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

Wednesday, April 27 and 28, 2022

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

April 27, Wednesday – Community Social 5:30 p.m. – 7 p.m.

The Board will meet informally with community leaders and members of the public at the OSU Cascade Campus – 1500 SW Chandler Ave, Bend, OR 97702 - Edward J. Ray Hall Atrium

April 28, Thursday – Field Tour: Focus on Living with Fire. 9 a.m – 4 p.m.

Board tour of fire-resilient communities, mitigation treatment sites, and examples of post-fire recovery. The itinerary will be posted a week leading to the tour date. Members of the public wishing to join the tour are asked to bring their lunch and provide their own transportation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DRAFT Board of Forestry Special Meeting Minutes

August 24, 2021

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Item # Page #

1. SENATE BILL 762 WILDLAND URBAN INTERFACE DEFINITION 1

Items listed in order heard.

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

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

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

Board Members Present by Video:
Karla S. Chambers
Ben Deumling
Chandra Ferrari
Joe Justice
Brenda McComb
Jim Kelly

Board Members Absent:
None

ACTION AND INFORMATION:

1. SENATE BILL 762 WILDLAND-URBAN INTERFACE DEFINITION
   Listen to audio MP3 – (1 hour, 7 minutes, and 3 seconds– 30.6 MB)
   View video on YouTube (1:16:15)
   Presentation (Attachment 1)

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

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

Tim Holschbach, Deputy Chief of Policy and Planning, outlined the objectives of the presentation and presented the legal requirements for defining the wildland-urban interface, providing examples of

internationally recognized interpretations of this specific term. He reviewed the RAC duration, processes to determine the language for the wildland-urban interface definition, and polling outcomes. He shared the Department's recommendation for the definition of the wildland-urban interface and the request to initiate public hearings. Holschbach closed by noting if the Board accepted the Department's recommendations, a series of steps will be taken to ensure the Board and Department meet the statutory assigned deadlines as prescribed in Senate Bill 762.

Legislator Testimony:

- Senator Jeff Golden noted the importance of completing the rule actions as outlined to ensure Senate Bill 762 provisions are implemented on the ground relative to risk reduction and mitigation. He expressed the challenges of accomplishing a complex project with various stakeholders in due haste and appreciated the Board's commitment to ensuring this work is completed in a timely manner. He offered context for Senate Bill 762, emphasized the significance of the risk mapping element, and described how the wildland-urban interface (WUI) definition will provide structure for the mapping. Senator Golden shared a range of social and industry-related perspectives that responded to the development of Senate Bill 762, describing how many opinions were expressed on the bill's outcomes and concerns about these outcomes that may impact Oregonians. He highlighted the mechanisms that were included in the bill to allow for the public, industry, and stakeholders to address their concerns. He suggested the WUI definition be general enough for the risk mapping to take place, allowing space for the RACs to fill in the finer details to mitigate and reduce the degree of risk posed for communities, property, and human life in Oregon. Senator Golden closed by thanking the Department for its efforts in coordinating, planning, and responding to fires during the current 2021 season.
- Oregon House of Representatives submitted written testimony (attachment 2) to clarify legislative intent and to offer additional context behind the actions taken by the legislature relative to discussions on the wildland-urban interface definition and its interconnectivity with elements of legislation included in Senate Bill 762. The representatives noted the goal of the new law and thanked the department for their professionalism while working through several rulemakings in order to fully implement these provisions of law.

Public Testimony:

- Peggy Lynch from the League of Women Voters of Oregon aired support for the Department's recommendation for the definition of the wildland-urban interface. She looked forward to remaining engaged as this rulemaking process and subsequent rulemaking actions progressed. She shared a personal reflection on how the risk of fire can impact Oregonians.
- Amanda Astor from Associated Oregon Loggers aired opposition to the Department's recommendation for the definition of the wildland-urban interface as presented. Asserted the broad definition does not focus on the finite resources for the Department to implement sections 18-20 of Senate Bill 762 nor assist the Oregon State Fire Marshall's effort to determine the enforcement of the regulatory provisions for this definition. She offered an alternative definition.
- Kyle Williams from Oregon Forest Industries Council cautioned the Board about accepting the Department's recommendation for the definition of the wildland-urban interface, as it may have implications for regulatory overreach, but remains committed to the rulemaking process as the next steps will be to refine the words and further define the meanings of the WUI in Oregon.
- Mary Anne Cooper from Oregon Farm Bureau Federation shared concern with the Board about accepting the Department's recommendation for the definition of the wildland-urban interface. She explained how the Agricultural community has experienced impacts from broadly defined

regulations, noted the lack of space to fully discuss narrowing the definition, and described her perception of the legislators' level of agreement around this definition from the last session.

- Mary Kyle McCurdy from 1000 Friends provided written testimony (attachment 3) in support of the Department's recommendation for the definition of the wildland-urban interface and provided a series of points to move forward at this time. She offered the organization's perspective on the department's assessment of the fiscal impact analysis.
- Chief Roger Johnson et al, from the Oregon Fire Chiefs Association provided written testimony (attachment 4) in support of the Department's recommendation for the definition of the wildland-urban interface and provided reasons for supporting this definition relative to the greater risk-reduction goal.
- Phil Sollins provided written testimony (attachment 5) in support of the Department's recommendation for the definition of the wildland-urban interface but aired caution with the inclusion of the word 'or' and how this may impact the WUI scope. He provided an example to illustrate the connection between wildland and structural fires, from shrubs to forested areas.
- Email campaign titled *overly broad WUI definition needs modification* requested further clarification of the wildland-urban definition as presented. The campaign proposed alternative wording with the reasoning behind the suggested adjustments (attachment 6).

Board Discussion:

- Board recognized the perspectives expressed by the agricultural and forest industry relative to narrowing down the ownership of risk and minimizing costs that may be associated to compliance with regulations. Expressed understanding of how this will be further determined through the mapping efforts, recognized stakeholders' concerns, and discussed how the Board can ask to revisit this definition if this process does not produce effective results or fulfill the legislative targets included in Senate Bill 762.
- Board noted the role of federal lands in reducing the level of wildfire risk, and how little funding is available to mitigate this risk.
- Board reviewed how widely the presented definition is being used and how widely applicable this definition can be. Department explained how this definition is consistent across the western end of the United States for the basis of defensible space identification of the WUI and provides a framework that allows flexibility as the criteria are developed and applicability is determined.
- Board inquired from the department on which format is recommended for the Board to codify their commitment to providing clarity in subsequent rulemaking for the meanings and criteria associated with the definition. Department explained for continuity the same RAC members will be asked to participate in the subsequent rulemaking to determine the WUI criteria. Chair Kelly reminded everyone in the meeting that this is not the end of the process and is hopeful of the continued engagement by the RAC members and stakeholders will produce reasonable results.

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

member Justice if they are willing to withdraw their motion, so the Board could vote on the staff recommendations as presented.

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

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

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

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

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

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

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

Respectfully submitted,
/s/ Nancy Hirsch

Nancy Hirsch, Acting State Forester and
Secretary to the Board

Agenda Item No:	B
Work Plan:	Administrative
Topic:	Financial Dashboard
Presentation Title:	Department Financial Report for March 2022
Date of Presentation:	April 27, 2022
Contact Information:	Bill Herber, Deputy Director for Administration (503) 945-7203, bill.herber@oregon.gov

SUMMARY AND CONTEXT

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

BACKGROUND AND ANALYSIS

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

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

NEXT STEPS

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

ATTACHMENTS

1) Department of Forestry Financial Report for March 2022

Oregon
Kate Brown, Governor

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

April 1, 2022

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

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

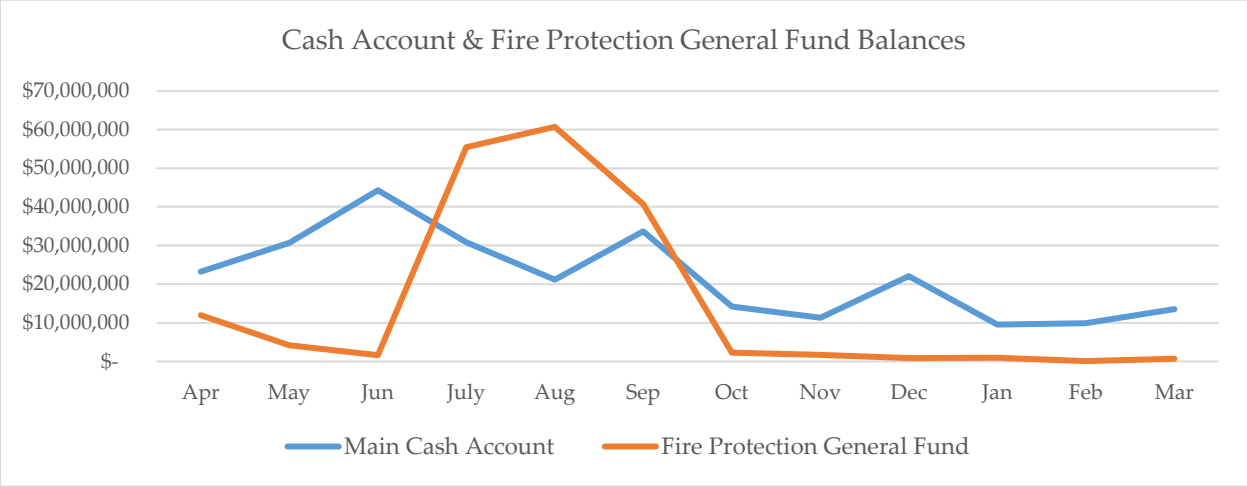
Dear Co-Chairs,

Cash and General Fund Balances

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

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

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



Financial Projections

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

Table 1 - Financial Projections through April 2022

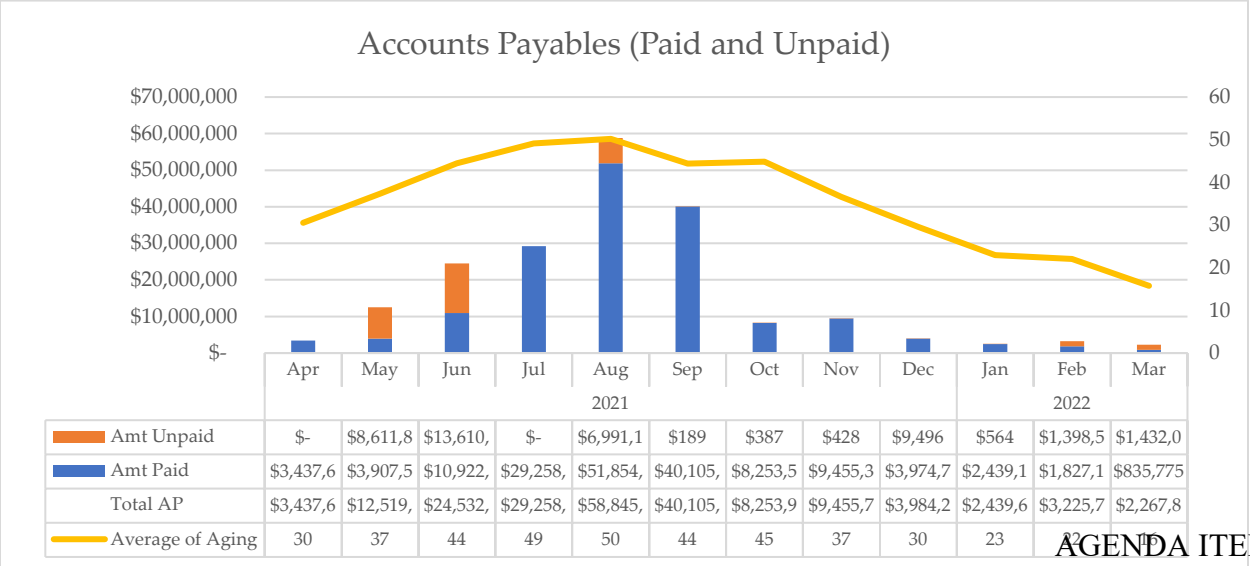
	Feb-22		Mar-22	Apr-22
	Projection	Actual	Projection	Projection
Total Revenue	$33,217,197.81	$9,241,790.03	$29,888,050.54	$17,174,378.09
Total Expenditures	-$12,666,094.36	-$8,427,878.81	-$15,610,121.57	-$13,616,800.63
Net Total Exp/Rev	$20,551,103.44	$813,911.22	$14,277,928.97	$3,557,577.47
Beginning Cash Balance	$15,618,253.67	$15,618,253.67	$16,432,164.89	$30,710,093.86
End of Month Cash Balance	$36,169,357.11	$16,432,164.89	$30,710,093.86	$34,267,671.33
Available GF Appr	$25,595,268.81	$31,963,757.98	$26,255,990.94	$20,738,482.79
Available Resources	$55,547,908.23	$40,850,628.91*	$49,420,790.84*	$47,460,860.16*

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

Accounts Payables

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

Figure 4 - Accounts Payable as of March 21, 2022



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	2021									2022		
Amt Unpaid	$-	$8,611,8	$13,610,	$-	$6,991,1	$189	$387	$428	$9,496	$564	$1,398,5	$1,432,0
Amt Paid	$3,437,6	$3,907,5	$10,922,	$29,258,	$51,854,	$40,105,	$8,253,5	$9,455,3	$3,974,7	$2,439,1	$1,827,1	$835,775
Total AP	$3,437,6	$12,519,	$24,532,	$29,258,	$58,845,	$40,105,	$8,253,9	$9,455,7	$3,984,2	$2,439,6	$3,225,7	$2,267,8
Average of Aging	30	37	44	49	50	44	45	37	30	23	22	17

