on the policies in this BPM, update it as necessary, link major activities in the plan to the relevant sections of this BPM, and provide copies of the plan to the board for information by April 1 each year.

Part 3: Board Structure and Processes

3.1   **Governing Style.** The board will approach its task with a style that emphasizes a forward-looking outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, and proactivity rather than reactivity. The board is expected to foster a collaborative and cooperative organization that promotes discussion of goals, issues, opportunities, and solutions in an open, transparent, and collegial manner. The board is expected to provide a broad vision for SAF; ensure that its organizational structure can complete the tasks well; ensure programmatic and fiscal integrity; and represent the interests of the members, stakeholders, and beneficiaries. The board should be forward looking rather than focused only on internal management. In this spirit:

3.1.1   Board Members should attend all meetings possible; represent SAF with a common voice; and follow the procedures outlined in this BPM, including attending meetings regularly, speaking with a unified voice, and respecting board and staff roles.

3.1.2   The Board is accountable to its members first, as well as stakeholders and the general public for competent, conscientious, and effective accomplishment of its obligations as a body. It will ensure that officers, the CEO, board members, and committees of the board do not usurp this role or hinder this commitment.

3.1.4   The Board monitors and regularly discusses the board's and CEO's own processes and performance, seeking to ensure the continuity of its governance functions by selection of capable directors, orientation and training, and evaluation.

3.1.5   The Board initiates policy, not merely reacts to staff initiatives. The board, not the staff, will be responsible for board performance.

3.1.6   The Board fulfills its fiduciary and legal responsibilities as a fundamental requirement so it can focus on its commitment to keep its actions at a strategic level.

3.2   **Board Job Description.** The job of the board is to lead the organization toward the desired performance and ensure that that performance occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job, the board shall:

      3.2.1   Determine the mission, values, strategies, and major goals/outcomes, and hold the CEO accountable for developing a staff strategic plan based on these policies.

      3.2.2   Determine the parameters within which the CEO is expected to achieve the goals/outcomes and monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.

      3.2.3   Maintain and constantly improve all ongoing policies of the board in this BPM.

      3.2.4   Evaluate and constantly improve the board's performance as the governing board, and set expectations for board members' involvement as volunteers.

      3.2.5   Encourage open communication among the board, members, and the CEO to foster continuous improvement and better programs.

      3.2.6   Select, fairly compensate, nurture, evaluate annually, and, if necessary, terminate a CEO, who functions as the board's sole agent.

      3.2.7   Ensure financial solvency and integrity through policies and behavior.

      3.2.8   Require periodic financial and other external audits to ensure compliance with the law and with good business practices.

      3.2.9   Seek and use outside input as appropriate to help meet SAF's mission and to grow the organization and profession.

3.3   **Board Member Criteria.** In nominating members for the board, the National Nominating Committee shall be guided by the profile that is incorporated by reference to this BPM.

3.4   **Orientation**. Prior to election, each nominee shall be given this BPM along with adequate briefings on the role of the board, officers, and staff and an overview of programs, plans, and finances (most of which will be found in the BRB). Soon after election, each new board member will be given more comprehensive orientation material and training. Each new board member will receive comprehensive orientation material and training at the final board meeting of each year prior to starting their role.

3.5   **Chair's Role.** The President of SAF serves as the chair and leader of the board. In these roles, the President/Chair is expected to seek and encourage input and opinions from board members and SAF members, stakeholders, and beneficiaries and identify those that require consideration by the board. The chair leads in maintaining the integrity of the board's processes. The chair "manages the board." The chair is the only board member authorized to speak for the board, other than in specific board-authorized instances.

      The chair ensures that the board behaves in a manner consistent with its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will focus on issues that help ensure the SAF bylaws are adhered to, set board policy by focusing on ends and means, and help achieve the objectives of the organization through effective collaboration with the CEO in strategic thinking and planning.

      The authority of the chair consists of making decisions on behalf of the board that fall within and are consistent with any reasonable interpretation of board policies in Parts 3 and 4 of this BPM. The chair is the designated representative of the board in its relations with the CEO and is expected to discuss program directions, closely with the CEO. The chair has no authority to make decisions beyond policies created by the board, but as chair of the Executive Committee, serves as an effective partner with the CEO and as the liaison between the CEO and the board. The chair is expected to maintain close communication with, offer advice to, and provide encouragement to the CEO and staff on behalf of the board. The Chair also is responsible to schedule and lead timely CEO performance reviews.

3.6   **Board Meetings.** Board events often will include time for guest presenters, interaction with staff and beneficiaries, board training, and social activities, as well as business sessions. Policies that are intended to improve the process for planning and running meetings follow:

3.6.1 The schedule for board meetings shall be set one year in advance.

3.6.2 The chair shall work with the CEO, elected and immediate past president, and the committee chairs in developing agendas, which, along with background materials for the board and committees, monitoring reports, recommendations for changes in the BPM, previous minutes, and other such materials, shall be mailed or electronically posted to all board members approximately two weeks in advance of board meetings.

3.6.3 Minutes (including action and decision items) and the updated BPM, if revised, shall be sent or electronically posted to board members within 14 days of board meetings.

3.6.4 Regular board meetings shall be held three times a year, preceded by a reminder notice approximately 30 days in advance of the meeting date. The final meeting shall include a review of the planning and budgeting for the upcoming year. The second meeting will include a review of the performance of the CEO by the board in executive session. The first meeting shall include a review of the performance of the organization for the past year. Special meetings of the board can be called according to the bylaws.

3.6.5 The Governance Committee shall prepare a meeting evaluation form for completion by each board member who attends the board meeting. The completed forms shall be reviewed, analyzed, and summarized by the Governance Committee, which shall report the results of the meeting evaluation to the board members within two weeks of the board meeting.

3.7 **Board Committees**. "Board committees" are standing committees of the Board that help the board be effective and efficient. They speak "to the board" and not "for the board." Unless authorized by the whole board, a committee may not exercise authority that is reserved to the whole board by the bylaws or by the laws of the District of Columbia governing not-for-profit organizations. Board committees and staff should work together to advance the mission and programs of SAF, but committees do not exercise line authority over staff. Once Board committees are created, the board chair shall assign committee chairs and members for one-year terms, subject to board approval, or as otherwise specified in the bylaws. All Board committees shall have a current charter adopted by the board. The board chair and the CEO are ex officio members of all Board committees except the Audit Committee. The CEO shall assign one senior staff member to assist with the work of each committee.

3.7.1 **Governance Committee**. This committee shall recommend policies to the board pertaining to governance issues and processes, including the orientation and training of new board members, the evaluation and improvement of the contribution of individual board members and officers, and the recommendation of bylaw changes.

3.7.2 **Finance Committee.** This committee shall develop and recommend to the board those financial principles, plans, and courses of action that provide for mission accomplishment and organizational financial well-being. Consistent with this responsibility, it shall review the annual budget and reserve funds. It shall review new planned major expenses whenever additional budget authority is requested by the CEO. Based on its budget review, the Finance Committee will submit the annual operating budget and reserve funds statement to the board for its approval. The committee shall ensure that projected annual operating revenues meet or exceed annual expenses, or if that is not the case, recommend any specific transfers from reserves and/or reserve interest income to the annual operating budget, and if there are any specific requirements to pay back those reserve funds. In addition, the committee shall make recommendations with regard to the level and terms of indebtedness, cash management and reserves policy, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures and other policies for inclusion in the BPM that the committee determines are advisable for effective financial management.

3.7.3 **Audit Committee**. This committee shall oversee the organization's internal accounting; recommend external auditors for board approval; review the external auditors' annual audit plan; and review the annual report, the management letter, and the results of

external audit. As part of that annual audit the audit committee will recommend that the auditor review selected programs or expenses. The committee, or its delegate, shall have an annual private conversation with the auditor. In addition, the committee shall be responsible for oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct–related activities, including compliance all federal, state, and local laws governing tax-exempt entities. The committee shall develop a framework and oversee processes for periodic reviews of the goals, objectives, costs, and effectiveness for various SAF programs. In addition, the committee shall conduct and annual review of the SAF election procedures and vendor tabulation processes, and certify the results. The committee shall also oversee written conflict of interest policies and procedures for directors and officers found in the BRB.