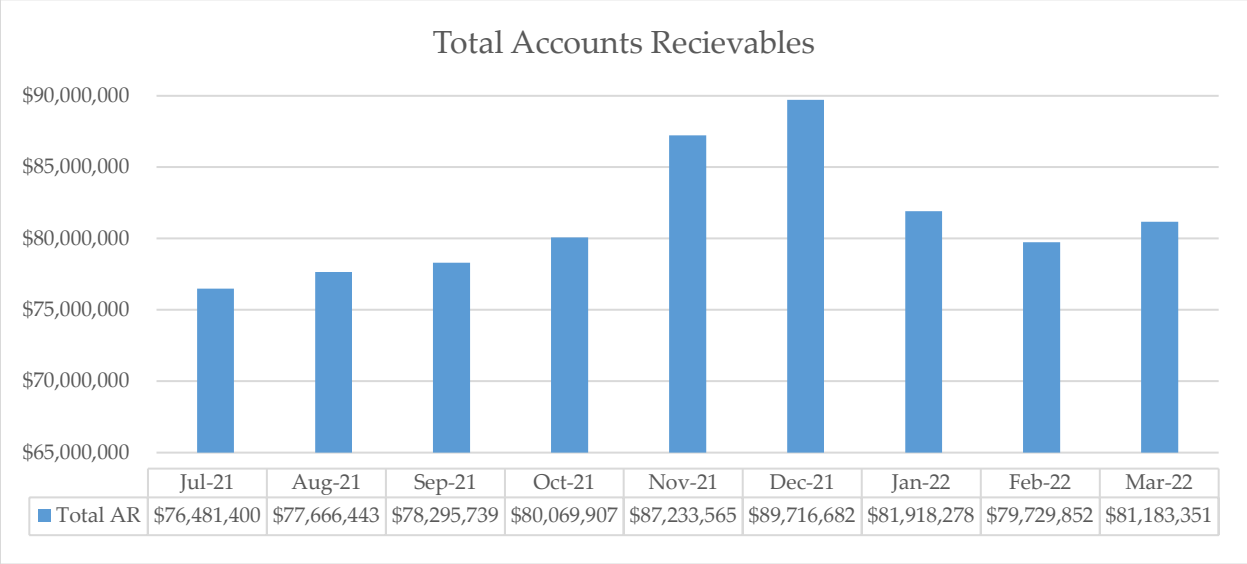
Accounts Receivables

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

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

	0 to 30 Days	31 to 60 Days	61 to 90 Days	91 to 120 Days	Over 120 Days
State	$511,518.67	$36,026.47	$786,830.06	$34,886.58	$1,275,867.56
Private	$9,455,033.34	$23,850.06	$27,598.92	$138,649.15	$6,448,852.40
Local Govt	$49,319.20	$807.00	$30,900.78	$-	$520,810.81
Federal	$403,501.36	$2,322,956.15	$114,993.94	$203,046.93	$58,797,902.55
Total	$10,419,372.57	$2,383,639.68	$960,323.70	$376,582.66	$67,043,433.32

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



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Total AR	$76,481,400	$77,666,443	$78,295,739	$80,069,907	$87,233,565	$89,716,682	$81,918,278	$79,729,852	$81,183,351

Large Fire Costs

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

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

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

Fire Protection Large Fire Cost Summary								
Fire Season	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**Total**
Fire Costs	76.48	20.74	60.98	109.34	34.26	139.8	129.2	570.8
Currently Invoiced	(0.33)	(0.07)	(0.17)	(1.39)	(0.24)	(59.65)	(1.83)	(63.68)
Outstanding to Invoice	-	-	(0.07)	(0.38)	(0.48)	(15.13)	(58.94)	(75.00)

MGO Update

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

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

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

Sincerely,

Cal Mukumoto
Oregon State Forester

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

Agenda Item No.:	C
Work Plan:	Administrative
Topic:	Board Governance Performance Self-Evaluation
Presentation Title:	2022 Board Governance Performance Self-Evaluation
Date of Presentation:	April 27, 2022
Contact Information:	Sabrina Perez, Senior Strategy Manager (503) 945-7311 sabrina.perez@odf.oregon.gov

SUMMARY

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

CONTEXT

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

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

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

RECOMMENDATION

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

NEXT STEPS

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

ATTACHMENTS

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

Oregon Board of Forestry
2022 Governance Performance Measure
Best Practices Self-Evaluation Criteria

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

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

2022 Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
1. **Executive Director's performance expectations are current.** *The Board understands this to mean that the State Forester's Position Description is current.* Comments:				
2. **Executive Director's performance has been evaluated in the last year.** *The Board understands this to mean that the State Forester's Position Description is current and that the annual performance appraisal has been completed.* Comments:				
3. **The agency's mission and high-level goals are current and applicable.** *The Board understands this to mean that the agency's strategic initiatives and priorities are current.* Comments:				
4. **The Board reviews the *Annual Performance Progress Report*.** *The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.* Comments:				
5. **The Board is appropriately involved in review of agency's key communications.** *The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.* Comments:				
6. **The Board is appropriately involved in policy-making activities.** *The Board understands this to mean those policy activities that particularly have a statewide perspective, including holding Board meetings at different geographic locations around the state.* Comments:				

Oregon Board of Forestry
2022 Governance Performance Measure
Best Practices Self-Evaluation Criteria

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

2022 Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
7. **The agency's policy option packages are aligned with their mission and goals.** *The Board understands this to mean the packages included in the biennial budget process as part of the Agency Request Budget.* Comments:				
8. **The Board reviews all proposed budgets.** *The Board understands this to mean the Department of Forestry's biennial budget at the Agency Request Budget level.* Comments:				
9. **The Board periodically reviews key financial information and audit findings.** *The Board understands this to mean significant financial issues and as audits are released.* Comments:				
10. **The Board is appropriately accounting for resources.** *The Board understands this to mean critical issues relating to human, financial, material and facilities resources by providing oversight in these areas. This means that the Board receives briefings on such issues as succession management, vacancies, the budget, and financial effects of the fire program.* Comments:				
11. **The agency adheres to accounting rules and other relevant financial controls.** *The Board understands this to mean the receipt of the annual statewide audit report from Secretary of State which highlights any variances in accounting rules or significant control weaknesses.* Comments:				
12. **Board members act in accordance with their roles as public representatives.** *The Board understands this to mean that they follow public meeting rules, the standard of conduct for Board members, and the public input process. Members received training and information from the Governor's Office upon appointment.* Comments:				

Oregon Board of Forestry
2022 Governance Performance Measure
Best Practices Self-Evaluation Criteria

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

2022 Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
13. **The Board coordinates with others where responsibilities and interests overlap.** *The Board understands this to mean other public agencies and boards with statutory authority connections or overlaps, e.g. the Forest Trust Land Counties, the Oregon Environmental Quality Commission/Department of Environmental Quality; the Oregon Fish and Wildlife Commission/Department of Fish and Wildlife; the State Land Board; local fire districts; the United States Forest Service; the Bureau of Land Management.* Comments:				
14. **The Board members identify and attend appropriate training sessions.** *The Board understands this to mean the workshops, symposia, and field tours that accompany some Board meetings, and that the Board receives adequate technical information.* Comments:				
15. **The Board reviews its management practices to ensure best practices are utilized.** *The Board understands this to mean carrying out this self-evaluation on an annual basis, conducting the annual Board work plan status check, and by conducting the periodic scan of issues on a biennial basis.* Comments:				
Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.				
16. **The Board values public input and transparency in conducting its work through outreach to and engagement of stakeholders and by using its work plan communication tools. The Board also values input and communications with its standing advisory committees, special ad hoc committees and panels and external committees with board interests.** Comments:				
Total Number (Criteria 1-15)				
Percentage of Total in Each Evaluation Category (Criteria 1-15)				
Percentage of Total in "Agree" and "Disagree" (Criteria 1-15)				

Oregon Board of Forestry
2022 Governance Performance Measure
Best Practices Self-Evaluation Criteria

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

Summary Questions for Consideration:

1. How are we doing?

2. What factors are affecting our results?

3. What needs to be done to improve future performance?

Oregon Board of Forestry
Governance Performance Measure
2021 Summary of Best Practices Performance Evaluations

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

Summary of Individual Board Member Evaluations – July 21, 2021

Key: Within Each Criteria:
#'s = Board member tally count
= range of ratings

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
1. Executive Director's performance expectations are current. *The Board understands this to mean that the State Forester's Position Description is current.* Comments: • Some changes will need to be made however generally the performance expectations are current. • It is current for the position when he was hired, but the PD needs to be updated. • We will be in active conversations shortly as we update the State Forester's job description in anticipation of initiating the search.	**0**	**4**	**1**	**0**
2. Executive Director's performance has been evaluated in the last year. *The Board understands this to mean that the State Forester's Position Description is current and that the annual performance appraisal has been completed.* Comments: • The State Foretser annual performance appraisal was completed. As said, the position description is about to be updated.	**1**	**4**	**0**	**0**

Oregon Board of Forestry
Governance Performance Measure
2021 Summary of Best Practices Performance Evaluations

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
3. The agency's mission and high-level goals are current and applicable. *The Board understands this to mean that the Board's Forestry Program for Oregon and Oregon Forest Practices Act/Rules are current.* Comments: • The strategic initiatives are current, but the approach to achieve them need to align better with expectations of the governor around climate actions and around priorities described by the majority of Oregonians (e.g., drinking water protection, use of chemicals). • The Forestry Program for Oregon should be updated every eight years. We will begin that process later this year. • Several need review and update, especially to reflect proactive response to climate change.	**0**	**3**	**2**	**0**
4. The Board reviews the *Annual Performance Progress Report*. *The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.* Comments: n/a	**0**	**5**	**0**	**0**
5. The Board is appropriately involved in review of agency's key communications. *The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.* Comments: • Oftentimes communications are sent out without board review although they may have been discussed in a board meeting. Final language was not reviewed. • The board should be more involved in policy communications with the legislature.	**0**	**3**	**2**	**0**
6. The Board is appropriately involved in policy-making activities. *The Board understands this to mean those policy activities that particularly have a statewide perspective, including holding Board meetings at different geographic locations around the state.* Comments: • The Board should be an active participant in the discussions between industry and the environmental community regarding modifying	**1**	**0**	**4**	**0**

Oregon Board of Forestry
Governance Performance Measure
2021 Summary of Best Practices Performance Evaluations

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
policies (e.g., the Siskiyou Rules, private lands, HCP possibilities, etc.) Covid-19 prevented holding meetings across the state. • We have not had a Board meeting outside of Salem in at least three years. • Covid limitations precluded holding Board meetings at different geographic locations around the state during 2020. Hope this is rectified "post COVID."				
7. The agency's policy option packages are aligned with their mission and goals. *The Board understands this to mean the packages included in the biennial budget process as part of the Agency Request Budget.* Comments: • Yes, in general but ODF POPs should align with and leverage POPs requested by other agencies to develop more collaborative approaches to policy development and day to day management. • Although, packages to reflect some Board priorities were not advanced (e.g., diversifying State Forest finances), presumably due to assessment of political realities.	**1**	**4**	**0**	**0**
8. The Board reviews all proposed budgets. *The Board understands this to mean the Department of Forestry's biennial budget at the Agency Request Budget level.* Comments: • Yes at a very high level. The detailed review by MGO revealed a need for more regular and more detailed review than the Board has been engaged with.	**1**	**4**	**0**	**0**
9. The Board periodically reviews key financial information and audit findings. *The Board understands this to mean significant financial issues and as audits are released.* Comments: • Not regularly enough. • While the Board does review financial information, past history indicates that the communication/review process is not adequate to prevent major problems. • This received greater attention during 2020 than previously, however, oversight still could be improved.	**1**	**3**	**1**	**0**

Oregon Board of Forestry
Governance Performance Measure
2021 Summary of Best Practices Performance Evaluations

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
10. The Board is appropriately accounting for resources. *The Board understands this to mean critical issues relating to human, financial, material and facilities resources by providing oversight in these areas. This means that the Board receives briefings on such issues as succession management, vacancies, the budget, and financial effects of the fire program.* Comments: • At a very high level. • But, see comment under previous item.	0	5 ↔	0	0
11. The agency adheres to accounting rules and other relevant financial controls. *The Board understands this to mean the receipt of the annual statewide audit report from Secretary of State which highlights any variances in accounting rules or significant control weaknesses.* Comments: • MGO report documents major deficiencies that need to be corrected.	0	4 ↔	1 ↔	0
12. Board members act in accordance with their roles as public representatives. *The Board understands this to mean that they follow public meeting rules, the standard of conduct for Board members, and the public input process. Members received training and information from the Governor's Office upon appointment.* Comments: n/a	1 ↔	4 ↔	0	0
13. The Board coordinates with others where responsibilities and interests overlap. *The Board understands this to mean other public agencies and boards with statutory authority connections or overlaps, e.g. the Forest Trust Land Counties, the Oregon Environmental Quality Commission/Department of Environmental Quality; the Oregon Fish and Wildlife Commission/Department of Fish and Wildlife; the State Land Board; local fire districts; the United States Forest Service; the Bureau of Land Management..* Comments: • We continue to push for more collaboration and coordination among state agencies. • For the most part this is true, however interagency/interboard coordination could be improved with the OFWC/ODFW particularly with respect to endangered/sensitive species management, and climate change.	1 ↔	4 ↔	0	0

Oregon Board of Forestry
Governance Performance Measure
2021 Summary of Best Practices Performance Evaluations

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
14. The Board members identify and attend appropriate training sessions. *The Board understands this to mean the workshops, symposia, and field tours that accompany some Board meetings, and that the Board receives adequate technical information.* Comments: • This has been true generally, however the COVID year conditions inhibited availability of and participation in training sessions.	**0**	**3**	**1**	**0**
15. The Board reviews its management practices to ensure best practices are utilized. *The Board understands this to mean carrying out this self-evaluation on an annual basis, conducting the annual Board work plan status check, and by conducting the periodic scan of issues on a biennial basis.* Comments: • Special attention should be given to this item during 2021 due to the high turnover in Board membership.	**0**	**5**	**0**	**0**
Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.				
16. The Board values public input and transparency in conducting its work through outreach to and engagement of stakeholders and by using its work plan communication tools. The Board also values input and communications with its standing advisory committees, special ad hoc committees and panels and external committees with board interests. Comments: n/a	**1**	**4**	**0**	**0**
Total Number (Criteria 1-15)	**7**	**55**	**12**	**0**
Percentage of Total in Each Evaluation Category (Criteria 1-15)	**9.46%**	**74.32%**	**16.22%**	**0%**
Percentage of Total in "Agree" and "Disagree" (Criteria 1-15)	**84%**		**16%**	

Oregon Board of Forestry
Governance Performance Measure
2021 Summary of Best Practices Performance Evaluations

Summary Questions for Consideration:

1. **How is the Board doing?**

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

2. **What factors are affecting the Board's results?**

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

3. **What needs to be done to improve future performance?**

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

Agenda Item No.:	D
Topic:	2021 Government-to-Government Report on Tribal Relations
Date Presented to Board:	April 27th, 2022
Contact Information:	Kyle Abraham, Deputy State Forester (503) 586-6527, Kyle.Abraham@odf.oregon.gov

SUMMARY

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

CONTEXT

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

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

RECOMMENDATION

This item is information only.

ATTACHMENT

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

2021 Government-to-Government Report on Tribal Relations

October 1, 2020 – September 30, 2021

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

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

A. Policy adopted under ORS 182.164

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

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

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

B. Developing and implementing programs that affect tribes

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

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

Executive Team

Cal Mukumoto Oregon State Forester 503-945-7211 cal.t.mukumoto@odf.oregon.govv	Kyle Abraham, Tribal Liaison Acting Deputy Director for Operations 503-945-7482 Kyle.Abraham@odf.oregon.gov	William J. Herber Deputy Director for Administration 503-945-7203 Bill.Herber@odf.oregon.gov
Josh Barnard Acting Forest Resources Division Chief 503-945-7493 Josh.Barnard@odf.oregon.gov	Michael Shaw Acting Fire Protection Division Chief 503-945-7204 Michael.H.Shaw@odf.oregon.gov	Liz F. Dent State Forests Division Chief 503-945-7351 Liz.F.Dent@odf.oregon.gov

Ryan Gordon Director, Planning Branch 503-945-7393 Ryan.P.Gordon@odf.oregon.gov	Joy Krawczyk Public Affairs Manager 503-945-7487 Joy.Krawczyk@odf.oregon.gov	Tricia Kershaw Human Resources Manager 503-945-7296 Patricia.E.Kershaw@odf.oregon.gov
Brian Pew Eastern Oregon Area Director 541-233-8741 Brian.Pew@odf.oregon.gov	Andy White Northwest Oregon Area Director 503-359-7496 Andrew.T.White@odf.oregon.gov	Dave Larson Southern Oregon Area Director 541-621-4101 Dave.Larson@odf.oregon.gov

Field Offices

Eastern Oregon Area

Central Oregon District Rob Pentzer, Acting District Forester 541-447-5658 Rob.S.Pentzer@odf.oregon.gov	Klamath-Lake District Dennis Lee, District Forester 541-883-5681 Dennis.Lee@odf.oregon.gov	Northeast Oregon District Matt Howard, District Forester 541-963-3168 Matt.Howard@odf.oregon.gov

Northwest Oregon Area

Astoria District Dan B. Goody, District Forester 503-325-5451 Dan.B.Goody@odf.oregon.gov	Forest Grove District Mike J. Cafferata, District Forester 503-359-7430 Mike.J.Cafferata@odf.oregon.gov	North Cascade District Steve V. Wilson, District Forester 503-859-4341 Steve.V.Wilson@odf.oregon.gov
Tillamook Forest Center Jennifer L. Magby, Director 503-815-7062 Jennifer.L.Magby@odf.oregon.gov	Tillamook District Kate J. Skinner, District Forester 503-815-7001 Kate.J.Skinner@odf.oregon.gov	West Oregon District Michael Curran, District Forester 541-929-9151 Michael.Curran@odf.oregon.gov

Southern Oregon Area

South Cascade District Chris Cline, District Forester 541-726-3588 Christopher.L.Cline@odf.oregon.gov	Southwest Oregon District Tyler McCarty, District Forester 541-664-3328 Tyler.McCarty@odf.oregon.gov	Western Lane District Ole Buch, District Forester 541-935-2283 Ole.Buch@odf.oregon.gov

Forest Protective Associations

Coos Forest Protective Association Mike E. Robison, District Manager 541-267-3161 Mike.E.Robison@odf.oregon.gov	Douglas Forest Protective Association Pat Skrip, District Manager 541-672-6507 Pat.Skrip@odf.oregon.gov	Walker Forest Protection Association R.D. Buell, District Manager 541-433-2451 RD.Buell@odf.oregon.gov

C. Process to identify which programs affect tribes

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

Fire protection

- Fuel hazard treatments.
- Fire liability on forest operations.
- Protection agreements.
- Firefighter training on how to protect cultural resources during emergency fire response.
- Working with incident management teams.

Forest health

- Management for resilient forests.
- Sudden oak death.
- Swiss needle cast.
- Emerald ash borer and collecting Oregon ash seeds.
- Annual insect and disease report.

Private forests

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

State forests

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

Federal Forest Restoration

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

Non-program-specific areas of interest

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

D. Promoting communications and relationships with tribes

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

Department-wide

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

- State-Tribal Cultural Resources Cluster.
- State-Tribal Natural Resources Workgroup.
- Intergovernmental Cultural Resource Council.
- Oregon Geographic Names Board.
- Legislative Commission on Indian Services, including discussions, summits, and Tribal Governments Day.
- Governor's Task Force on Tribal Cultural Items, including the cultural items survey.

Fire Protection

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

Private Forests

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

State Forests

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

Tribe-specific activities

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

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

NRCS and includes multi-faceted watershed level treatment on private lands to help protect and enhance habitat in the Upper Grande Ronde Watershed.

- The CTUIR contracts with the district to provide wildland fire protection on approximately 21,600 acres of fee lands within the district's protection that are owned and managed by the tribe. The Umatilla Agency of the Bureau of Indian Affairs has protection responsibilities for approximately 55,000 acres of Indian trust lands within the district. The CTUIR Fire Department has protection responsibility for all lands within the Umatilla Reservation. This checkerboard pattern of protection requires ODF, BIA and CTUIR Fire Department maintain a close working relationship. This relationship provides the residents of the CTUIR with an effective and responsive fire protection, fire prevention, and smoke management system.
    - This is the tenth season that the BIA used the Blue Mountain Interagency Dispatch Center as their primary dispatch center for fire activity, which continues to increase the level of coordination between BIA and ODF. ODF has continued to allow BIA to use ODF radio frequencies to dispatch crews, provide fire updates, and order shared resources (retardant aircraft, crews, etc.). A BIA frequency is available as back-up communications for both BIA and ODF fire resources if ODF's primary frequency were to go down.
    - The BIA, CTUIR, and ODF have mutual aid fire protection agreements that enable ODF's Pendleton Unit, the BIA Umatilla Agency, and the CTUIR Fire Department to assist each other with available firefighting resources as needed and available. The principal responsibility of the CTUIR Fire Department is structural protection, while BIA and ODF are primarily trained as wildland firefighters. Throughout fire season, there is communication between ODF, CTUIR, and BIA firefighters and fire managers. Close cooperation among the agencies continues to provide an effective fire protection system for all residents of the Umatilla Reservation, including private landowners within the reservation boundary.
    - In June 2018, an agreement was signed by ODF and the BIA for a cooperatively funded firefighter position. The first three years of this cooperatively funded position have been deemed a success by both the BIA and ODF. The cooperatively funded employee continues to gain hands on prescribed fire training and experience while helping the BIA develop prescribed fire plans for multiple burn units involving tribal fee and BIA trust lands within the CTUIR boundary. The co-funded employee played a critical role in the BIA successfully reintroducing fire to the landscape at a scale never seen before on the Umatilla Reservation in 2021.
    - ODF and BIA also hosted joint training during the 2021 season to meet the critical training needs of seasonal firefighters from both programs. This training allowed firefighters from all agencies to build a cohesive relationship which in turn helps both agencies provide the best service possible to all residents of the Umatilla Reservation.
- During the 2021 fire season, four fires occurred on ODF protection within the CTUIR boundary. Three of these fires were human caused and burned a total of 0.3 acres with a total estimated cost of $4,169.64. Only one lightning caused statistical fire occurred

within the CTUIR boundary in 2021 burning 1.3 acres and costing an estimated $2,021.60 to suppress. ODF provided mutual aid to the BIA on two additional fires burning on trust lands within the CTUIR boundary in 2021. The Jennings Creek fire burned 0.1 acres and the Kanine fire burned 10.6 acres.
    - ODF's Pendleton Unit received mutual aid from the BIA on one additional fire. On July 11th, the Government Mountain fire burned 5.6 acres northeast of Weston, Oregon. ODF in turn provided BIA fire resources training opportunities on this incident to help build fire qualifications within their program.
- ODF administers Oregon's Forest Practices Act on private lands within the reservation boundary of the CTUIR. Under the FPA, notifications of operations and permits to operate power-driven machinery are required on all private forest land operations. There are also separate tribal requirements around conducting forest activities.
    - Stewardship foresters coordinated with CTUIR forestry staff and private landowners regarding permit requirements for forest activities and assisted two private landowners with completing the required documents to obtain permits for forest activities.
    - ODF sent out 14 letters that dealt with potential Cultural Resources that referenced the Tribal Historic Preservation Officer.
- Both the CTUIR and ODF are active members of the Umatilla National Forest Collaborative Group and attend monthly meetings and participate with the local NRCS working group on topics such as opportunities to collaborate on large-scale forest restoration and fuels treatment projects within Umatilla County.

Burns Paiute Tribe

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

Confederated Tribes of Grand Ronde

- A series of Native American Heritage Month social media posts that were created in partnership with members of the Confederated Tribes of Grand Ronde and Confederated Tribes of Siletz Indians in 2019 were resurrected and posted to the Tillamook Forest Center's Facebook page in November 2020. This effort focused on a way to use ODF's platform to share information about cultural relationships to Oregon's forests in a modern context while elevating tribal voices and serving as advocates.
    - Some were also shared on ODF's main Facebook page, which has more than 50,000 followers.
- Two TFC interpretation and education staff members attended the *Confederated Tribes of the Grand Ronde Education Summit* as a continued effort toward strengthening tribal partnerships and incorporation of the tribal *Essential Understandings of Oregon Native Americans*, which highlights nine points of essential understanding that were created to serve as an introduction into the vast diversity of the Oregon Native American experience.
- Typically, the Tillamook Forest Center's interpretation and education team and the Chachalu Museum's Cultural Resources Department partner to provide professional

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

Confederated Tribes of Siletz

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

Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians

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

Confederated Tribes of Warm Springs and Central Oregon District

- The tribe, Central Oregon District staff, Central Oregon Fire Chiefs Association, and the Central Oregon Fire Operations Group participated in monthly fire meetings.

- District staff and tribal members participated in fire training together.
- The tribe and ODF's Central Oregon District (COD) worked together on the S-503 fire. *(See Section D → "Fire" for more information.)*

Coquille Indian Tribe and Coos Forest Protective Association

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

Cow Creek Band of Umpqua Tribe of Indians and Douglas Forest Protective Association

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

Klamath Tribes and Klamath-Lake District

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

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

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

- There was one significant fire on the Precious Lands Wildlife Management Area during the 2021 fire season. The Joseph Canyon fire was started by lightning on June 4, 2021 and burned a total of 7,610 acres. Burned acreage on tribal lands was estimated at 1,120 acres. The Wallowa Unit worked closely with Nez Perce resource advisors on the suppression repair work, which was completed in September.

E. Training opportunities and other educational events

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

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

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

This workgroup serves as an advisory group to the department's executive team on the department's policy and procedures documents on tribal government relations.

Agenda Item No.:	E
Work Plan:	Fire Protection Work Plan
Topic:	Ongoing Topic: Rangeland Protection Association Formation
Presentation Title:	Approval to Form Lower Bridge Rangeland Protection Association
Date of Presentation:	April 27, 2022
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 Deschutes and Jefferson counties, into the Oregon Protection System.

CONTEXT

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

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

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

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

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

RECOMMENDATION

The Department recommends the Board take the following action when it meets on April 27, 2022:

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

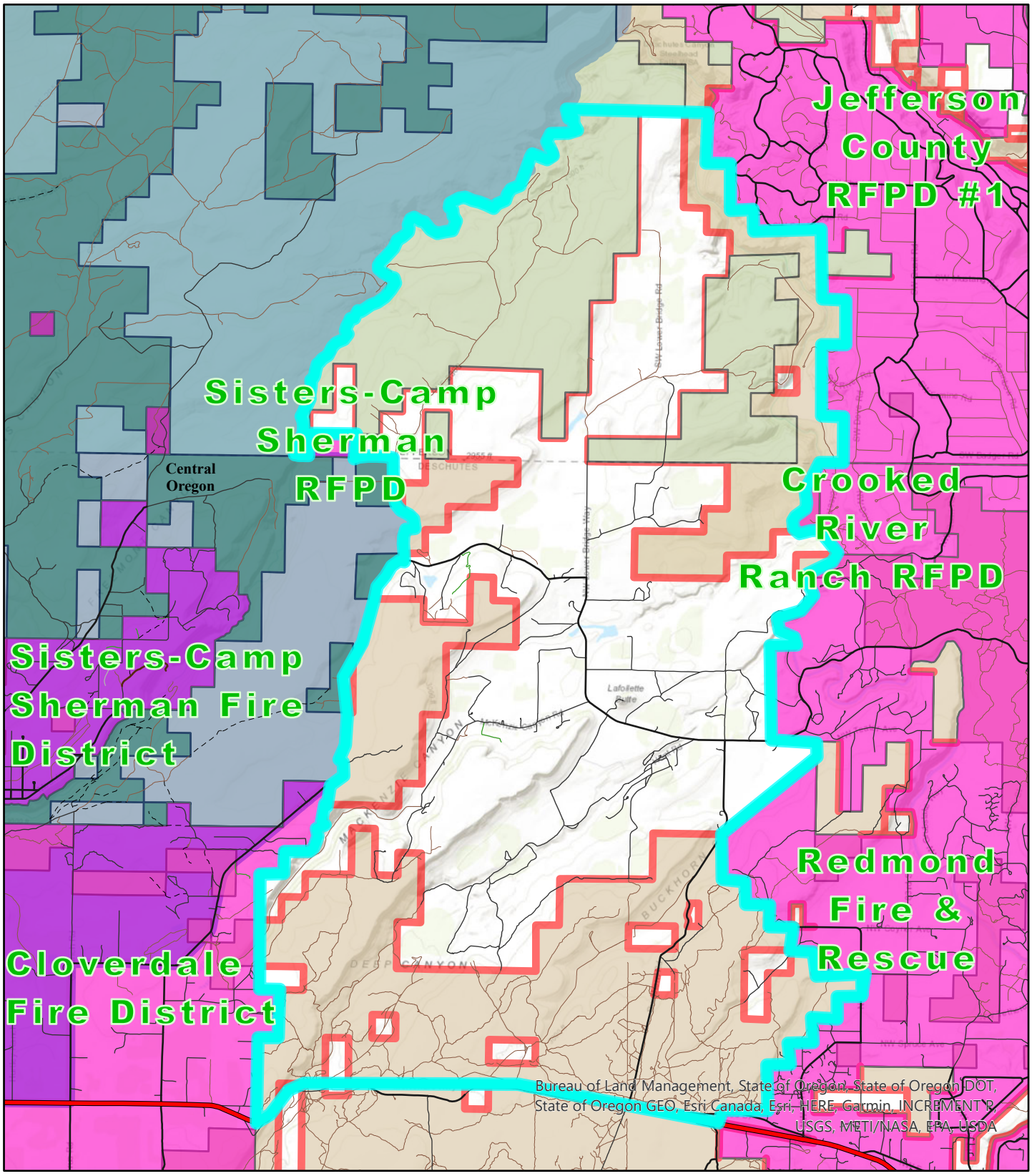
NEXT STEPS

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

ATTACHMENTS

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

Lower Bridge Proposed RFPA



- Towns

Road Types

PDMclass

- Interstate; Highway
- Paved; Highway exit
- All weather
- Dirt
- In UGB; Paved - Secondary Display
- Not Drivable; Blocked
- Mainline Rd
- Hiking trail
- 4wd trail
- Stub/driveway; Not a road