3.7.4 **Executive Committee**. The primary purpose of the Executive Committee is to increase the efficiency of the governance process by acting for the board between meetings. Per the bylaws, this committee shall comprise the President as chair, other officers, and two other board members appointed annually by the President with concurrence of the Board. Except for the actions enumerated below, it shall have the authority to act for the board on all matters so long as the Executive Committee determines that it would be imprudent to wait for the next board meeting to take such action. In addition, the Executive Committee shall conduct the initial annual evaluation of the CEO, and report that evaluation to the full board for final action in an executive session without staff or the CEO, and meets with the CEO in executive session to discuss the evaluation. The Executive Committee will also draft the initial CEO Key Performance Indicators (KPIs) for the next fiscal year for approval by the full board. With respect to any action taken on behalf of the board, (1) the Executive Committee is required to report the action to the board within 10 days, and (2) the board must approve the action at the next board meeting.

[Note: the following underlined language is under review by SAF counsel and not approved in this version] The Executive Committee may recommend actions, but the following ones require approval of a majority vote of a quorum of the full Board:

3.7.4.1 Dissolving the corporation
3.7.4.2 Hiring or firing the chief executive
3.7.4.3 Entering into major contracts or suing another entity
3.7.4.4 Making significant changes to a board-approved budget (+/- $15,000 per item)
3.7.4.5 Adopting or eliminating major programs
3.7.4.6 Buying or selling property
3.7.4.7 Amending the bylaws
3.7.4.8 Changing any policies that the board determines may be changed only by the board

3.7.5 **Other Committees as Determined**. The bylaws specify the establishment or termination of other standing or ad hoc committees of the board.

3.8 **Advisory Groups: Committees, Boards, and Task Forces.** To increase its knowledge base and depth of available expertise, the board supports the use of advisory groups such as committees, boards, and task forces of qualified advisers. The term "task force" refers to any group appointed by the CEO or the chair to assist him or her in carrying out various time-limited goals and responsibilities. Although either the chair or the CEO may form a task force, he or she shall notify the board of its formation, purpose, and membership within 10 days of its formation. All advisory groups shall have current charters approved by the board, copies of which will be kept in the BRB. The CEO may assign a senior staff member to serve advisory groups. The board has established the following advisory groups:

3.8.1 Per the bylaws, the current board advisory committees include the:

3.8.1.1 Forest Science and Technology Board

3.8.1.2 Forest Policy Committee
3.8.1.3 Certification Review Board
3.8.1.4 Educational Policy Review Committee, and
3.8.1.5 House of Society Delegates

3.8.2   Other currently chartered advisory committees include, but are not limited to, the
3.8.2.1 Committee on Accreditation
3.8.2.2 Committee on Forest Technology School Accreditation
3.8.2.3 Ethics Committee
3.8.2.4 National Convention Program and Arrangements Committee
3.8.2.5 National Nominating Committee
3.8.2.6 Committee on Professional Recognition
3.8.2.7 World Forestry Committee, and
3.8.2.8 Revenue Development Committee
3.8.2.9 Leadership Development Committee

3.9 **Board Members' Code of Conduct**. The board expects of itself and its members ethical and businesslike conduct. Board members must offer un-conflicted loyalty to the interests of the entire organization, superseding any conflicting loyalty such as that to family members, advocacy or interest groups, and other boards or staffs of which they are members. While District Directors represent the interests and input of their district members to the full board, once a board decision is made, all board members are expected to support and implement the decision. Board members must avoid any conflict of interest with respect to their fiduciary responsibility. There must be no self-dealing or conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information. Board meetings shall be conducted within the confines of the SAF Anti-Trust Policy statement found in the BRB, and board members shall abide by the policy statement in their official board capacities.

Board members should use explicit board policies and agreed-upon key performance indicators (KPIs) when judging CEO performance.

Each board member is expected to complete and sign an Annual Affirmation and Conflict of Interest Statement, which covers, among other things, board conflicts of interest, in accordance with the laws of the state governing not-for-profit organizations, and other expectations of board members.

3.10 **Executive Session.** The chairman shall have the right to call the Board into executive session at any time without prior notification of the CEO or staff.

3.11 **Compensation and Expenses**. None of the elected officers or board directors of the SAF shall receive compensation from the Society. Officers and board directors may be reimbursed for actual travel and subsistence expenses, for attending meetings, or transacting Society business within the SAF Board Travel Policy.

3.12 **Indemnification.** All board directors, officers, employees, and their heirs, executors, and administrators shall be indemnified by the SAF against any costs and expenses, including fees, reasonably incurred in connection with any civil, criminal, administrative, or other claim to which they might be made a party by reason of being board directors, officers, or employees of the SAF, provided they are not adjudged derelict in the performance of their duties; and having acted in good faith in what they considered to be the best interests of the Society and with no reasonable cause to believe the action was illegal.

3.13 **Representatives to Other Associations.** Representation of the SAF to appropriate other organizations, by representatives appointed by the president shall be authorized by the board and conducted under terms and procedures established by the board. Such representatives shall not take forest policy action on behalf of the SAF without approval of the board, or, where time does not permit, approval of at least two national officers of the Society.

Board Finances. It is desirable for board members to be a donor of record in each calendar

year. Expenses incurred to fulfill board activities normally can be an individual tax deduction; however, any board member may submit for reimbursement any expenses incurred to attend Board or committee meetings within the requirements of the board travel policy found in the BRB.

Part 4: Board–CEO/Staff Relationship.

4.1 **The Role of the Board.** The board members of SAF are the elected representatives of the members, and expected to make decisions in the best interest of the members, other stakeholders, and beneficiaries of the organization. Professional and civic behavior must be based on honesty, fairness, good will, and respect for the law. Board members pledge to conduct ourselves in a civil and dignified manner; to respect the needs, contributions, and viewpoints of others; and to give due credit to others for their methods, ideas, or assistance.

4.2 **Delegation to the Chief Executive Officer (CEO).** The board's job is to represent all members of SAF and the professions of forestry and natural resources. This will involve a mix of strategic and tactical questions, both in selecting ongoing and new priorities that should be addressed; considering the resources and tradeoffs required to achieve these goals; and communicating with the CEO, staff, and members about priorities. The CEO is the person with executive authority below the full board. He or she receives their authority from and is directly accountable to the board as a whole.

    4.2.1 Board authority delegated to staff is delegated through the CEO. Authority and accountability of staff is the responsibility of the CEO.

    4.2.2 Organization Essentials policies (Part 2) direct the CEO to achieve certain results Executive Parameters policies (Part 5) define the acceptable boundaries of prudence and ethics within which the CEO is expected to operate. The CEO is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consistent with any reasonable interpretation of the board's policies in this BPM.

    4.2.3 The board may change its policies during any meeting, thereby shifting the boundary between board and CEO domains. Consequently, the board may change the latitude of choice given to the CEO, but so long as any particular delegation is in place, the board and its members will respect and support the CEO's choices. This does not prevent the board from obtaining information in the delegated areas. The Executive Committee can obtain any line item budget details for current and past years, including, but not limited to, individual salaries, contracts, and fringes, which will be held confidential. Staff names will not be associated with salary lists.

    4.2.4 Board committee chairs and officers may make reasonable requests for information and expect to receive a reply within two weeks, or some longer period as agreed upon by the requesting committee chair or officer and the CEO. Except when a person or committee has been authorized to incur some amount of staff cost for study of an issue, no board member, officer, or committee, except for the Executive Committee acting as the board, has authority over the CEO. If such a request, in the CEO's judgment, requires excessive staff time or funds, it may be declined with written explanation.

4.3 **CEO Job Description.** As the board's official representative to the operating organization, CEO performance is instrumental for organizational performance as a whole, and reflected in his/her KPIs Consequently, the CEO's primary contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals in Section 2.10 found in the strategic plan, and (b) organization operations within the boundaries of prudence and ethics established in board policies on Executive Parameters (Part 5).

4.4 **Communication and Counsel to the Board.** With respect to providing information and counsel to the board, the CEO shall keep the board informed about matters essential to carrying out its policy duties. Accordingly, the CEO shall:

4.4.1   Inform the board of relevant trends, opportunities, problems, and material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established, always presenting information in as clear and concise a format as possible.

4.4.2   Relate to the board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the board.

4.4.3   Report immediately any actual or anticipated material noncompliance with a policy of the board, along with suggested changes.

4.5   **Monitoring Executive Performance.** The purpose of monitoring is to determine the degree to which the mission is being accomplished and board policies are being fulfilled. Information that does not do this shall not be considered monitoring. Monitoring will be as automatic as possible, using a minimum of board time, so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of three ways:

4.5.1   **Direct board inspection:** Discovery of compliance information by a board member, a committee, or the board as a whole. This includes board inspection of documents, activities, or circumstances that allows a "prudent person" test of policy compliance.

4.5.2   **Staff evaluations:** Each year before the review, the SAF staff will participate in a 360 evaluation performance to provide feedback on the CEO.