Protection Status

Protection Status 2021

- Structural Fire Protection
- BLM
- Forest Protection Association
- No known protection
- Other Federal
- Rangeland Protection Association
- USFS
- <all other values>
- ODF Forest Protection Districts
- Lower_Bridge_proposed_RFPA

AGENDA ITEM E
Attachment 1
Page 1 of 1

PUBLIC HEARING PARTICIPATION RECORD
REQUEST TO Form Lower Bridge AREA INTO THE OREGON PROTECTION SYSTEM UNDER ORS 477.320

Location: Sisters F.D Date: 3/28/22 Time: 19:00

PLEASE PRINT

NAME & ORGANIZATION	MAILING ADDRESS	TESTIMONY SUBMITTED WRITTEN	TESTIMONY SUBMITTED ORAL
Robin Galloway	71140 NW Lower Bridge Wy Terrebonne		Y
Ted W Netter	70535 NW Lower Bridge Wy Terrebonne		Y
Jim Ferrarin	15755 SW. Lower Bridge Way Terrebonne		Y
Andrew Myhra	US20 + Pine St Sisters, OR 97759		
MAGGIE STRAW	~~71170 NW Lower Bridge Wy 97760~~ P.O. Box 46 Sisters, OR 97759		Y
Rebecca Green	160 S Oak St, 100-106 Sisters OR 97759		
BRUCE YOUNG, STATE	71100 HOLMES Rd SISTERS 97759		X
John Shepherd	71120 Holmes Rd Sisters		X
Mariah Patel	70365 NW Lower Bridge Way Terrebonne 97760		X
Marc Thalacker	70960 NW Lower Bridge Way Terrebonne OR 97760		

AGENDA ITEM E
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Revised 20100301

PUBLIC HEARING PARTICIPATION RECORD
REQUEST TO Form Lower Bridge AREA INTO THE OREGON PROTECTION SYSTEM UNDER ORS 477.320

Location: _____ Date: _____ Time: _____

PLEASE PRINT

NAME & ORGANIZATION	MAILING ADDRESS	TESTIMONY SUBMITTED WRITTEN	TESTIMONY SUBMITTED ORAL
Ariel Cowan OSU Extension	3800 Airport way, Redmond 97756		X
James Osborne USFS-Central OR Fire Mgmt. Service	P.O. BOX 249 Sisters, OR 97759		X
ED KEITH DESCHUTES County	1300 NW WALL ST BEND, OR 97703		X
Andrew Myhra USFS - COFMS	US20 & Pine St Sisters, OR 97759		
Peyton Malachier	70960 NW Lower Bridge Way Terrebonne		
Heather Miller - OSFM	3565 Trelstad Ave SE Salem, OR 97317		
Jon Sattler	70355 Mckenzie Canyon Rd		
Gia Matzinger	70355 Mckenzie Canyon Rd.		
Sarah Lawrence Ashanti Samuels	71290 Holmes rd Sisters OR 97759		

AGENDA ITEM E
Attachment 2
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Revised 20100301

Date: March 29, 2022

To: Oregon Board of Forestry

From: Marvin J. Vetter, Rangeland Fire Protection Coordinator

Subject: Hearing Officer's Report on Lower Bridge Landowner Hearing ORS 477.320(1)

Hearing Information

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

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

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

Summary of Oral Comments

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

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

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

Summary of Written Comments

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

/s/ Marvin J. Vetter
Marvin J. Vetter
Rangeland Fire Protection Coordinator
Eastern Oregon Area

DESCHUTES COUNTY

BOARD OF COUNTY COMMISSIONERS

March 9, 2022

Oregon Department of Forestry
2600 State Street
Salem, OR 97310

RE: Lower Bridge Rangeland Fire Protection Association

Dear State Board of Forestry,

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

Sincerely,

DESCHUTES COUNTY BOARD OF COMMISSIONERS

Patti Adair, Chair

Anthony DeBone, Vice Chair

Phil Chang, Commissioner

1300 NW Wall Street Bend, Oregon 97703
(541) 388-6572 board@deschutes.org www.deschutes.org

M-052-22

JEFFERSON COUNTY
BOARD OF COMMISSIONERS

66 S.E. "D" St., Suite A • Madras, Oregon 97741 • Ph: (541) 475-2449 • FAX: (541) 475-4454

March 2, 2022

Oregon Department of Forestry
2600 State Street
Salem, OR 97310

Re: Lower Bridge Rangeland Fire Protection Association.

Dear State Board of Forestry,

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

Sincerely,

Wayne Fording, Chairman

Kelly Simmelink, Commissioner

Mae Huston, Commissioner

Agenda Item:	F
Work Plan:	Fire Protection Work Plan
Topic:	Ongoing Topics
Presentation Title:	Central Oregon District Boundary Change
Date of Presentation:	April 27th, 2022
Contact Information:	Levi Hopkins, 503-949-3572 Wildfire Prevention & Policy Manager Levi.A.Hopkins@odf.oregon.gov

SUMMARY

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

CONTEXT

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

BACKGROUND AND ANALYSIS

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

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

The proposed corrections to the boundary follow what is currently used in spatial data for the department. This boundary is used on current Central Oregon District Protection Maps, wildfire dispatch maps, and interactive maps used in various projects/processes. There are no privately owned forestlands impacted by this proposed rule change. The boundary corrections are both located on federal jurisdiction in southern Deschutes County. There will be no change to existing forestland classification or forest patrol assessments.

The Central Oregon District proposes to change the language in OAR 629-041-0515(2) using public land survey descriptions to identify the District Protection Boundary to clarify responsibility for wildfire response for ODF and cooperative firefighting agencies. The proposed rule change does not result in creating unprotected lands.

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

RECOMMENDATION

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

NEXT STEPS

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

ATTACHMENTS

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

Department of Forestry
Chapter 629
Division 41
PROTECTION ADMINISTRATION
629-041-0515 (CURRENT Rule Language)
Central Oregon Forest Protection District Boundary

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

(2) The boundary of the Deschutes Unit of the Central Oregon Forest Protection District is as follows: Beginning at the point where the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, intersect with the southern boundary of the Warm Springs Indian Reservation, in or near section 5, township 11 south, range 8 east, Jefferson County; thence southerly and easterly on the southern boundary of the Warm Springs Indian Reservation to center of the main channel of Jefferson Creek, in or near section 4, township 11 south, range 8 east, Jefferson County; thence easterly and southerly on the center of the main channel of Jefferson Creek to the center line of the Metolius River, in or near section 35, township 11 south, range 9 east, Jefferson County; thence northerly, southerly and easterly on the center of the main channel of the Metolius River to the line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook in or near section 18, township 11 south, range 11 east, Jefferson County; thence easterly on the southern line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook to the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River arm of Lake Billy Chinook in section 27, township 11 south, range 12 east, Jefferson County; thence southerly on the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River Arm of Lake Billy Chinook to the center of the main channel of the Deschutes River in or near section 29, township 12 south, range 12 east, Jefferson County; thence southerly on the center of the main channel of Deschutes River to the center of the main channel of Whychus Creek in or near section 7, township 13 south, range 12 east, Jefferson County; thence southwesterly on the center of the main channel of Whychus Creek to the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, in or near section 34, township 13 south, range 11 east, Jefferson county; thence easterly on the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, to the centerline of United States Forest Service road 6360 in or near section 2, township 14 south, range 11 east, Deschutes County; thence southerly on the centerline of United States Forest Service road 6360 to the centerline of Holmes Road in or near section 11, township 14 south range 11 east, Deschutes County; thence southwesterly on the centerline of Holmes Road to the centerline of Edmundson Road in or near section 32, township 14 south, range 11 east, Deschutes County; thence west on the centerline of Edmundson Road to the centerline of Goodrich Road in or near section 31, township 14 south, range 11 east, Deschutes County; thence south on the centerline of Goodrich Road to the centerline of Oregon Highway 126 in or near section 6, township 15 south, range 11 east, Deschutes County; thence westerly on the centerline of Oregon highway 126 to the centerline of Cloverdale Road in or near section 12, township 15 south, range 10 east, Deschutes County; thence southerly on the centerline of Cloverdale Road to the centerline of Oregon Highway 20 in or near section 25 township 15 south, range 10 east, Deschutes County; thence southeasterly on the centerline of highway 20 to the centerline of Gist Road in or near section 25, township 15 south, range 10 east, Deschutes county; thence southerly on the centerline of Gist Road to the centerline of Plainview Road in or near section 36, township 15 south, range 10 east, Deschutes County; thence easterly on the centerline of Plainview Road to the centerline of Sisemore Road in or near section 31, township 15 south, range 11 east, Deschutes County; thence southeasterly on the centerline of Sisemore Road to the centerline of Couch Market Road in or near section 29, township 16

south, range 11 east, Deschutes County; thence easterly on the centerline of Couch Market Road to the centerline of Collins Road in or near section 28, township 16 south, range 11 east, Deschutes County; thence southerly on the centerline of Collins Road to the centerline of Tumalo Reservoir Road in or near section 33, township 16 south, range 11 east, Deschutes County; thence easterly on the centerline of Tumalo Reservoir Road to the centerline line of Tyler Road in or near section 2 township 17 south, range 11 east, Deschutes County; thence southerly and easterly on the centerline of Tyler Road to the centerline Johnson Road in or near section 11, township 17 south, range 11 east, Deschutes County; thence easterly and northeasterly on the centerline of Johnson Road to the northeast corner of section 12, township 17 south, range 11 east, Deschutes County; thence south to the centerline of NW Skyline Ranch Road in or near section 13, township 17 south, range 11 east, Deschutes County; thence South to the centerline of NW Skyline Ranch Road in or near section 13, township 17 south, range 11 east, Deschutes County; thence southwesterly on the center line of NW Skyline Ranch Road to the centerline of NW Shevlin Park Road in or near section 25, township 17 south, range 11 east, Deschutes county; thence Northwesterly on the centerline of NW Shevlin Park Road to the centerline of NW Skyline Ranch Road in or near section 25, township 17 south, range 11 east, Deschutes County; thence southwesterly on the centerline of NW Skyline Ranch Road to the common line between section 25 and section 26, township 17 south, range 11 east, Deschutes County; thence south to the centerline of Skyliner Road in or near section 35, township 17 south, range 11 east, Deschutes County; thence southerly on the centerline of NW Skyline Ranch Road to the point it becomes SW Skyline Ranch Road in or near section 12, township 18 south, range 11 east, Deschutes County; thence southerly on the centerline of SW Skyline Ranch Road to the centerline of Oregon Highway 372 in or near Section 12, township 18 south, range 11 east, Deschutes County; thence southwesterly on the centerline of Oregon highway 372 to the common line between section 13 and section 14, township 18 south, range 11 east, Deschutes County; thence south to the southeast corner of section 14, township 18 south, range 11 east, Deschutes County; thence east to the northeast corner of section 19, township 18 south, range 12 east, Deschutes County; thence southeasterly to the centerline of China Hat Road in or near the northwest corner of section 20, township 18 south, range 12 east, Deschutes County; thence southeasterly on the centerline of China Hat Road to the centerline of Knott Road in or near section 20, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Knott Road to the centerline of Rickard Road in or near section 14, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Rickard Road to the centerline of Arnold Market Road in or near section 23, township 18 south, range 12 east, Deschutes County; thence south and east and south and east on the centerline of Arnold Market Road to the centerline Gosney Road in or near section 29, township 18 south, range 13 east, Deschutes County; thence east to the northeast corner of section 29, township 18 south, range 13 east, Deschutes County; thence south to northwest corner of section 4, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 4, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of section 9, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 10, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 10, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 10, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southeast quarter of section 15, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 14, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 23, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of section 23, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southeast corner of section 23, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 24, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 25, township 19 south, range 13 east,

Deschutes County; thence east to the northeast corner of the southwest quarter of section 30, township 19 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 6, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of section 6, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 7, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 8, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 17, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 14, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 21, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 22, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 27, township 20 south, range 14 east, Deschutes County; thence east to the northwest corner of section 30, township 20 south, range 15 east, Deschutes County; thence north to the northwest corner of section 19, township 20 south, range 15 east, Deschutes County; thence east to the northeast corner of section 24, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the northeast quarter of section 25, township 20 south, range 15 east, Deschutes County; thence west to the southeast corner of the northwest quarter of section 26, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the southwest quarter of section 26, township 20 south, range 15 east, Deschutes County; thence west to the southeast corner of section 27, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the southwest quarter of the southwest quarter of section 3, township 21 south, range 15 east, Deschutes County; thence west to the southeast corner of section 4, township 21 south, range 15 east, Deschutes County; thence south to the northeast corner of section 16, township 21 south, range 15 east, Deschutes County; thence east to the northeast corner of section 13, township 21 south, range 15 east, Deschutes County; thence south to the northeast corner of section 24, township 21 south, range 15 east, Deschutes County; thence east to the northwest corner of section 20, township 21 south, range 16 east, Deschutes County; thence north to the northwest corner of the southwest quarter of section 17, township 21 south, range 16 east, Deschutes County; thence east to the northwest corner of the southwest quarter of section 16, township 21 south, range 16 east, Deschutes County; thence north to the northwest corner of section 16, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence south to the southeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence west to the southeast corner of the southwest quarter of section 16, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the southeast quarter of the southwest quarter of section 28, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of the northwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence south to the southeast corner of the northwest quarter of the southwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence west to the southeast corner of the northwest quarter of the southeast quarter of section 28, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the southeast quarter of section 33, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 34, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 3, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the southeast quarter of section 3, township 22 south, range 16 east, Deschutes County; thence west to the southeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the northwest quarter of section 10, township 22 south, range 16 east, Deschutes County; thence west to the southeast corner of the northeast quarter of section 9, township 22 south, range 16 east, Deschutes County;