4.5.3   **External report:** Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the board. Such reports must assess executive performance only against legal requirements or policies of the board, with suggestions from the external party as to how the organization can improve itself.

4.5.4   **CEO reports:** The CEO shall help the board determine what tracking data are available to measure progress in achieving the mission and goals and conforming to board policies. Currently the board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the BPM:

4.5.4.1 At least twice a month: Informal CEO reports on achievements, problems, and board notices distributed electronically.

4.5.4.2 Quarterly: (a) Expense and revenue against budget report with comparison to previous year; (b) balance sheet; (c) cash flow projections; (d) membership statistics, distributed electronically no later than the 20th of the following month.

4.5.4.3 At each in-person board meeting: (a) A one- or two-page "dashboard" report showing agreed-upon key indicators that track designated financial and program results over a five-year period in graphic form.

4.5.4.4 Annually: Within 60 days of the end of the fiscal year, (a) end-of-year expense and revenue against budget; (b) balance sheet; (c) staff organization chart and explanation of staff changes (or whenever major changes are made); (d) membership report.

4.6   **Annual Performance Review**. The board Executive Committee shall formally evaluate the CEO in executive session, and then jointly with the CEO, annually for the period from July 1st to June 31st, based on achievement of organizational goals, KPIs, and any other specific goals that the board and the CEO have agreed upon in advance, as well as the CEO's own written self-evaluation and invited comments from all board members after they have seen the self-evaluation. After meeting with the CEO at the next board meeting, the Executive Committee will report on its review to the board in executive session, including recommendations on the CEO's compensation and contract renewal, which the board will then act upon.

As a result of this process, the CEO and the board will agree on specific, personal performance goals for the year ahead. These goals shall be documented in a letter to the CEO from the board chair and will be a primary basis for determining the CEO's performance at the end of the next year. At least every three years, the Executive Committee shall invite other input in a carefully planned "360" review, inviting feedback from peers in our sector, and individuals outside the organization who have interacted with the CEO.

4.7   CEO Contract. The CEO contract will be reviewed annually in accordance with the terms of the contract and the process described in BPM 4.5-4.6. If a change in the contract is desired, then (a) it will be discussed by the CEO and the Executive Committee, (b) the Executive Committee will consult with SAF's legal counsel, and (c) the Executive Committee will make a recommendation to the Board regarding the proposed change.

4.8   Staff Compensation. The CEO is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. Salaries should be set at between 75% and 125% of the mean of the American Society of Association Executives (ASAE) benchmark by locality, for salaries in organizations of similar size, budget, and location. Compensation and benefits will be set so as to make SAF employment competitive with the federal employment sector and/or the nonprofit sector based on locality. Employee benefits are detailed in the employee manual. The CEO shall (a) develop and maintain an employee manual that is reviewed annually by competent legal counsel and (b) provide copies of this manual to the board for information around April 1 of each year.

4.9   Staff Treatment. The CEO will treat staff and volunteers with professionalism, respect, and courtesy. The CEO must work with staff members to refine a job description to direct their work, and the CEO must approve the final job description. The CEO must ensure that an employee grievance process is available. The CEO may not cause or allow conditions that are inhumane, unfair, or undignified. Accordingly, he or she must:

4.9.1   Not discriminate among employees on other than clearly job-related, individual performance or qualifications.

4.9.2   Take reasonable steps to protect staff from unsafe or unhealthy conditions.

4.9.3   Ensure that staff have a due-process, unbiased grievance procedure.

4.9.4   Not discriminate against any staff member for expressing an ethical dissent.

4.9.5   Not prevent staff from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that his or her employment rights or board policy has been violated to his or her detriment.

4.9.6   Acquaint staff members with their rights under this policy.

4.10   CEO Transitions. At any time, the chair may appoint a transition task force to explore options and propose strategies and board policies related to succession and transition of the CEO and to facilitate any special needs of the outgoing and incoming CEOs and their families. The incumbent CEO shall give the board, if possible, a two-month notice of intent to leave that office. Any need for an acting or interim CEO will be determined by the board chair subject to board approval. The board chair is authorized, as soon as a vacancy or scheduled departure of the CEO is known, to appoint a search committee of at least 4 persons and 1 committee chair. The search committee may include persons not on the board. The committee shall, within 30 days, recommend for board approval a position announcement, a recommendation on any search consultant, the appointment of a search secretary, and a budget for the search. The search committee shall present one, two, or three qualified candidates to the full board for selection. The board's Executive Committee shall, at the time of selection, negotiate the new CEO's compensation and service agreement and give both the incumbent and the successor CEO any special performance priorities from the board.

After he/she leaves the organization, the outgoing CEO may be given a paid role, but only with the approval of the new CEO in consultation with the officers and the board.

4.11 **Board Reference Book and Web Site.** In addition to reports that the CEO may choose to make to the board, the CEO shall develop and maintain a Board Reference Book (BRB) with all pertinent documents to which board members might want to refer during board and committee meetings (e.g., articles, bylaws, organization chart, recent minutes, committee roster, list of key volunteers/consultants, board documents referred to in this BPM, etc.). In addition, the board requests that the CEO maintain, as funding is available, a secure Internet web site for board members to allow them to access relevant data and reports on a timely basis. The CEO, or his designee, shall notify board members as new key information is posted to the board web site, currently located at:
https://safnetorg.sharepoint.com/Board%20of%20Directors/SitePages/Home.aspx

Part 5: Executive Parameters

5.1 **General Guidance**. The purpose of the remainder of the BPM is to detail those executive parameters that will guide the CEO and the staff as they accomplish the mission. These parameters are intended to free the CEO and the staff to make timely decisions without undue board directives. The board expects that the CEO will do nothing that is illegal, unethical, or imprudent. Beyond these general parameters, the board details its executive parameters in the major sections that follow in Part 5.

5.2 **Finance Parameters**. The CEO must ensure that the financial integrity of the organization is maintained at all times; that proper care is exercised in the receiving, processing, and disbursing of funds; and that financial and nonfinancial assets are appropriately protected.

5.2.1 **Budgeting**. The budget during any fiscal period shall not (a) deviate materially from the board's goals and priorities listed in Part 2, (b) risk fiscal jeopardy, or (c) fail to show a generally acceptable level of foresight. In every budget year, the CEO will submit to the Finance Committee and the board for consideration: A balanced budget based only on the use of anticipated Program annual revenues and expenses plus, if needed, payout from the General Fund investments consistent with the Board's General Fund policy. Accordingly, the CEO may not cause or allow budgeting that:

5.2.1.1 Contains too little detail to (a) enable accurate projection of revenues and expenses, (b) separate capital items from operational items, (c) monitor cash flow and subsequent audit trails, and (d) disclose planning assumptions.

5.2.1.2 Anticipates the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

5.2.1.3 Anticipates reducing the General Fund balance at year-end to less than the floor established in the SAF General Fund Policy or does not clearly state what the current Reserve balance, floor and ceiling are.

5.2.1.4 Provides less than $60,000 for board prerogatives during the year, such as costs of the annual audit, board development, and legal fees.

5.2.1.5 Is not derived from the strategic plan or other planning documents.

5.2.2 **Financial Controls.** The CEO must exercise care in accounting for and protecting the financial assets of the organization. To this end, the CEO is expected to incorporate generally accepted accounting principles and internal controls in the financial systems that are employed in the organization and may operate tactically within the annually approved budget to meet programmatic objectives. In addition, the CEO may not:

5.2.2.1 Receive, process, or disburse funds under controls insufficient to meet the board-appointed auditor's standards.

5.2.2.2 Approve any major expenditure or commitment without bringing a recommendation to the Finance Committee for approval through normal board procedure.

5.2.2.3 The CEO will provide quarterly budget analysis reports to the Finance and Investment Committee reflecting deviations in projected revenue or expenses from the Board approved budget. The report will include staff actions taken, plans for additional actions, and any recommendations for Board action regarding significant deviations from projected revenue or expenses by program area. A general guideline for determining significance is ten-percent of any program area's projected revenue or expenses, or deviation from Board policy. The Finance and Investment Committee will report areas of concern and make recommendations as needed to the Board.

5.2.2.4 The CEO will report revenue not projected and included in the approved budget in excess of $50,000 to the Finance and Investment Committee, along with a recommendation for utilization or investment of the revenue. The Finance and Investment Committee will report and recommend to the Board how such revenue should be utilized or invested.

5.2.3 **Asset Protection**. The CEO may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the CEO may not:

5.2.3.1 Fail to insure against theft and casualty losses to at least 80 percent of replacement cost and against liability losses to board members, staff, or the organization itself beyond the minimally acceptable prudent level.