thence south to the northeast corner of the southeast quarter of section 21, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 22, township 22 south, range 16 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 27, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of section 26, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the northeast quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northwest quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; south to the southeast corner of the southwest quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northwest quarter of section 2, township 16 south, range 23 east, Lake County; thence south to the southeast corner of the northeast quarter of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northwest quarter of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence south to the southeast corner of the southwest quarter of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of section 3, township 23 south, range 16 east, Lake County; thence south to the southeast corner of section 22, township 23 south, range 16 east, Lake County; thence west to the southeast corner of section 21, township 23 south, range 16 east, Lake County; thence south to the southeast corner of section 33, township 23 south, range 16 east, Lake County; thence west to the southwest corner of section 35, township 23 south, range 15 east, Lake County; thence north to the southwest corner of section 26, township 23 south, range 15 east, Lake County; thence west to the southeast corner of the southwest quarter of the southeast quarter of section 28, township 23 south, range 15 east, Lake County; thence south to the southeast corner of the northwest quarter of the southeast quarter of section 33, township 23 south, range 15 east, Lake County; thence west to the southeast corner of the northeast quarter of the southeast quarter of section 35, township 23 south, range 14 east, Lake County; thence south to the southeast corner of section 35, township 23 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 35, township 23 south, range 14 east, Lake County; thence south to the southeast corner of the southwest quarter of section 2, township 24 south, range 14 east, Lake County; thence west to the southeast corner of section 3, township 24 south, range 15 east, Lake County; thence south to the southeast corner of the northeast quarter of section 10, township 24 south, range 14 east, Lake County; thence west to the southeast corner of the northeast quarter of section 9, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 9, township 24 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 9, township 24 south, range 14 east, Lake County; thence south to the southeast corner of the northwest quarter of section 16, township 24 south, range 16 east, Lake County; thence west to the southeast corner of the northeast quarter of section 17, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 17, township 24 south, range 14 east, Lake County; thence west to the southeast corner of section 18, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 19, township 24 south, range 14 east, Lake County; thence west to the southeast corner of section 24, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 25, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of the southeast quarter of section 26, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of the northeast quarter of section 35, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the northwest quarter of section 35, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the northeast quarter of the southwest quarter of section 35, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the northeast quarter of the southeast quarter of section 34, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 34, township 24 south, range 13 east, Lake County; thence west to the southeast corner of section 33, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 4, township 25 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of section 4, township 25 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 9,

township 25 south, range 13 east, Lake County; thence west to the southwest corner of section 12, township 25 south, range 12 east, Lake County; thence north to the southwest corner of section 36, township 24 south, range 12 east, Lake County; thence west to the southwest corner of section 31, township 24 south, range 12 east, Lake County; thence northerly on the common boundary of Klamath County and Lake County, as set forth in ORS 201.180 and 201.190, to the boundary of Deschutes County, as set forth in ORS 201.090, in or near section 6, township 23 south, range 12 east, Lake County; thence westerly on the common boundary of Deschutes County and Klamath County, as set forth in ORS 201.090 and 201.180, to the boundary of Lane County, as set forth in ORS 201.200, in or near section 34, township 22 south, range 6 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Lane County, as set forth in ORS 201.090 and 201.200, to the boundary of Linn County, as set forth in ORS 201.220, near McKenzie Pass, township 15 south, range 8 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Linn County, as set forth in ORS 201.090 and 201.220, to the boundary of Jefferson County, as set forth in ORS 201.160, in or near section 1, township 14 south, range 7 east, Deschutes County; thence northerly on the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, to the point of beginning.

Department of Forestry
Chapter 629
Division 41
PROTECTION ADMINISTRATION
629-041-0515 (PROPOSED Rule Language)
Central Oregon Forest Protection District Boundary

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

(2) The boundary of the Deschutes Unit of the Central Oregon Forest Protection District is as follows: Beginning at the point where the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, intersect with the southern boundary of the Warm Springs Indian Reservation, in or near section 5, township 11 south, range 8 east, Jefferson County; thence southerly and easterly on the southern boundary of the Warm Springs Indian Reservation to center of the main channel of Jefferson Creek, in or near section 4, township 11 south, range 8 east, Jefferson County; thence easterly and southerly on the center of the main channel of Jefferson Creek to the center line of the Metolius River, in or near section 35, township 11 south, range 9 east, Jefferson County; thence northerly, southerly and easterly on the center of the main channel of the Metolius River to the line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook in or near section 18, township 11 south, range 11 east, Jefferson County; thence easterly on the southern line of ordinary high water, at an elevation of approximately 1,945 feet, of the Metolius Arm of Lake Billy Chinook to the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River arm of Lake Billy Chinook in section 27, township 11 south, range 12 east, Jefferson County; thence southerly on the western line of ordinary high water, at an elevation of approximately 1,945 feet, of the Deschutes River Arm of Lake Billy Chinook to the center of the main channel of the Deschutes River in or near section 29, township 12 south, range 12 east, Jefferson County; thence southerly on the center of the main channel of Deschutes River to the center of the main channel of Whychus Creek in or near section 7, township 13 south, range 12 east, Jefferson County; thence southwesterly on the center of the main channel of Whychus Creek to the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, in or near section 34, township 13 south, range 11 east, Jefferson county; thence easterly on the common boundary of Deschutes County and Jefferson County, as set forth in ORS 201.090 and 201.160, to the centerline of United States Forest Service road 6360 in or near section 2, township 14 south, range 11 east, Deschutes County; thence southerly on the centerline of United States Forest Service road 6360 to the centerline of Holmes Road in or near section 11, township 14 south range 11 east, Deschutes County; thence southwesterly on the centerline of Holmes Road to the centerline of Edmundson Road in or near section 32, township 14 south, range 11 east, Deschutes County; thence west on the centerline of Edmundson Road to the centerline of Goodrich Road in or near section 31, township 14 south, range 11 east, Deschutes County; thence south on the centerline of Goodrich Road to the centerline of Oregon Highway 126 in or near section 6, township 15 south, range 11 east, Deschutes County; thence westerly on the centerline of Oregon highway 126 to the centerline of Cloverdale Road in or near section 12, township 15 south, range 10 east, Deschutes County; thence southerly on the centerline of Cloverdale Road to the centerline of Oregon Highway 20 in or near section 25 township 15 south, range 10 east, Deschutes County; thence southeasterly on the centerline of highway 20 to the centerline of Gist Road in or near section 25, township 15 south, range 10 east, Deschutes county; thence southerly on the

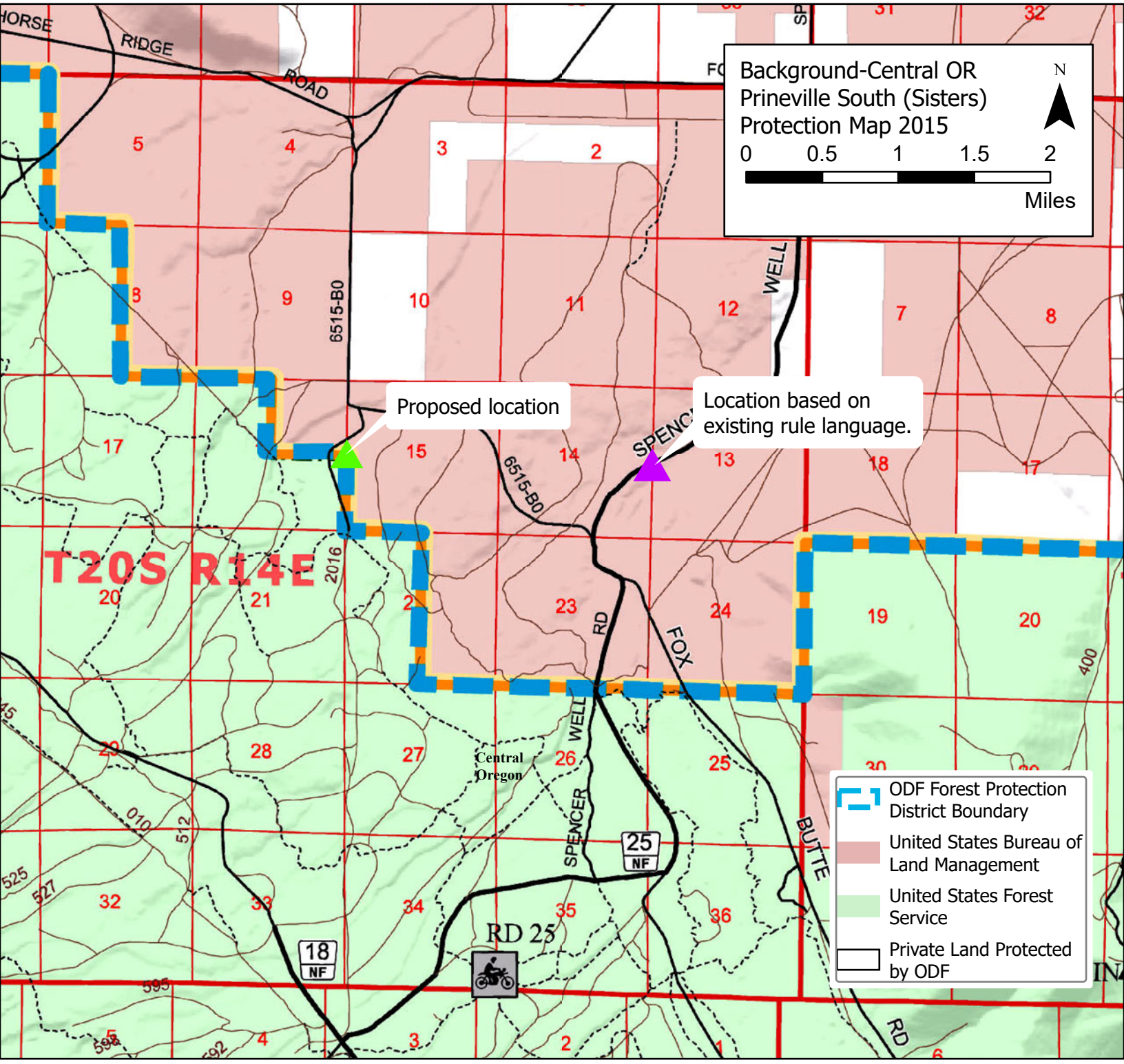
centerline of Gist Road to the centerline of Plainview Road in or near section 36, township 15 south, range 10 east, Deschutes County; thence easterly on the centerline of Plainview Road to the centerline of Sisemore Road in or near section 31, township 15 south, range 11 east, Deschutes County; thence southeasterly on the centerline of Sisemore Road to the centerline of Couch Market Road in or near section 29, township 16 south, range 11 east, Deschutes County; thence easterly on the centerline of Couch Market Road to the centerline of Collins Road in or near section 28, township 16 south, range 11 east, Deschutes County; thence southerly on the centerline of Collins Road to the centerline of Tumalo Reservoir Road in or near section 33, township 16 south, range 11 east, Deschutes County; thence easterly on the centerline of Tumalo Reservoir Road to the centerline line of Tyler Road in or near section 2 township 17 south, range 11 east, Deschutes County; thence southerly and easterly on the centerline of Tyler Road to the centerline Johnson Road in or near section 11, township 17 south, range 11 east, Deschutes County; thence easterly and northeasterly on the centerline of Johnson Road to the northeast corner of section 12, township 17 south, range 11 east, Deschutes County; thence south to the centerline of NW Skyline Ranch Road in or near section 13, township 17 south, range 11 east, Deschutes County; thence South to the centerline of NW Skyline Ranch Road in or near section 13, township 17 south, range 11 east, Deschutes County; thence southwesterly on the center line of NW Skyline Ranch Road to the centerline of NW Shevlin Park Road in or near section 25, township 17 south, range 11 east, Deschutes county; thence Northwesterly on the centerline of NW Shevlin Park Road to the centerline of NW Skyline Ranch Road in or near section 25, township 17 south, range 11 east, Deschutes County; thence southwesterly on the centerline of NW Skyline Ranch Road to the common line between section 25 and section 26, township 17 south, range 11 east, Deschutes County; thence south to the centerline of Skyliner Road in or near section 35, township 17 south, range 11 east, Deschutes County; thence southerly on the centerline of NW Skyline Ranch Road to the point it becomes SW Skyline Ranch Road in or near section 12, township 18 south, range 11 east, Deschutes County; thence southerly on the centerline of SW Skyline Ranch Road to the centerline of Oregon Highway 372 in or near Section 12, township 18 south, range 11 east, Deschutes County; thence southwesterly on the centerline of Oregon highway 372 to the common line between section 13 and section 14, township 18 south, range 11 east, Deschutes County; thence south to the southeast corner of section 14, township 18 south, range 11 east, Deschutes County; thence east to the northeast corner of section 19, township 18 south, range 12 east, Deschutes County; thence southeasterly to the centerline of China Hat Road in or near the northwest corner of section 20, township 18 south, range 12 east, Deschutes County; thence southeasterly on the centerline of China Hat Road to the centerline of Knott Road in or near section 20, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Knott Road to the centerline of Rickard Road in or near section 14, township 18 south, range 12 east, Deschutes County; thence easterly on the centerline of Rickard Road to the centerline of Arnold Market Road in or near section 23, township 18 south, range 12 east, Deschutes County; thence south and east and south and east on the centerline of Arnold Market Road to the centerline Gosney Road in or near section 29, township 18 south, range 13 east, Deschutes County; thence east to the northeast corner of section 29, township 18 south, range 13 east, Deschutes County; thence south to northwest corner of section 4, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 4, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 4, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of section 9, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 10, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 10, township 19 south, range 13 east, Deschutes County; thence

east to the northeast corner of the southeast quarter of section 10, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southeast quarter of section 15, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 14, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 23, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of section 23, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southeast corner of section 23, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 24, township 19 south, range 13 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 25, township 19 south, range 13 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 30, township 19 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 6, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of section 6, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 7, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 8, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 17, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section **16**, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 21, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the northwest quarter of section 22, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 27, township 20 south, range 14 east, Deschutes County; thence east to the northwest corner of section 30, township 20 south, range 15 east, Deschutes County; thence north to the northwest corner of section 19, township 20 south, range 15 east, Deschutes County; thence east to the northeast corner of section 24, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the northeast quarter of section 25, township 20 south, range 15 east, Deschutes County; thence west to the southeast corner of the northwest quarter of section 26, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the southwest quarter of section 26, township 20 south, range 15 east, Deschutes County; thence west to the southeast corner of section 27, township 20 south, range 15 east, Deschutes County; thence south to the southeast corner of the southwest quarter of the southwest quarter of section 3, township 21 south, range 15 east, Deschutes County; thence west to the southeast corner of section 4, township 21 south, range 15 east, Deschutes County; thence south to the northeast corner of section 16, township 21 south, range 15 east, Deschutes County; thence east to the northeast corner of section 13, township 21 south, range 15 east, Deschutes County; thence south to the northeast corner of section 24, township 21 south, range 15 east, Deschutes County; thence east to the northwest corner of section 20, township 21 south, range 16 east, Deschutes County; thence north to the northwest corner of the southwest quarter of section 17, township 21 south, range 16 east, Deschutes County; thence east to the northwest corner of the southwest quarter of section 16, township 21 south, range 16 east, Deschutes County; thence north to the northwest corner of section 16, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence south to the southeast corner **of the northeast quarter of the northeast** quarter of section **28**, township 21 south, range 16 east, Deschutes County~~; thence west to the southeast corner of the southwest quarter of section 16, township 21 south, range 16 east, Deschutes County; thence south to the northeast~~

~~corner of the southeast quarter of the southwest quarter of section 28, township 21 south, range 16 east, Deschutes County;~~ thence east to the northeast corner of the southwest quarter of the northwest quarter of section 27, township 21 south, range 16 east, Deschutes County; ~~thence south to the southeast corner of the northwest quarter of the southwest quarter of section 27, township 21 south, range 16 east, Deschutes County; thence west to the southeast corner of the northwest quarter of the southeast quarter of section 28, township 21 south, range 16 east, Deschutes County;~~ thence south to the northeast corner **of the northwest quarter of the** southeast quarter of section **34**, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 34, township 21 south, range 16 east, Deschutes County; thence south to the northeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 3, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the southeast quarter of section 3, township 22 south, range 16 east, Deschutes County; thence west to the southeast corner of the southwest quarter of section 3, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the northwest quarter of section 10, township 22 south, range 16 east, Deschutes County; thence west to the southeast corner of the northeast quarter of section 9, township 22 south, range 16 east, Deschutes County; thence south to the northeast corner of the southeast quarter of section 21, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 22, township 22 south, range 16 east, Deschutes County; thence south to the northeast corner of the northwest quarter of section 27, township 22 south, range 16 east, Deschutes County; thence east to the northeast corner of section 26, township 22 south, range 16 east, Deschutes County; thence south to the southeast corner of the northeast quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northwest quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; south to the southeast corner of the southwest quarter of the northeast quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northwest quarter of section 2, township 16 south, range 23 east, Lake County; thence south to the southeast corner of the northeast quarter of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of the northwest quarter of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence south to the southeast corner of the southwest quarter of the southwest quarter of section 2, township 23 south, range 16 east, Lake County; thence west to the southeast corner of section 3, township 23 south, range 16 east, Lake County; thence south to the southeast corner of section 22, township 23 south, range 16 east, Lake County; thence west to the southeast corner of section 21, township 23 south, range 16 east, Lake County; thence south to the southeast corner of section 33, township 23 south, range 16 east, Lake County; thence west to the southwest corner of section 35, township 23 south, range 15 east, Lake County; thence north to the southwest corner of section 26, township 23 south, range 15 east, Lake County; thence west to the southeast corner of the southwest quarter of the southeast quarter of section 28, township 23 south, range 15 east, Lake County; thence south to the southeast corner of the northwest quarter of the southeast quarter of section 33, township 23 south, range 15 east, Lake County; thence west to the southeast corner of the northeast quarter of the southeast quarter of section 35, township 23 south, range 14 east, Lake County; thence south to the southeast corner of section 35, township 23 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 35, township 23 south, range 14 east, Lake County; thence south to the southeast corner of the southwest quarter of section 2, township 24 south, range 14 east, Lake County; thence west to the southeast corner of section 3, township 24 south, range 15 east, Lake County; thence south to the southeast corner of the northeast quarter of section 10, township 24 south, range 14 east,

Lake County; thence west to the southeast corner of the northeast quarter of section 9, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 9, township 24 south, range 14 east, Lake County; thence west to the southeast corner of the southwest quarter of section 9, township 24 south, range 14 east, Lake County; thence south to the southeast corner of the northwest quarter of section 16, township 24 south, range 16 east, Lake County; thence west to the southeast corner of the northeast quarter of section 17, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 17, township 24 south, range 14 east, Lake County; thence west to the southeast corner of section 18, township 24 south, range 14 east, Lake County; thence south to the southeast corner of section 19, township 24 south, range 14 east, Lake County; thence west to the southeast corner of section 24, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 25, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of the southeast quarter of section 26, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of the northeast quarter of section 35, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the northwest quarter of section 35, township 24 south, range 13 east, Lake County; thence south to the southeast corner of the northeast quarter of the southwest quarter of section 35, township 24 south, range 13 east, Lake County; thence west to the southeast corner of the northeast quarter of the southeast quarter of section 34, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 34, township 24 south, range 13 east, Lake County; thence west to the southeast corner of section 33, township 24 south, range 13 east, Lake County; thence south to the southeast corner of section 4, township 25 south, range 13 east, Lake County; thence west to the southeast corner of the southwest quarter of section 4, township 25 south, range 13 east, Lake County; thence south to the southeast corner of the southwest quarter of section 9, township 25 south, range 13 east, Lake County; thence west to the southwest corner of section 12, township 25 south, range 12 east, Lake County; thence north to the southwest corner of section 36, township 24 south, range 12 east, Lake County; thence west to the southwest corner of section 31, township 24 south, range 12 east, Lake County; thence northerly on the common boundary of Klamath County and Lake County, as set forth in ORS 201.180 and 201.190, to the boundary of Deschutes County, as set forth in ORS 201.090, in or near section 6, township 23 south, range 12 east, Lake County; thence westerly on the common boundary of Deschutes County and Klamath County, as set forth in ORS 201.090 and 201.180, to the boundary of Lane County, as set forth in ORS 201.200, in or near section 34, township 22 south, range 6 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Lane County, as set forth in ORS 201.090 and 201.200, to the boundary of Linn County, as set forth in ORS 201.220, near McKenzie Pass, township 15 south, range 8 east, Deschutes County; thence northerly on the common boundary of Deschutes County and Linn County, as set forth in ORS 201.090 and 201.220, to the boundary of Jefferson County, as set forth in ORS 201.160, in or near section 1, township 14 south, range 7 east, Deschutes County; thence northerly on the common boundary of Jefferson County and Linn County, as set forth in ORS 201.160 and 201.220, to the point of beginning.

Attachment 3--Central Oregon District

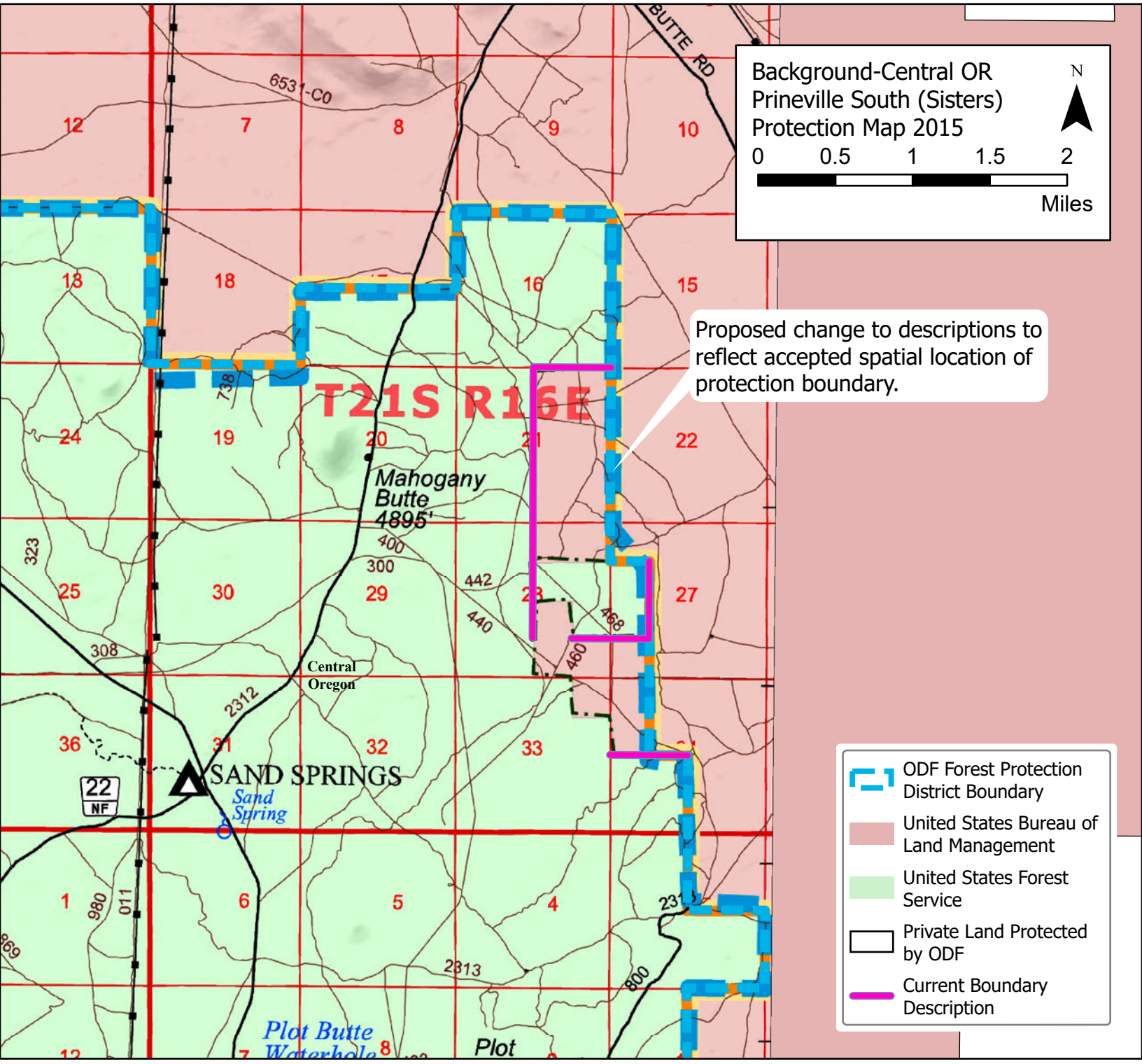


Proposed Change to Oregon Administrative Rule: Chapter 629 Division 41 (Central Oregon Forest Protection District Boundary)

Deschutes Unit-629-041-0515(2)

...thence south to the northeast corner of the southwest quarter of section 16, township 20 south, range 14 east, Deschutes County; thence east to the northeast corner of the southeast quarter of section 16, township 20 south, range 14 east, Deschutes County; thence south to the northeast corner of section 21, township 20 south, range 14 east, Deschutes County; ...

Attachment 4--Central Oregon District



Proposed Change to Oregon Administrative Rule: Chapter 629 Division 41 (Central Oregon Forest Protection District Boundary)

Deschutes Unit-629-041-0515(2)

…thence east to the northeast corner of section 16, township 21 south, range 16 east, Deschutes County; thence south to the southeast corner of the northeast quarter of the northeast quarter of section 28, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of the northwest quarter of section 27, township 21 south, range 16 east, Deschutes County;thence south to the northeast corner of the northwest quarter of the southeast quarter of section 34, township 21 south, range 16 east, Deschutes County; thence east to the northeast corner of the southwest quarter of section 34, township 21 south, range 16 east, Deschutes County;…

Agenda Item No.:	G
Work Plan:	Fire Protection
Topic:	Evolving Topic: Governor's Council on Wildfire Response
Presentation Title:	Senate Bill 762 – Enforcement rule clarification
Date of Presentation:	April 27, 2022
Contact Information:	Tim Holschbach, Deputy Chief – Policy & Planning 503-945-7434, Tim.J.Holschbach@odf.oregon.gov

SUMMARY

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

BACKGROUND AND ANALYSIS

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

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

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

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

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

CONTEXT

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

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

ANALYSIS

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

RECOMMENDATION

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

NEXT STEPS

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

RULE DEVELOPMENT TIMELINE

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

RULE REVIEW TIMELINE

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

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

February 22 – 24, 2022 – Conduct public hearings.

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

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

ATTACHMENTS

1. Department's recommended rule changes to OAR 629-043-0026
2. Hearing Officer's Report to the Board of Forestry

OAR 629-043-0026

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

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

Oregon Department of Forestry Proposed Amendment of OAR 629-043-0026
HEARING OFFICER'S REPORT

Date: March 21st, 2022

To: Oregon Department of Forestry- Fire Protection Division
From: Levi Hopkins
Subject: Hearing Officer's Report on Cross Boundary Burning

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

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

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

Summary of Oral Comments

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

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

Very supportive of the clarification of the rule.

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

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

Respectively submitted,

Levi Hopkins
Hearing Officer

STAFF REPORT

Agenda Item No.:	H
Work Plan:	Climate Change Work Plan
Topic:	Framework for Climate Change in Policy and Rulemaking
Date of Presentation:	April 27, 2022
Contact Information:	Ryan Gordon, Planning Branch Director 503-945-7393, Ryan.P.Gordon@odf.oregon.gov Danny Norlander, Forestry Climate, Carbon, and Health Analyst 503-508-3797, danny.norlander@odf.oregon.gov

SUMMARY AND CONTEXT

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

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

BACKGROUND AND ANALYSIS

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

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

ALTERNATIVES CONSIDERED

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

RECOMMENDATION

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

NEXT STEPS

- If the Board approves moving forward, the department will initiate a process to develop the framework, which will include public input.
- The department will provide interim updates to the Board and discuss additional decision points, such as the development of an agency policy to ensure implementation of the framework.

STAFF REPORT

Agenda Item No.:	I
Work Plan:	Fire Protection Work Plan
Topic:	Ongoing Topic: Rangeland Protection Association Formation
Presentation Title:	Hearing Request for a Rangeland Protection Association in Northern Harney County
Date of Presentation:	April 27th, 2022
Contact Information:	Levi Hopkins, 503-949-3572, Wildfire Prevention and Policy Manager 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 Northern Harney County.

CONTEXT

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

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

BACKGROUND AND ANALYSIS

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

The 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, Blue Mountain, Brothers Hampton, Burnt River, Crane, Fields-Andrews, Frenchglen, Gateway, Greater Pine Valley, Ironside, Jordan Valley, Juntura, Lone Pine, Lookout Glasgow, 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 the protection of private lands, opportunities will exist for partnerships and mutual aid agreements with other entities to strengthen wildland fire protection throughout the area.