5.2.3.2 Allow non-bonded personnel access to material amounts of funds.

5.2.3.3 Subject office equipment to improper wear and tear or insufficient maintenance.

5.2.3.4 Unnecessarily expose the organization, its board, or its staff to claims of liability.

5.2.3.5 Make any major purchase of services, equipment or capital expense over $50,000 without sealed bids or some other demonstrably prudent method of acquisition of quality goods, or any purchase of over $15,000 without a written record of competitive prices, or any purchase wherein normally prudent protection against conflict of interest has not been provided.

5.2.3.6 Acquire, encumber, or dispose of real property without board approval.

5.2.3.7 Commit or expend reserve funds contrary to the SAF Reserve Policy found in the BRB.

5.2.4 **Investment Principles.** The CEO may not invest or hold operating capital in methods, approaches, or instruments contrary to the SAF Investment Policy found in the BRB.

5.3 **Program Parameters**. In general, the CEO is expected to establish, maintain, and eliminate programs and services to achieve the organization's mission and goals in the most effective and efficient manner. Programs are defined as major organizational units or efforts designed to meet the mission and strategic goals of the organization.

5.3.1 The CEO, in consultation with the Board, should manage total, paid, and student member classes to maintain stable or increasing membership numbers and revenues. They should improve or maintain member retention and improvement. The Board recognizes the challenges associated with doing so due to the large classes of Golden members and those nearing retirement age. Primary strategies include maintaining or improving membership retention rates, increasing student participation, and recruiting younger members.

5.3.2 The Board recognizes that marketing efforts, such as non-member convention registration rates that include membership offset by the increased registration cost, are an effective method to increase membership numbers and total revenue and decrease member acquisition costs.

5.3.3 New programs with an expected budget exceeding $50,000 must be approved by the board. Those programs now approved include: Publications, Convention and Meetings, Science and Education, Member Services, Policy, and Public Affairs.

5.3.4 At least one major program shall be assessed for effectiveness by an outside evaluator or the Audit committee every year, with a written report being made available to the board.

5.3.5 Any program executed in partnership with another organization shall include a full, comprehensive cost-benefit analysis prior to final approval.

5.3.6 It is the board's policy that the SAF education accreditation programs at all levels will be "third-party" certified or otherwise credentialed on a reasonably efficient timeframe not to exceed every five years, and such programs will be maintained to stated standards.

5.4 **Advancement Parameters**. The various efforts to represent the organization to the public (media, public relations, fund-raising, new member recruitment, etc.) shall be integrated sufficiently that the organization's brand/positioning in the external world is positive and effective.

Revenue Development Strategy. The CEO shall develop and maintain a revenue development plan that, at a minimum, includes non-dues revenue, direct mail, major donor initiatives, planned giving, and Web-based giving. Such plan shall be provided to board members for review each March, along with results for each initiative. Total direct and indirect expenses for fund-raising shall not exceed 10 percent of the total budget.

5.4.1.1 **Donor Bill of Rights**. The CEO shall develop a Donor Bill of Rights and provide the latest version to the board; this shall include, among other things, the following restrictions: the CEO may not allow the names of donors to be revealed outside the organization, represent to a donor that an action will be taken that violates board policies, fail to honor a request from a donor as to how her/his contribution is to be allocated, fail to confirm receipt of a donor's contribution, or fail to send a donor an annual summary of donations.

5.4.1.2 **Training**. The CEO shall ensure that appropriate members of the board and staff receive annual training in new fund-raising techniques and shall budget for such expenses.

5.4.2 **Public Affairs.** The CEO shall exercise care in representing that we are a charitable, mission-centered, listening organization and shall develop policies and procedures for communicating with primary stakeholders and the public at large in a way that reinforces that image.

5.4.2.1 **Communications Plan**. The CEO shall develop and maintain a communications plan, shared with the board as appropriate, that describes how the organization will communicate with its various stakeholders. The plan shall identify the stakeholder segments, how the organization will both speak and listen to each segment, and who is allowed to speak for the organization. The plan shall also include the role of board members both as "listeners" and as "speakers" for the organization.

5.4.2.2 **Communications Restrictions**. To preserve our image in the community, the CEO and any designee are the only spokespersons authorized to speak for the organization, and the chair is the only spokesperson for the board. None of the spokespersons may represent the organization in any way that is inconsistent with the policies in Part 2 of this BPM; make statements that may be perceived as supporting a political party or platform; be the author of an article, book, or publication that includes classified or sensitive information about the organization; or engage in lobbying activities at any governmental level without prior permission from the board.

5.5 **Audit and Compliance Parameters.** The CEO shall take the necessary steps to ensure the integrity of our systems and procedures; to see that they comply with all pertinent legal, regulatory, and professional requirements; and to report to the board any material variations or

violations.

    5.5.1   **Annual External Audit**. The Audit Committee will approve the selection of the independent auditor and monitor the supervision of the auditor by the CEO. The CEO shall work with the auditor to gain a clean opinion on the annual financial statements and respond in detail to items in the auditor's management letter concerning opportunities to improve systems and procedures related to financial controls.

    5.5.2   **Internal Compliance**. The CEO shall meet all requirements for complying with federal, state, or local laws and regulations. The CEO shall maintain a list of compliance actions and reports that are required of a nonprofit organization and periodically submit the list for inspection by the Audit Committee. On a biennial basis, starting in 2016, the CEO shall contract for a legal review of the organization's compliance with the pertinent laws and regulations and make the results of the review available to the Audit Committee, which, in turn, will report to the board on the overall status of the organization with respect to compliance matters, including any current problems or anticipated problems with regulatory authorities.

5.6   **Transparency.** The CEO will ensure that governance and financial information is available to the membership and the public.

    5.6.1   The following information will be posted to the SAF public website including:

        5.6.1.1 The audited financial statements for the past five years. Audited financial statements will be posted within 30-days of acceptance by the Board.

        5.6.1.2 Internal Revenue Service (IRS) Form 990, 990-T, and the group return for state societies for the past five years. These will be posted within 30-days of submission to the IRS.

    5.6.2   The following information will be posted to the members'-only website including:

        5.6.2.1 Membership data by member classes will be published in an annual report and posted to the members' only website.

        5.6.2.2 The annual operating budget for each year within 30-days of passage by the Board.

        5.6.2.3 Board meeting minutes within 30-days of approval by the Board.

    5.6.3   The CEO will ensure SAF continues to provide information to the public through the GuideStar website and will link to that site from the SAF public website.

Part 6: Other Policies

6.1   **Ethics**. The SAF Ethics Committee is responsible for hearing and investigating ethics charges, sustaining or dismissing charges, and determining what disciplinary measures shall be imposed.

    6.1.1   The Ethics Committee is authorized to review the facts and findings of all prior ethics cases, where such cases may provide precedent or guidance to the Committee in reaching a decision. The Committee shall maintain confidentiality with respect to all past cases. All material related to ethics cases shall be securely stored under the control of the CEO. After resolution of an ethics case, the Chair forwards the completed case files and all related confidential materials of each committee member to the CEO for proper safekeeping or disposition. The Committee will report directly through its Chair to the President, as required.

    6.1.2   The Ethics Committee shall serve in an advisory capacity to persons who are considering charges of unethical conduct but are unclear as to the meaning or relevance of specific principles and pledges in a given situation. Such requests for guidance shall be kept anonymous, including those against whom charges may be brought. Any guidance provided by the Committee shall be restricted to only the general relevance of specific principles and pledges or the Code of Ethics as a whole to the particular situation.

6.2   **Diversity and Inclusion**. The Society of American Foresters is committed to diversity and inclusion in our leadership, membership, programs, and activities. SAF seeks to connect with

those who value foresters and their benefits, creating an abundance of dedicated professionals and volunteers eager and willing to advance the sustainable management of our forest resources. SAF strives to promote an environment designed to embrace our differences in which all community members are welcomed and valued. Successfully engaging people with diverse backgrounds and perspectives strengthens our communities, provides essential resources, and creates thriving forests. Broad participation by diverse people within our membership, the forestry community, partner organizations, landowners, and other stakeholders is essential to fulfilling our mission.

Board Policies Manual for the
Sample Organization
April 30, 2022

Part 1: Introduction and Administration

This Board Policies Manual (BPM) contains all current standing (on-going) policies adopted by the Board of Directors (Board) of the Sample Organization (Sample) since the initial approval on _____.