RECOMMENDATION

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

NEXT STEPS

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

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

ATTACHMENTS

(1) Letter from rangeland owners in Northern Harney County
(2) Map of Proposed North Harney County RFPA

Proposed "North Harney RFPA"
Harney County, Oregon

c/o Tom Sharp
P.O. Box 85, Burns, OR 97720
sharpranches@aol.com

February 24, 2022

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

Subject: Request for Public Hearing

Dear Mr. Mukumoto,

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

Sincerely,

X _____
Greg Allum

X _____
Larry Imbach

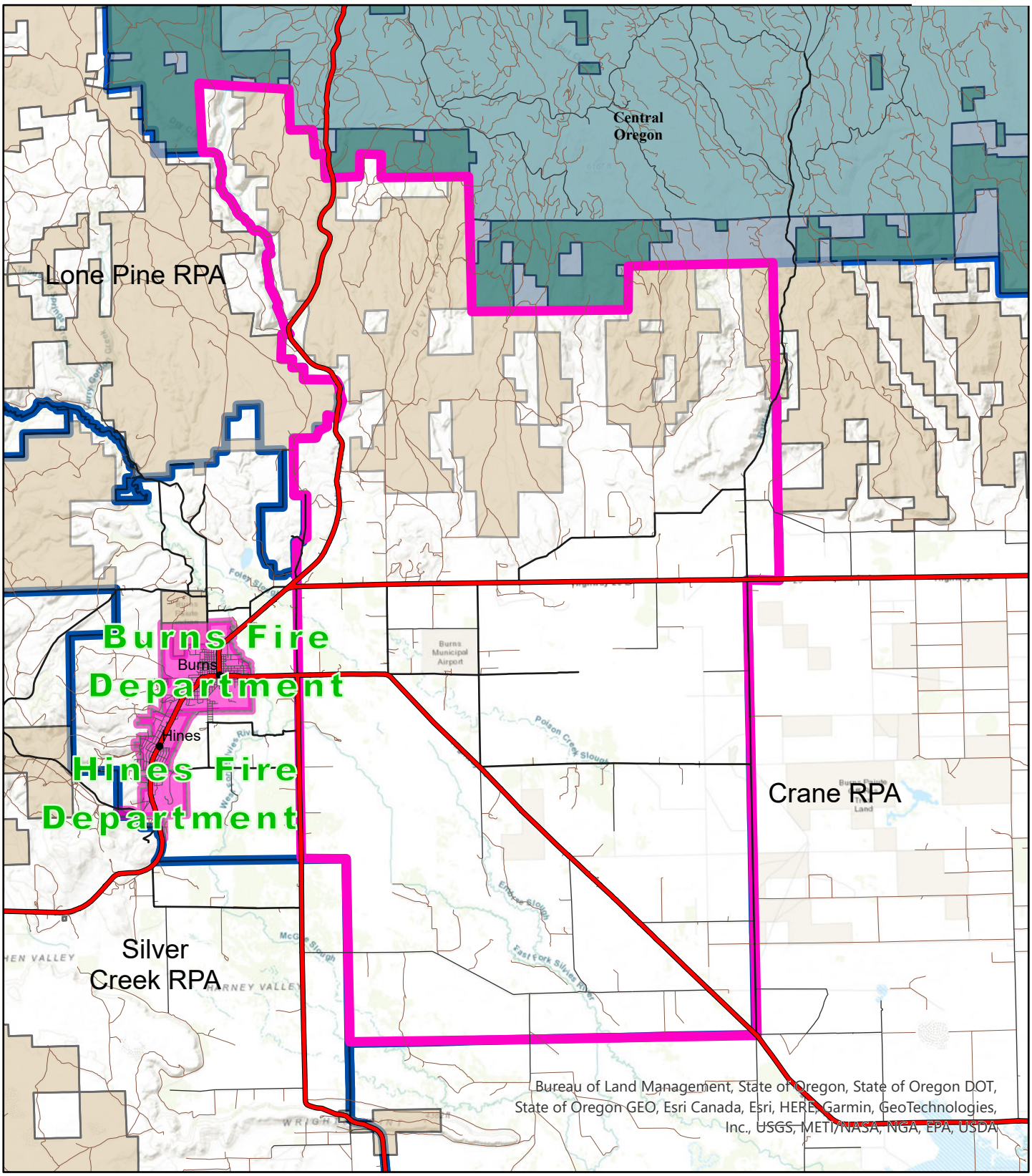
X _____
Kari Ott

X _____
Rob Sharp

X _____
Tom Sharp

X _____
Casey Shelman

Proposed North Harney RFPA



- Towns

Road Types

PDMclass

- Interstate; Highway
- Paved; Highway exit
- All weather
- Dirt
- In UGB; Paved - Secondary Display

Protection Status

Protection Status 2021

- Structural Fire Protection
- BLM
- Forest Protection Association
- No known protection
- Other Federal
- Rangeland Protection Association
- USFS
- <all other values>
- ODF Forest Protection Districts
- Range Fire Protection Associations 100K
- Harney_Co_proposed_RFPA

STAFF REPORT

Agenda Item No.:	J
Work Plan:	Forest Resources Division
Topic:	Private Forest Accord
Presentation Title:	Private Forest Accord Habitat Conservation Plan Contractor
Date of Presentation:	April 27, 2022
Contact Information:	Josh Barnard, Interim Division Chief, Forest Resources, 503-551-8568, josh.w.barnard@odf.oregon.gov Adam Coble, Forest Health and Monitoring Manager, Forest Resources, 503-779-7493, adam.coble@odf.oregon.gov Jennifer Weikel, Wildlife Biologist, 503-945-7398; Forest Resources, jennifer.weikel@odf.oregon.gov

SUMMARY

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

CONTEXT

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

BACKGROUND

Senate Bill (SB) 1501, which includes the Private Forest Accord Report by reference, forms the HCP's basis. The HCP content has been set by SB 1501; content includes covered species, covered lands, and conservation actions. Further, SB 1501 suspends normal contracting processes for the Board to award a contract for the HCP work without delay, including selecting a contractor. Due to the short statutorily-mandated deadline associated with submitting a draft HCP, an experienced contractor with sufficient staff must be procured quickly to meet the December 31, 2022 deadline. The bill requires the Oregon Department of Forestry (department) to consult the PFA report authors to ensure the HCP work meets the authors' intent.

ANALYSIS

Department staff met with ICF to discuss the contractor's capacity and ability to complete the HCP work, using a phased approach to obtain an approved HCP and incidental take permit. The department, through the State Forests Division recently hired ICF to develop an HCP for Western Oregon State Forestland. ICF understands the department's needs and business operations. ICF is the most suitable contractor to timely complete the SB 1501 HCP work. The contract's scope of work will include developing a draft HCP with an application for Incidental Take Permit and Draft Environmental Impact Statement and completing the related National Environmental Policy Act (NEPA) process. The Board will submit the draft HCP to the National Marine Fisheries Service and the US Fish and Wildlife Service by December 31, 2022.

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

RECOMMENDATION

The Department recommends the Board procure services of and award the PFA HCP contract to ICF and direct the Department to finalize the contract process.

State Forester, Board Member, and Public Comments

Agenda Item No.:	2
Work Plan:	Overarching Issues Work Plan
Topic:	Forestry Program for Oregon Revisioning
Presentation Title:	Forestry Program for Oregon Revisioning
Date of Presentation:	April 27, 2022
Contact Information:	Ryan Gordon, Planning Branch Director 503-945-7393, Ryan.P.Gordon@odf.oregon.gov John Tokarczyk, Planning & Analysis 503-745-7414, John.A.Tokarczyk@oregon.gov Danny Norlander, Forestry Climate, Carbon, and Health Analyst 503-508-3797, danny.norlander@odf.oregon.gov

SUMMARY

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

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

With the aforementioned environmental and social impacts in mind, the department drafted, and the Board approved the Climate Change and Carbon Plan in November of 2021. This plan utilizes a model of climate-smart forestry with three prime points of action: Adaptation, Mitigation, and the Social Dimension. At previous meetings, the Board has been supportive of utilizing the department's definition of climate-smart forestry as a framework moving into the FPFO revision process.

Today, department staff will ask for a decision on moving forward with a revision of the FPFO. Staff will provide alternatives and a department recommendation on the decision item. With the recommended option, the department will provide a general timeline for planning and engagement, with a strategy for building and implementing an inclusive process to revise the FPFO.

CONTEXT

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

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

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

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

BACKGROUND AND ANALYSIS

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

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

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

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

The Board has identified sustainable forest management as a key principle in the previous iterations of the FPFO. Climate-smart forestry has been built out of sustainable agriculture and links with previous efforts to build criteria and indicators for sustainable forest management, like the Montreal Protocol. Climate-smart forestry has three parts: Adaptation, Mitigation, and the Social Dimension.

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

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

The last leg of the stool, the **social dimension**, is bifurcated. Made up of communities and economies, this social aspect of climate-smart forestry considers the impacts of adaptation and mitigation action on people, personal and community health, and community and rural economies. Utilizing climate-smart forestry to create healthy, resilient forests that also provide ecosystem and economic benefits can help lift disadvantaged, underserved, natural-resource dependent, and those living with intergenerational poverty. Climate-smart forestry principles can be applied to actively manage forests to achieve adaptation and mitigation goals. This adaptive management will require a scene change and there are opportunities for increased partnership with both public and private entities, as well as community-based organizations and the people they serve.

Sitting atop the three-legged stool are the statutes, rules, and authorities the Board has for setting the forest policy of the state. Analysis of these statutes by the Oregon Department of Justice indicates the Board has broad policy-making discretion related to forest policies. It is incumbent on the department to implement the policies set out by the Board and the incorporation of metrics in the FPFO will help to track the progress in meeting the Board's goals and objectives.

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

ALTERNATIVES CONSIDERED

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

RECOMMENDATION

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

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

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

- Phase 1: Information Gathering – Summer/Fall 2022
    - The department will work with the Board to establish and utilize focused conversations around climate-smart forestry themes (governance, adaptation,

mitigation, social with subtopics as well). These will provide the Board with a breadth of input and perspectives to look to as it revisits the values, vision, mission, purpose, and objectives of the FPFO. Targeted groups to include are:

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

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

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

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

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

NEXT STEPS

- If the Board approves the recommendation, staff will begin to work on Phase 1 (information gathering) of the project, while laying the groundwork for Phase 2.

STAFF REPORT

Agenda Item No.:	3
Topic:	Forest Trust Land Advisory Committee
Presentation Title:	FTLAC Testimony to the Board of Forestry
Date of Presentation:	April 27, 2022
Contact Information:	David Yamamoto, FTLAC Chair and Tillamook County Commissioner John Sweet, FTLAC Vice-Chair and Coos County Commissioner

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

Agenda Item No:	4
Work Plan:	Administrative
Topic:	Agency Budget Development and Request
Presentation Title:	Agency Budget Development Discussion
Date of Presentation:	April 27, 2022
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SUMMARY AND CONTEXT

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

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

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

BACKGROUND AND ANALYSIS

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

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

2023-2025 Biennial Budget Policy Option Package Summary by Category

Program Development

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

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

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

Summary		
OPA3	Carbon and Climate Program Coordinator	New
NRS4	Silvicultural Specialist	New
NRS2	2 – Urban Forestry Foresters	New
ISS2	Urban Forestry GIS Specialist	New
OPA3	Urban Forestry Grants Coordinator	New
NRS2	2 – Landowner Assistance Foresters	LD→Perm (FF)
NRS3	Reforestation Program Coordinator	LD→Perm
NRS4	Forest Legacy Program Coordinator	LD→Perm (FF/GF)
OPA3	Workforce Development Coordinator	New
Additional Funds		
Urban Forestry Grant Program	$500,000 – per biennium	New Funding
Contracted Urban Forestry Inventory	$250,000 – per biennium	New Funding
Revolving Seedling Fund	$1,000,000 – per biennium	New Funding

- *Planning and Responding to Changing Climate and Forests:* The agency has insufficient capacity and expertise to monitor, evaluate and inform response to climate change; Builds this capacity within the Planning Branch, which serves the agency's operating programs, enabling the department to better meet its mission and mandates, as well as address policy intentions of the Board of Forestry; Investment in staff capacity as well as additional data collection and monitoring.

Summary		
NRS4	Climate and Fire Ecologist	New
NRS4	Forest and Carbon Modeler	New

NRS4	Forest Social Scientist	New
NRS3	GIS Data Specialist	LD→Perm
NRS4	Biomass & Utilization Specialist	Re-class/Fund Shift
PEME	Staff Supervision and Support	New
OPA3	Board Support and Facilitator	New
Additional Funds		
FIA Plot Network	$2,000,000 – per biennium	New Funding
Linking Remote Sensing and Ground Based Measurements	$250,000 – per biennium	New Funding

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

Summary		
PEMD	Tillamook Forest Center Director	Fund Shift
NRS4	Interpretation & Education Coordinator	Fund Shift
NRS2	Interpretive Media & Operations Specialist	Fund Shift
NRS1	Interpretive Cultural Heritage Specialist	Partial Fund Shift
NRS1	Interpretive Naturalist	Partial Fund Shift
NRS3	Mobile Interpretive Education Coordinator	New
NRS2	Mobile Interpretation Specialist	New
PA1	Volunteer Program Coordinator	New
Additional Funds		
Social Media/Web Support	$250,000 – per biennium	New Funding
Sprinter Van	$100,000 – one time cost	New Funding

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

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

The Emergency and Life Safety POP includes added capacity and investments in the department's smoke detection camera systems, radio communications repeater network, and addition of a Continuity of Operations Coordinator position to ensure compliance with statewide enterprise policy requirements. These investments will continue the ongoing

investments in support of SB762 as well a continuation of the department's progress of implementing its Automated Vehicle Location initiated during the 2021-23 biennium.

Summary		
OPA3	Continuity of Operations Coordinator	New
PEMC	Radio Unit Manager	New
Additional Funds		
Detection Camera Build-out (15 new)	$2,600,000 – one-time	New Funding
Radio Repeater Backbone Replacement	$1,600,000 – one time	New Funding

Document Management System Preparation (est. cost $500k)

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

Summary		
OPA3	Department Records Analyst	New

Continuing Business

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

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

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

an advisory committee to the Board of Forestry and lead research projects that are prioritized by the AMPC.

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

Summary		
SFISH Grant Program	$10,000,000 – per biennium	New Funding
AMPC and IRST	$6,000,000 – per biennium	New Funding
Additional S&S	$1,314,273 – per biennium	New Funding

SB 762 – Continuing Investments (est. one-time biennial cost $6.4M; $5.7M revolving)

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

Summary		
NRS3	SB 762 Field Implementation Support	LD→Perm
NRS3	2 - SB 762 Field Implementation Support	New
AS2	Landscape Resiliency Program Support	LD→Perm
Additional Funds		
Small Forestland Grant Program	$5,000,000 – per biennium	Continuing Funding
Wildfire Risk Notification	$700,000 – one time	New Funding

Federal Forest Restoration (FFR) Program Infrastructure Investment (no net GF)

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

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

Facility Management Staff (est. biennial cost $426k)

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

Summary		
OPA3		LD→Perm
CPM2		LD→Perm
CPM2		LD

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

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

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

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

Capital Investments

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

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

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

The department is currently engaged in three capital construction projects. These policy option packages look to support the needed investments to further the project goals. In the case of the Toledo facility, a relocation project, the release of additional bonding is required. For the Klamath and Santiam facilities, both lost to fire, Other Fund limitation may be required to enable the utilization of insurance proceeds and other revenue sources.

Summary		
Toledo Facility	$1.3M additional bonding	
Klamath Facility	TBD Other Fund limitation	Existing Funding
Santiam Facility	$2M Other Fund limitation	Existing Funding

State Foresters Office Renovation (est. one-time biennial cost $15-20M)

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

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

Summary		
CPM3	LD Project Manager	New
Additional Funds		
SFOB Renovation Costs	$17,000,000	New Funding

RECOMMENDATION

This agenda item is informational only.