1.1 **Reasons for Adoption**. The reasons for adopting this BPM include:

* Efficiency of having all on-going Board policies in one place
* Ability to quickly orient new Board members and key staff to current policies
* Elimination of redundant or conflicting policies over time
* Ease of reviewing current policy when considering new issues
* Clear, pro-active policies to guide the Executive Director (ED).
* Reduce risks of losing organizational integrity from unexpected events

1.2 **Consistency and Context of Policies**. Each policy in this document is expected to be consistent with the law, the Articles of Incorporation, and Bylaws, all of which have precedence over these Board policies. Except for time-limited or procedural-only Board decisions (approve past minutes, approve a budget, etc.), which are recorded in regular Board minutes, all standing policies are to be included or referenced in this document. The ED is responsible for developing organizational and administrative policies and procedures that are always consistent with this BPM.

The context of this BPM is within a hierarchy of policies by which <u>authority flows down</u> and <u>accountability flows up</u>. The table below illustrates the relationship of the policies that govern Sample. Policies at each level must be consistent with all levels above.

Policies	Authority/Issuing Body
1. Laws and Applicable Regulations	Federal/State/Local Government
2. Regulations Governing Profession	Professional Governing Body
3. Articles of Incorporation	State of [State]
4. Bylaws	Members of Sample
5. Board Policies Manual	Board of Directors
6. Organizational Policies	ED

1.3 **Transition**. Whether adopted in whole or in part, as soon as some version of the BPM is voted on as the "one voice" of the Board, those policies are deemed to supersede any past policy that might be found in old minutes or any compilation of Board policies over the years, unless a prior Board resolution or contract

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obligates the organization to a specific matter. If any actual or apparent conflict arises between the BPM and other policies or Board resolutions, the matter is to be resolved by the Chair or the entire Board as may be appropriate.

1.4 **Changes**. These policies are meant to be referenced regularly and revised to reflect new situations or changes in the Board's wisdom. The ED shall help the Board formulate new language in the BPM by distributing proposed changes in advance, which have been highlighted for readers to review easily. <u>Any final change to this BPM must be approved by a majority of Board members attending an official Board meeting.</u> Any Board member as well as the ED may submit proposed changes. Proposed changes often will be referred to and reviewed by an appropriate committee before being considered by the Board for action. Whenever changes are adopted, a new document is dated and quickly made available to Board members and key staff. The previous version shall be retained for future reference if needed.

1.5 **Specificity and Context of Policies**. Each new policy will be drafted to fit in the appropriate Part and Section within the BPM. Conceptually, policies are drafted from the "outside in," i.e., the broadest policy stated first, then the next broadest, down to the level of detail that the Board finds appropriate for Board action. Beyond this level, management is afforded discretion as to how it implements the policies in this BPM.

1.7 **Maintenance of Policies**. The Secretary shall ensure that BPM policies are recorded correctly. The ED or his or her designee shall maintain the policies file and provide updated digital copies to Board members whenever policies change, or upon request. The Board shall periodically request legal counsel to review this BPM to ensure compliance with all applicable laws. The contents of documents incorporated by reference in the BPM are considered Board policies even though they are housed in separate publications.

Part 2: Organization Essentials

Sections 2.1 through 2.4.10 are direct statements from the Bylaws of the Sample and therefore any changes or amendments to these statements are subject to the requirements clearly stated in the Bylaws,

2.1 Vision: [State vision]

2.2 Mission: [State mission]

2.3 Values: [State Values]

2.4 Objectives [Identify Objectives]

2.5 Strategic Plans. The Board is expected to think strategically at all times. The ED is expected to develop a staff strategic plan based on the policies in this BPM, update it as necessary, link major activities in the plan to the relevant sections of this BPM, and provide copies of the plan to the Board for information by [insert a date] each year (See Exhibit 1 for latest copy of the Strategic Plan).

2.6 Current Priorities. [State current priorities]

Part 3: Board Structure and Processes

3.1 Governing Style. The Board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, and pro-activity rather than reactivity. In this spirit, the Board seeks to:

3.1.1   Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline may apply to matters such as attendance, respect of clarified roles, maintaining confidentialities, leaving questions about organizational activities and issues to the ED, speaking to management and the public with one voice, and self-policing of any tendency to stray from the governance structure and process adopted in these Board policies.

3.1.2   Be accountable to its members and the general public for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the Board to usurp this role or hinder this commitment.

3.1.3   Monitor and regularly discuss the Board's own process and performance, seeking to ensure the continuity of its governance functions by selection of capable directors, orientation and training, and evaluation.

3.1.4   Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, will be responsible for Board performance.

3.2   Board Job Description. The job of the Board is to lead the organization toward desired performance and help ensure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job, the Board will endeavor to:

3.2.1   Determine the current priorities and goals/outcomes within the mission of Sample and hold the ED accountable for developing a staff strategic plan to accomplish these based on BPM policies.

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3.2.2   Determine the parameters within which the ED is expected to achieve the goals/outcomes.

3.2.3   Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.

3.2.4   Maintain and constantly improve all on-going policies of the Board in this BPM.

3.2.5   Select, fairly compensate, nurture, evaluate annually and, if necessary, terminate the ED, who functions as the Board's sole agent.

3.2.6   Ensure financial solvency and integrity through policies and behavior, including help as volunteers in fundraising.

3.2.7   Require periodic financial, legal, and other external audits to ensure compliance with the law and good practices.

3.2.8   Evaluate and constantly improve the Board's performance as the governing Board and set expectations for Board members' involvement as volunteers.

3.3   Board Member Criteria. In nominating members for the Board, the Board Nominating Committee will be guided by the Board-approved profile. (See Addendum A).

3.4   Orientation. Prior to election, each nominee will be given this BPM along with adequate briefings on the role of the Board, officers, and staff, along with an overview of programs, plans, and finances. Soon after election, each new Board member will be given additional comprehensive orientation material and training.

3.5   Chair's Role. The primary role of the Chair is to chair the Board and maintain the integrity of the Board's process. The Chair manages the Board and is the only Board member authorized to speak for the Board, except when he/she delegates the role of spokesperson for a particular situation or issue.

The Chair ensures that the Board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to Board policy, clearly belong to the Board to decide, not staff.

The authority of the Chair consists only in making decisions on behalf of the Board that fall within and are consistent with any reasonable interpretation of Board policies. The Chair has no authority to impose policies beyond those created by the Board. Therefore, the Chair has no authority to supervise or

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direct the ED's work, but is expected to maintain close communication, offer advice, and provide encouragement to the ED and staff on behalf of the Board.

3.6   Board Meetings. Policies that are intended to improve the process for planning and running meetings follow:

3.6.1. The schedule for Board meetings shall be set for upcoming year?

3.6.2. The ED will work with the Chair and committee chairs in developing agendas which, along with background materials for the Board and committees, monitoring reports, the ED's recommendations for changes in the BPM, previous minutes, etc. shall be sent to all Board members no later than one week prior to Board meeting dates.

3.6.3   Minutes and the updated BPM shall be sent to Board members within 14 days of Board meetings.

3.6.4   Regular Board meetings shall be held quarterly (two virtual and two in-person), preceded by a reminder notice approximately 14 days in advance of the meeting date. The third quarter (August/September) meeting shall include a review of the planning, budgeting for the upcoming year. The fourth quarter (November/December) meeting shall include a review of the performance of the ED and the organization for the past year carried out in accordance to BPM Section 4.5. Special Board meetings may be called in accordance with the Bylaws.

3.6.5   The Governance Committee shall prepare a meeting evaluation survey for completion by each Board member who attends the Board meeting. The completed surveys will be reviewed, analyzed, and summarized by the Governance Committee, which will report the results of the meeting evaluation to the Board members within two weeks of the Board meeting.

3.6.6   The Chair shall employ a "consent agenda" (meeting minutes, financials, committee reports, etc.) approach for all regular meetings. The list of items on the consent agenda shall accompany the advance material to the Board mentioned in Section 3.6.2. At the beginning of each regular meeting, any item on the consent agenda shall be moved to regular discussion at the request of any Board member. Otherwise, the items on the list shall be approved without a formal vote of the Board.

3.6.7   The Chair shall conduct the Board meetings in a manner that encourages open, honest discussion and fair consideration of the views of each Board member. If a Board member challenges a ruling of the Chair, the matter will be settled by a vote of the members. Where possible, the Chair shall seek a consensus on decisions and policy-making. Where the timing of a decision

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dictates, however, he or she may accept a majority decision where there is no clear consensus.

3.7   **Board Committees.** Board Committees help the Board be effective and efficient. They speak "to the Board" and not "for the Board." Unless authorized by the whole Board, a committee may not exercise authority that is reserved to the whole Board by the Bylaws or by the laws of Tennessee governing not-for-profit organizations. Committees are not created to advise or exercise authority over staff. Once committees are created by the Board, the Chair will recommend committee chairs and members for one-year terms, subject to Board approval. Committee chairs and members may be extended for additional terms with Board approval. The Chair and the ED are *ex officio* members of all committees. The ED, or a designee, shall assist the work of each committee.

3.7.1   **Governance Committee.** This committee recommends policies to the Board pertaining to governance issues and processes including the orientation and training of new Board members, the evaluation of Board meetings using the meeting evaluation form in Meeting Feedback Form (Addendum C), the evaluation of the contribution of individual Board members and officers, and the recommendation of Bylaw changes.

3.7.2   **Finance Committee.** This committee develops and recommends to the Board those financial policies, plans, and courses of action that provide for mission accomplishment and organizational financial well-being. Consistent with this responsibility, it reviews the annual budget and submits it to the Board for its approval. In addition, the committee makes policy recommendations with regard to the level and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures, internal accounting controls, and other policies for inclusion in this BPM that the committee determines are advisable for effective financial management. This committee also recommends external auditors for Board approval; reviews the external auditors' annual audit plan; and reviews the annual report, management letter, and the results of the external audit; provides oversight of regulatory compliance, policies, and practices regarding corporate responsibility and ethics, and business conduct-related activities, including compliance with Federal, state, and local laws governing tax-exempt entities.

3.7.4   **Executive Committee.** This committee includes the Chair, Vice Chair, Secretary, and Treasurer. Except for the actions enumerated below, it has authority to act for the Board on all matters so long as the Executive Committee determines that (1) it cannot wait for the next Board meeting to take such action and (2) a conference call with the remaining Board members cannot be arranged within the time the matter needs a decision or action. With respect to any action taken on behalf of the Board, (1) the Executive

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Committee shall report the action to the Board within 10 days and (2) the Board must ratify the action at the next Board meeting.

The Executive Committee is **not** authorized to make decisions with respect to the following matters:

3.7.5.1	Dissolve the organization
3.7.5.2	Hire or fire the ED
3.7.5.3	Enter into major contracts or sue another entity
3.7.5.4	Make significant changes to a Board-approved budget
3.7.5.5	Adopt or eliminate major programs
3.7.5.6	Buy or sell property
3.7.5.7	Change any policy the Board determines requires a Board vote.

3.8 **Management Committees.** The ED may establish committees to serve as advisors to him or her in carrying out specific operational functions. Current Management Committees established by the ED include:
- [list Management Committees]

3.9 **Advisory Councils and Task Forces.** To increase its knowledge base and depth of available expertise, the Board supports the use of councils and task forces of qualified advisers. Councils may be established by the ED to work at his or her behest to provide counsel and work products associated with matters relating the mission of Sample. Current councils established by the ED include:
  [List Councils]

Task Force refers to any group appointed by the ED or the Chair to assist him or her in carrying out various tasks that have time-limited goals and responsibilities. Although either the Chair or the ED may form a task force, he or she shall notify the Board of its formation, purpose, and membership within 10 days of its formation.

3.10 **Board Members' Code of Conduct.** The Board expects of itself and its members ethical and businesslike conduct. Board members must represent unconflicted loyalty to the interests of the entire organization, superseding any conflicting loyalty such to family members or friends, a business, advocacy or interest groups, and membership on other Boards or staffs. Board members shall avoid any conflict of interest with respect to their fiduciary responsibility. There shall be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.

Board members shall make no judgments of the ED or staff performance except as their performance is assessed against explicit Board policies and agreed upon written personal and professional performance objectives following each annual performance review of the ED by the Board.

Each Board member is expected to complete and sign an Annual Affirmation and Conflict of Interest Statement (See Addendum B), which covers, inter alia, Board conflicts of interest, in accordance with the laws of Tennessee governing nonprofit organizations, and other expectations of Board members.

3.11 Board Finances. Every Board member (other than the ED/staff) is expected to serve as an unpaid volunteer and be a donor of record beyond his or her dues in each calendar year. Although expenses incurred to fulfill Board activities normally qualify as an individual tax deduction, Board members may be reimbursed for expenses incurred to attend Board or committee meetings.

Part 4: Board – ED/Staff Relationship

4.1 Delegation to the Executive Director (ED). While the Board job is generally confined to establishing high-level policies, implementation and subsidiary policy development is delegated to the ED.

4.1.1 All Board authority delegated to staff is delegated through the ED, so that all authority and accountability of staff -- as far as the Board is concerned -- is considered to be the authority and accountability of the ED.

4.1.2 Organizational Essentials policies (Part 2) direct the ED to achieve certain results. Executive Parameters policies (Part 5) define the acceptable boundaries of prudence and ethics within which the ED is expected to operate. The ED is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consistent with laws and regulations and any reasonable interpretation of the Board's policies in this BPM.

4.1.3. The Board may change its policies during any meeting, thereby shifting the boundary between Board and ED domains. Consequently, the Board may change the latitude of choice given to the ED. However, when the ED operates within his or her delegation, Board members will respect and support ED choices. This does not prevent the Board from obtaining information in the delegated areas.

4.1.4 Except when a person or committee has been authorized by the Board to incur some amount of staff time and expense for study of an issue, no Board member, officer, or committee has authority over the ED or staff. Only officers or committee chairs may request information, but if such request -- in the ED's judgment -- requires a material amount of staff time or funds or is disruptive, it

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may be refused until the Chair determines that the work is critical for Board work and should be completed.

4.2   ED Job Description. As the Board's single official link to the operating organization, ED job performance will be considered to be synonymous with organizational performance as a whole. Consequently, the ED's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals, and (b) organization operations within the boundaries of the law, prudence and ethics established in Board policies on Executive Parameters in Part 5.

4.3   Communications and Counsel to the Board. With respect to providing information and counsel to the Board, the ED is expected to keep the Board informed about matters essential to carrying out its policy duties. Accordingly, the ED is expected to:

4.3.1   Report to the Chair any personal actions or behavior which could potentially discredit the integrity of the ED and/or the organization. The Chair and the ED are expected to report such things to the Board, engage outside counsel as appropriate, and handle them in the best interests of the organization. If the Board finds the EDs actions unethical or immoral, suspension or termination may be the result.

4.3.2   Inform the Board of relevant trends, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established, always presenting information in as clear and concise formats as possible.

4.3.3   Relate to the Board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the Board.

4.3.4   Report immediately any actual or anticipated material noncompliance with a policy of the Board, along with suggested modifications to this BPM.

4.4   Monitoring Executive Performance.
The purpose of monitoring is to determine the degree to which the mission is being accomplished and Board policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of three ways:

4.4.1   Direct Board inspection: Discovery of compliance information by a Board member, a committee, or the Board as a whole. This includes Board inspection of documents, activities, or circumstances that allows a "prudent person" test of policy compliance.

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4.4.2 External report: Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the Board. Such reports must assess executive performance only against legal requirements or policies of the Board, with suggestions from the external party as to how the organization can improve itself, including changes to this BPM.

4.4.3 ED Reports: The ED is expected to help the Board determine what tracking data are possible to measure progress/outcomes in achieving the mission and goals and conforming with Board policies. Currently, the Board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the BPM:

4.4.3.1 Monthly: Informal ED reports on achievements, problems, Board notices, etc.

4.4.3.2 Quarterly: One or two-page "dashboard" report showing agreed upon key indicators that track designated financial and program outcomes over a three-year period;

4.4.3.3 Semi-Annually: (A) Income statement with comparison to previous year; (B) Balance sheet; (C) Cash flow projections; (D) [Insert other reports that the Board may define.]

4.4.3.4 Annually: Within 45 days of the end of the fiscal year, with respect to that year: (A) End of year income statement against budget; (B) Balance sheet; (C) External audit report

4.5 Annual ED Performance Review. A performance evaluation task force, comprising the Chair, Vice Chair, and a Board member chosen by the ED shall oversee a formal evaluation of the ED annually, focusing on (1) achievement of organizational goals, (2) other specific goals the Board and ED have agreed upon in advance, (3) ED's written self-evaluation, and (4) invited comments from all Board members after they have seen the self-evaluation. The Chair shall serve as chair of the task force. Fourteen days prior to the November/December Board meeting, the ED shall prepare and send to the Board a self-evaluation of his/her performance for the past year, giving specific attention to the personal and organizational goals established at the beginning of the year. The November/December Board meeting shall include an Executive Session in which individual Board members will comment on the ED's self-evaluation and any other factors bearing on the ED's performance. The Task Force shall consolidate the input from Board members, prepare an evaluation of the ED, deliver it to the ED in person, and allow the ED to react to its contents. After meeting with the ED, the task force will report on its review to the Board including recommendations on the ED's compensation, which the Chair shall communicate to the ED.

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During this process, the ED and the Board will agree on any specific, personal performance goals for the year ahead. These goals shall be documented in a letter to the ED from the Chair and will become the primary basis for assessing the ED's performance at the end of the next year. At least every three years, the task force may consider inviting other input in a "360" review, including feedback from staff, peers in the sector, and individuals outside the organization who have interacted with the ED.

4.6 **Staff Compensation**. With respect to treatment of paid and volunteer staff, the ED shall build a climate of trust and determine policies based on competent legal counsel. The ED is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. Salaries will be set within between 80% and 100% of the mean for salaries of organizations of similar size, budget, and location according to well-respected and relevant survey data. Benefits will include those normally associated with similar organizations.

4.7 **Staff Treatment.** Regarding treatment of staff, the ED may not cause or allow conditions that are inhumane, unfair, or undignified. He/she may not:

4.7.1 Discriminate among employees on other than clearly job-related individual performance or qualifications.

4.7.2 Fail to take reasonable steps to protect staff from unsafe or unhealthy conditions.

4.7.3 Withhold from staff a due-process, unbiased grievance procedure.

4.7.4 Discriminate against any staff member for expressing an ethical dissent.

4.7.5 Prevent staff from grieving to the Board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that Board policy has been violated to his or her detriment.

4.7.6 Violate Federal, state, or local laws pertaining to employees of similar organizations.

4.7.7 Fail to adopt procedures protecting whistle-blowers from repercussions associated with their reporting of a perceived violation.

4.7.8 Fail to acquaint staff members with their rights under this policy.

4.8 **Employee Manual.** The ED shall (A) develop and maintain an employee manual that is reviewed periodically by competent legal counsel and (B) provide copies to the Board for information.

Part 5 – Executive Parameters

The purpose of Part 5 is to detail those Executive Parameters that guide the ED and the staff as they accomplish the mission. These parameters are intended to free the ED and staff to make timely decisions without undue Board directives.

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Overall, the Board expects that the ED will do nothing that is illegal, unethical, immoral, or clearly imprudent. The ED is expected to develop and, when necessary, seek Board review and/or approval, of documents required by government agencies such as the IRS and other accrediting or financial standards organizations applicable to Sample. In addition to these general expectations, the Board details its Executive Parameters in the following sections.

5.1 **Finance General.** The ED shall ensure that the financial integrity of the organization is maintained at all times, plus he or she shall:

5.1.1 Exercise proper care in the receiving, processing, and disbursing of funds;

5.1.2 Ensure the end-of-year financials show at least a 1% addition to reserves, unless a different percentage is authorized by the Board;

5.1.3 Ensure that financial and non-financial assets are appropriately protected.

5.2 **Financial Controls**. The ED shall exercise care in the accounting for and protection of the financial assets of the organization. To this end, the ED shall incorporate generally accepted accounting principles and internal controls in the financial systems. In addition, the ED may not:

5.2.1 Receive, process, or disburse funds under controls insufficient to meet the Board-appointed auditor's standards.

5.2.2 Approve an unbudgeted expenditure or commitment of greater than $1000 without approval of the full Board.

5.2.3 Approve an unbudgeted expenditure or commitment of $ 500 without approval of the Finance Committee.

5.3 **Asset Protection.** The ED may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. The ED may not:

5.3.1 Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff, or the organization itself beyond the minimally acceptable prudent level.

5.3.2   Subject equipment to improper wear and tear or insufficient maintenance.

5.3.3 Unnecessarily expose the organization, its Board, or staff to claims of liability.

5.3.4 Make any major purchase of over $5000 without sealed bids or other demonstrably prudent acquisition of quality goods, or any purchase of over $2000 without written record of competitive prices, or any purchase wherein normally prudent protection has not been given against conflict of interest.

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5.3.5   Acquire, encumber, or dispose of real property without Board approval.

5.4   **Investment Principles.** The ED may not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.

5.5   **Programs.** To channel the organization's limited resources to where it can have the greatest impact the Board will maintain a list of priority issues in BPM Section 2.6. Unless given specific authority otherwise, the Executive Director and staff shall focus on those priority issues.

5.6   **Advancement [For future use]**

5.7   **Audit and Compliance [For future use]**

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Profile for Selecting New Directors to
The Board of Sample

I.   Each board candidate must:
      A.   Have a commitment to the Organizational Essentials of Sample
      B.   Is known as a team player
      C.   Has demonstrated an affinity for the Mission of the Sample.
      D.   _____

II.   As an organization, we desire a board that:
      A.   Reflects a range of Sample programs
      B.   Comprises at least 75% of members who are [state criterion]
      C.   Reflects diversity in age, geography, expertise, and skills
      D.   _____

III.   In addition to meeting the criteria in Category I and to helping the board meet Category II, it is desirable for individual directors or prospective directors to bring at least one of the traits below. The Nominating Committee will use this list to evaluate prospective directors to sustain a board that is best equipped to serve Sample.

	Our ideal Board has persons with talents in one or more of the categories below:	Directors who have	Prospects who have
A	Experience on other nonprofit boards		
B	Legal expertise		
C	Financial expertise		
D	Human Resources expertise		
E	Development expertise		
	Other (specify)		

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Annual Affirmation Statement

At the beginning of his or her first year and annually prior to subsequent years of Board service, each Board member shall sign this document to affirm:
- having read the Board members' Code of Conduct,
- his/her willingness and ability to serve responsibly for the upcoming year, and
- his/her compliance with the Conflict-of-Interest Policy.

Board Member's Code of Conduct

1. Each member of the Board shall obey all Federal, state, and local laws and regulations applicable to Board members.

2. Members of the Board will conduct the business affairs of the Sample in good faith and with honesty, integrity, due diligence, and reasonable competence.

3. Except as the Board may otherwise require or as otherwise required by law, no Board member shall share, copy, reproduce, transmit, divulge, or otherwise disclose any confidential information related to the affairs of Sample. Each member of the Board will uphold the strict confidentiality of all meetings and other deliberations and communications of the Board.

4. Members of the Board will exercise proper authority and good judgment in their interactions with fellow members, Sample staff, and the general public and will respond to the needs of the Sample members in a responsible, respectful, and professional manner.

5. No member of the Board will use any information provided by Sample or acquired because of the Board member's service to Sample in any manner other than in furtherance of his or her board duties. Further, Board members shall not misuse Sample property or resources.

6. Upon termination of service, a retiring or resigning Board member shall promptly return to the staff all documents, electronic and hard files, reference materials, and other property entrusted to the Board member for the purpose of fulfilling his or her job responsibilities. Such return will not abrogate the retiring Board member from his or her continuing obligations of confidentiality with respect to information acquired during his or her tenure on the Board.

7. Each Board member shall act in the best interest of Sample not for personal or third-party gain or financial enrichment. When encountering potential conflicts of interest, Board members will identify the conflict and, as required, remove themselves from all discussion and voting on the matter. Specifically,

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Board members shall follow these guidelines:

- Avoid placing (and avoid the appearance of placing) one's own self-interest or any third-party interest above that of Sample.

- Do not abuse Board membership by improperly using Board membership or the staff, services, equipment, resources, or property for personal or third-party gain or pleasure; board members shall not represent to third parties that their authority as a Board member extends further than it actually extends.

- Do not engage in any outside business, professional or other activities that could directly or indirectly materially adversely affect Sample.

- Do not engage in or facilitate any discriminatory or harassing behavior directed toward staff, members, officers, directors, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to Sample;

- Do not solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such donor with respect to matters pertaining to Sample without fully disclosing such items to the Board; and

- Provide goods or services to Sample as a paid vendor only after full disclosure to and advance approval by the Board.

Affirmation Statement

1. I affirm I will continue to be an active Board member and attend all Board and committee meetings unless I notify the Chair in advance.

2. I affirm having read and agree to abide by the Sample bylaws, Conflict of Interest policy, the Board Members Code of Conduct, and the BPM.

3. I affirm that if, during the coming year, I am unable or unwilling to continue to serve, attend meetings, and execute my responsibilities as a Board member, I will resign my position so the Board may benefit from the full support an active Board member.

Conflict of Interest

Purpose: To establish the guidelines and authority to assist the Board in identifying, disclosing, and resolving potential conflicts of interest.

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A. Scope: This policy applies to each member of the Board.

B. Fiduciary Responsibility:
1. Members of the Board serve our mission and have a clear obligation to conduct all affairs of the Sample in an upright and honest manner. Each person should make necessary decisions using good judgment and ethical and moral considerations.

2. All decisions of the Board are to be made solely based on a desire to promote the best interests of our mission.

3. To avoid appearance of a conflict of interest, members of the Board agree to place the welfare of Sample above their financial interests, those of family members, or others involved in the financial affairs of Sample.

C. Disclosure
1. <u>Specific Disclosure</u>: Members of the Board shall disclose fully the precise nature of their interest or involvement when participating in any transaction involving Sample in which another party to the transaction includes:

- Himself or herself;

- A member of his/her family (spouse, parents, brothers, sisters, children, or any other immediate relative); or

- An organization with which the Board member's family is affiliated.

Disclosure shall be made at the first knowledge of a transaction.

2. <u>General Disclosure</u>: Members of the Board shall disclose all relationships and business affiliations which may now, or in the future, potentially conflict with the interests of Sample or bring personal gain to them or their family or business. If any member of the Board or a member of his or her family acts in one or more of the following capacities, disclosure must be made:

- An officer, director, trustee, partner, employee, or agent of an organization with which Sample has business dealings.

- An actual owner or beneficiary of more than 1% of voting stock or controlling interest of an organization with which Sample has business dealings.

- A consultant for an organization; or has any other direct or indirect dealings with an individual or organization from which he or she is

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materially benefiting (e.g., through the receipt, directly or indirectly, of cash, gifts, or other property).

3. <u>Reporting of Disclosures</u>: All disclosures as they apply to staff will be handled by the ED. All disclosures as they apply to members of the Board shall be listed at the end of this document and will be referred to the Chair. Information disclosed to the Chair or the ED will be held in confidence, except when the best interests of Sample would be served by bringing the information to the attention of the Board.

4. <u>Determination of Possible Conflict of Interest Disclosure Letter</u>: Any individual who is uncertain about a conflict of interest shall disclose such possible conflict to the appropriate individual as noted above.

    Each member of the Board will complete and update any disclosure or suspected disclosure annually at the time of signing this document. If a potential conflict of interest arises subsequent to the submission of this annual document, the Board member is responsible for disclosing such occurrence as soon as possible, but not later than 30 days after the occurrence. After receiving acknowledgment that the disclosure letter has been received, the member of the Board shall be entitled to act as though no conflict of interest exists unless he or she is notified otherwise by the ED or the Chair within 60 days of filing the letter.

5. <u>Failure to Disclose</u>: Each member of the Board who is requested to file this Conflict-of-Interest Statement recognizes that such filing is a requirement for continued service on the Board.

D. Restraint on Participation:
Members of the Board who have a conflict of interest in any matter may be asked by the Board to refrain from participating in the consideration of the proposed transaction. The person or persons involved may be asked to refrain from voting. However, for special reasons, the Board may request information or interpretation from the conflicted person or persons involved.

PLEASE NOTE ANY KNOWN CONFLICT OF INTEREST HERE:

By my signature below, I certify that I:
- have read and will comply with the Board members' Code of Conduct,
- am willing and able to serve responsibly for the upcoming year, and
- am in compliance with the Conflict-of-Interest Policy.

Signed_____ Date_____

Print Name_____

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Board of Directors Meeting
Feedback Form

Meeting Date _____

Please check the box that reflects your level of agreement
with the various statements

	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
A	Agenda and advanced materials were well-prepared and timely distributed.				
B	Topics discussed were at an appropriate level for the board.				
C	Board members were well-prepared.				
D	Diverse opinions were encouraged & respected.				
E	The meeting was efficiently run.				

Please add any comments about this meeting and/or suggestions for future meetings.

_____

_____

_____

_____

_____

_____

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Statement of Work
for
Professional Consulting Services for
Development and Initial Implementation of Governance Policy
for
The Oregon Board of Forestry, the Oregon State Forester,
and the Oregon Department of Forestry
by
Seely Management Consulting, Inc.

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Summary

In recent years, the Oregon Board of Forestry (BOF), the Oregon State Forester (State Forester), and the Oregon Department of Forestry (ODF) have expressed formal and informal interest in improving BOF governance through the development of formal, written policy in partnership with the State Forester. Circumstances have now led to a desire to move forward with this endeavor.

Through this proposal and statement of work, Seely Management Consulting, Inc. (SMC), through its President and Principal Clark W. Seely, is offering to provide professional consulting services to the BOF, the State Forester, and the ODF to develop and initially implement a set of written governance policies to help guide the BOF and the State Forester in their individual and collective governance and leadership work, thus better serving the citizens of Oregon through the effective accomplishment of goals, objectives, and strategies to produce desired outputs and outcomes.

Statement of Work

Professional consulting work will be provided by SMC through company President and Principal Clark W. Seely to the BOF, the State Forester, and ODF. The project work will be accomplished in four phases as follows:

Phase 1 – Project Initiation, Scoping and Assessment

Description	This phase includes initiation of the project with participation in the 2022 annual BOF planning retreat, the development and agreement of the detailed project plan, and scoping and assessment of the current Board and State Forester governance policies and insights. This scoping and assessment work will consist primarily of (1) participation in the BOF October 2022 planning retreat, leading the BOF through background for governance and a 'primer' on good governance through policy development; (2) searching and identification of existing relevant written governance policies in law, administrative rules, and other written policy; and (3) conducting brief personal interviews with BOF members, the State Forester, key ODF leadership staff, and key external players, (e.g., the Oregon Governor's Natural Resources Policy Staff,

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	representatives of the Oregon Department of Administrative Services, Oregon Department of Justice, etc.) to gain insights and perspectives on current governance conditions and future desired conditions.
Timing	It is anticipated that this phase will span approximately twelve weeks in total.
Primary Deliverables	1.1 Participation in the BOF October 2022 Annual Planning Retreat including agenda item development and presentation on the concepts of board governance through policy. 1.2 A detailed project plan outlining tasks, sequencing, and responsibilities. 1.3 A written report summarizing the results of the scoping and assessment phase, delivered to the Chair of the BOF, the State Forester, and the designated ODF staff representative.

Phase 2 – Governance Policy Development

Description	This phase includes the development of formal, written governance policy for the BOF and State Forester. The work will be accomplished in a draft/final iterative and staged process using the "Good Governance" model, framework, and template of Fredric L. Laughlin and Robert C. Andringa, as outlined in their book, *Good Governance for Nonprofits* (© 2007, American Management Association) and accompanying written resources. Mr. Seely will lead the development process, working in coordination with the BOF Chair, assigned BOF member(s), the State Forester, and designated ODF staff. This phase will include a legal review of draft work products by the ODF legal counsel at the Oregon Department of Justice.
Timing	Depending upon the overall 2023 BOF meeting schedule and the agenda load of the BOF meetings in the first half of 2023, it is anticipated that this phase will span approximately six months in total.
Primary Deliverables	2.1 Iterative drafts of a written BOF Governance Policy document, including legal review by the Oregon Department of Justice. 2.2 As needed, periodic BOF meeting agenda items to provide updates of development progress. 2.3 A final draft of a written BOF Governance Policy document.

Phase 3 – Governance Policy Adoption

Description	This phase includes the formal adoption of the BOF Governance Policy document by the BOF during one of its 2023 meetings. Mr. Seely will develop the agenda item for this approval step and lead the BOF through discussion and adoption.

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Timing	This phase includes one day during a 2023 BOF meeting. The timing depends on the scheduling of BOF meetings and the alignment of the completion of the final draft policy document and the BOF schedule.
Primary Deliverables	3.1 A BOF meeting agenda item to recommended adoption by the BOF of the Governance Policy document.

Phase 4 – Governance Policy Implementation and Support

Description	This phase includes the initial implementation of the BOF Governance Policy and initial support to the BOF, the State Forester, and ODF staff in creating and adoption of 'best practices' for implementation. This 'best practices' approach will include recommendations for developing an electronic repository for the key BOF documents to provide effective and efficient use of material by BOF members and key ODF staff. This phase will also include training and support by Mr. Seely to the ODF Executive Team regarding BOF/State Forester joint leadership responsibilities under the BOF Governance Policy.
Timing	It is anticipated that this phase will span approximately eight weeks in total.
Primary Deliverables	4.1 A written set of 'best practices' for implementation, including a BOF meeting agenda item to share the best practices implementation approach. 4.2 Training to the ODF Executive Team on joint leadership under BOF governance policy. 4.3 As needed, initial support and assistance to the BOF Chair, the State Forester, and key ODF staff regarding governance policy implementation.

If the general timing outlined above is maintained, it is anticipated that the project would be completed by the end of August 2023 (depending on the BOF 2023 meeting schedule and agenda load).

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