NEXT STEPS

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

ATTACHMENTS

None

Agenda Item No.:	5
Work Plan:	Administrative
Topic:	Macias, Gini & O'Connell (MGO) Recommendations
Presentation Title:	MGO Department Implementation Management Plan Progress
Date of Presentation:	April 27, 2022
Contact Information:	Bill Herber, Deputy Director for Administration (503) 945-7203 bill.herber@odf.oregon.gov Sabrina Perez, Senior Strategy Manager (503) 945-7311 sabrina.perez@odf.oregon.gov

SUMMARY

The department will provide a joint update with Macias, Gini, and O'Connell (MGO) reviewing the department's progress on implementation of MGO recommendations.

CONTEXT

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

BACKGROUND

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

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

From preliminary work with MGO, and further development upon receipt of the final report, ODF developed a comprehensive Implementation Management Plan consisting of key deliverables and actions necessary for the agency to mitigate risk, implement structural changes, and refine financial processes to

reflect the reality of increasingly large wildfires. It is anticipated this plan will have multiple iterations as each recommendation progresses through a lifecycle of cascading refinement in planning, and milestone achievements are accomplished. The first version of this comprehensive plan was presented to the Board in June, an updated version was shared in September, a third version in January, and a fourth will be presented in April.

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

Organizational Response to Investments and Status

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

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

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

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

RECOMMENDATION

This is an informational item.

NEXT STEPS

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

ATTACHMENT

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

Oregon Department of Forestry

MGO Review and Assessment Recommendations

Implementation Management Plan

Version 4

April 21, 2022

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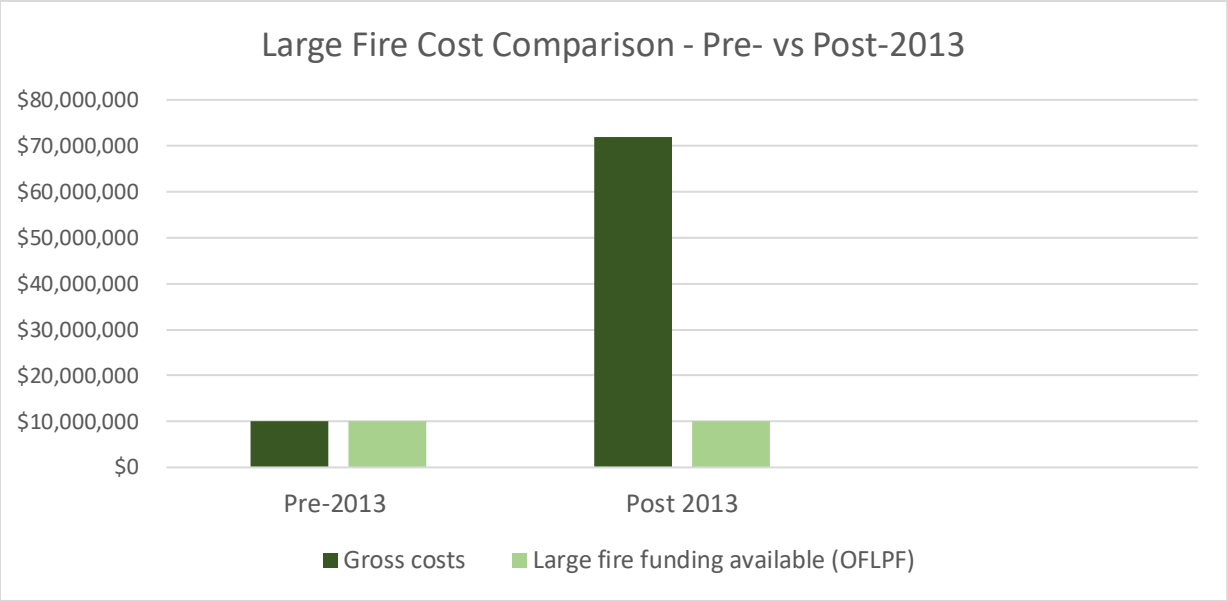
Background

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

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



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

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

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

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

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

Context for the Implementation Management Plan

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

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

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

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

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

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

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

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

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

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

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

Further Context for Version 2 of the Implementation Management Plan

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

Version 3 of the Implementation Management Plan

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

Version 4 of the Implementation Management Plan

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

Oregon Department of Forestry, MGO Implementation Management Plan Version 4, Status and Change Log

Sorted by ID#, by Risk

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

Sorted by Completion Date, by Risk

#	Recommendation (Type)	Risk Rating	Target Completion Date	Last Status Version 3	Current Status Version 4	Changes and Progress	Status Notes and Next Steps
#1	Cost Share Agreements (Consistency) (Policies & Procedures)	High	06/30/2021	Complete and Enhanced	Complete and Enhanced	No change. Completed in prior version.	Complete. Enhanced status for modernization and maintenance.
#2	Cost Share Settlements (Signature Authority) (Policies & Procedures)	High	06/30/2021	Complete and Enhanced	Complete and Enhanced	No change. Completed in prior version.	Complete. Enhanced status for maintenance and training.
#3	Cost Share Collections (Policies & Procedures)	High	06/30/2021	Complete and Enhanced	Complete and Enhanced	No change. Completed in prior version.	Complete. Enhanced status for further system implementation and maintenance.
#27	OregonBuys (Information Technology)	Low	06/30/2021	Complete and Enhanced	Complete and Enhanced	Completed in prior version.	Complete. Enhanced status for related policies and maintenance.
#16	Board of Forestry Oversight (Oversight)	Medium	10/31/2021	Active	Complete	Completed policy development and approved policy.	Complete. Communications and coordination procedures for monthly financial report.
#5	Accounts Receivable Collections (Policies & Procedures)	High	12/31/2021	Active	Active	No change. Progress on financial program recruitments and transitioning finance duties within the program.	Active. Transitioning finance duties to focus on policy development.
#17	District Finance / Accounting Oversight (Oversight)	Medium	12/31/2021	Active	Active	No change.	Active. Transitioning finance duties to focus on policy development and financial metrics.
#19	Invoicing (Policies & Procedures)	Medium	12/31/2021	Active	Active	Progressing on implementation of system while observing changes in processes.	Active. Further system implementation and procedural updates to reflect changed processes.
#26	FEMA Claim Status (Policies & Procedures)	Low	12/31/2021	Active	Active	Progressing on active FEMA claims.	Active. Procedures in development and actively recruiting for Admin Modernization Program capacity.
#4	Cash Flow Projections (Policies & Procedures)	High	06/30/2022	Active	Active	Continued use of Outstanding Assets & Liabilities Tracker, refinement of cash runway tool, removed deliverable for Co-op Tracker procedure (integrated).	Active. Transitioning finance duties to focus on policy development, actively recruiting for the Admin Modernization Program capacity.
#6	Policy & Procedure Storage (Information Technology)	High	06/30/2022	Pending	Pending	No change.	Pending. Actively recruiting for Admin Modernization Program capacity, and developing a 23-25 budgetary policy option package.
#7	Cost Estimates (Information Technology)	High	06/30/2022	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)	High	06/30/2022	On Hold	On Hold	No change.	On hold for capacity to support IT deliverables with OFRS. BRIO licensing ends 06/30/22, replacement system OBIEE not ideal for non-technical use.
#9	Accounts Payable (Policies & Procedures)	High	06/30/2022	Active	Active	Progressing on implementation and training on OregonBuys Phase II for eProcurement.	Active. Transitioning finance duties to focus on policy development.
#10	Electronic Records (Information Technology)	High	06/30/2022	Active	Active	Continuing development of 2023-25 Agency Request Budget and policy option packages.	Active. Strategic initiative working through Board for 2023-25 Agency Request Budget
#12	ACC Rate Assessments (Budgeting)	High	06/30/2022	Active	Active	Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.	Active. Integrating business process changes and revised templates for next fiscal.
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#14	Training for finance personnel (Salem and Field) (Oversight)	Medium	06/30/2022	Not Started	Initiated	Work initiated. Developing framework/guidance for trainings on policy and procedures.	Initiated. Defining items for onboarding checklist and developing key policy and financial trainings.
#15	Field Protection Districts Oversight (Oversight)	Medium	06/30/2022	Active	Active	Progressing on procedure and training development.	Active. Transitioning finance duties to focus on policy development.
#18	Change Management (Incident Finance Audits) (Oversight)	Medium	06/30/2022	On Hold	Active	Engaging 2021 large fire audit with joint financial review procedures.	Active. Complete 2021 audits, define AAR and change management processes for lessons learned.
#22	OFRS (Information Technology)	Medium	06/30/2022	On Hold	On Hold	No change.	On hold. Actively recruiting for Admin Modernization Program capacity
#23	Budgeting Requirements (Budgeting)	Medium	06/30/2022	Active	Active	Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.	Active. Integrating business process changes and revised templates for next fiscal.
#24	Budgeting Requirements (Budgeting)	Medium	06/30/2022	Active	Active	Significant progress with current fiscal year budgeting processes, templates and fiscal analysis.	Active. Integrating business process changes and revised templates for next fiscal.
#25	Operating Association Advances (Policies & Procedures)	Low	06/30/2022	Not Started	Not Started	No change.	Not Started. Modified estimated date by one year due to capacity and timing needs prior to spring.
#11	I.T. Systems (Information Technology)	High	06/30/2023	Not Started	Initiated	Work initiated. DAS EIS concluded inventory on agency datasets.	Initiated. New assessment tool being acquired, discussing IT Governance strategies with leadership, direction towards policy and procedures.
#20	Finance / Accounting (Org Structure) (Finance/Accounting Resources)	Medium	06/30/2023	Active	Active	Adapting and aligning business processes, communications, and expectations, integrating changes in organizational structure.	Active. Continued assessment of operations and adaptation of personnel duties and business processes throughout the biennium.
#21	Finance Skillsets (Finance/Accounting Resources)	Medium	06/30/2023	Not Started	Not Started	No change.	Not Started.
#28	Encumbrances (Budgeting)	Low	06/30/2023	Not Started	Not Started	No change. Process exists to capture encumbrances outside of OregonBuys.	Not Started. Once OregonBuys Phase II is implemented, 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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #1 - Cost Share Agreements (Consistency)
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2021
Last Update: 04/19/2022

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

Rating **MGO Recommendation:**

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

(MGO) Action Plan:

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

MGO Observation:

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
√	*Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020)* between ODF, operating associations, and federal agencies includes cost share agreement template and instructions	Fire Protection Deputy Chief	Done		Complete	State Forester	n/a	n/a	n/a		Master Cooperative Agreement 2020, 2021-2023
√	*Oregon Statewide 2020 Operating Plan (01/01/2020)* between ODF, operating associations, and federal agencies defines delegated authority, cost share methodologies, and preliminary review of cost share by ODF Incident Business Lead	Fire Protection Deputy Chief	Done		Complete	State Forester	n/a	n/a	n/a		Statewide Operating Plan 2020, 2021-2023
√	Cost Share Tracker developed (MGO)	Protection Finance Manager	Done		Complete	Fire Protection Chief	n/a	n/a	n/a		Cost Share Tracker 05.17.21, 02.28.22
√	Cost Share Tracker joint review w/ODF Operations and Administrative Branch	Protection Finance Manager	05/24/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Procedures (list topic(s), define each)											
√	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	06/30/2021		Complete	Fire Protection Deputy Chief	n/a	n/a	n/a		ODF Procedure - Cost Share Tracker
ODF Greenbook (list sections, define action needed)											
√	Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)	Protection Finance Manager	06/30/2021		Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book
ODF Guidance or Memorandum (list sections)											
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Technical requirements for cost share tracker application defined, if desired	Protection Finance Manager	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for cost share tracker	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Cost Share Tracker application deployment	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for updating Cost Share Tracker revised to incorporate new application	Protection Finance Manager	TBD		Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #1 - Cost Share Agreements (Consistency)
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2021
Last Update: 04/19/2022

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

Rating **MGO Recommendation:**

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

(MGO) Action Plan:

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

MGO Observation:

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

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

MGO Recommendation # and Title: #2 - Cost Share Settlements (Signature Authority)
ET Sponsor: Protection Division Chief
Due Date: 06/30/2021
Last Update: 04/19/2022

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

Rating: High

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
√	*Master Cooperative Wildland Fire Management and Stafford Act Response Agreement (01/01/2020)* between ODF, operating associations, and federal agencies includes cost share agreement template and instructions	Fire Protection Deputy Chief	Done		Complete	State Forester	n/a	n/a	n/a		Master Cooperative Agreement 2020, 2021-2023
√	*Oregon Statewide 2020 Operating Plan (01/01/2020)* between ODF, operating associations, and federal agencies defines delegated authority, cost share methodologies, and preliminary review of cost share by ODF Incident Business Lead	Fire Protection Deputy Chief	Done		Complete	State Forester	n/a	n/a	n/a		Statewide Operating Plan 2020, 2021-2023
√	Settlement Process Review by Operations and Administrative Branch (MGO)	Protection Finance Manager	05/24/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		n/a
√	Signature Authority thresholds defined for cost share settlements (MGO)	Protection Division Chief	05/24/2021		Complete	Deputy Director for Administration	Jul-21	Jul-21	n/a		n/a
√	Attendance at settlement meetings defined (MGO)	Protection Division Chief	05/24/2021		Complete	Deputy Director for Administration	Jul-21	Jul-21	n/a		n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
√	ODF Directive 0-2-3-206 Internal Controls over Delegated Authority Rescinded (MGO)	Deputy Director for Administration	12/30/2021		Complete	State Forester	Sep-21	Sep-21	Sep-21		ODF Policy - Delegation of Authorities
√	ODF Policy - Signature Authority updated w/ cost share settlements defined (MGO)	Deputy Director for Administration	12/30/2021		Complete	State Forester	Sep-21	Sep-21	Sep-21		ODF Policy - Delegation of Authorities
ODF Procedures (list topic(s), define each)											
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Greenbook (list sections, define action needed)											
√	Chapter 80 - Cost Share Field Procedures and Appendices - updated w/ authorities, expectations for interdepartmental communications, timing, roles (MGO)	Protection Finance Manager	06/30/2021		Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book
ODF Guidance or Memorandum (list sections)											
√	Cost Share Reconciliation Process Best Practices (new)	Protection Finance Manager	06/13/2021		Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		ODF Green Book - Appendix 80.22
IT SYSTEM CONSIDERATIONS											
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
COMMUNICATION PLANNING											
√	Announcement of 2021 Agency Administrator Training (Email)	Protection Training Coordinator	Done		Complete	Fire Protection Deputy Chief	May-21	May-21	May-21		Agency Administrator Seminar (calendar)
√	Announcement of 2021 Incident Finance Trainings (Email)	Incident Finance / FEMA Unit Manager	05/12/2021		Complete	Fire Protection Deputy Chief	May-21	May-21	May-21		2021 Incident Finance Trainings (email)
√	Communicate procedural changes to impacted personnel and supervisors	Incident Finance / FEMA Unit Manager	06/30/2021		Complete	Public Affairs Manager	Jun-21	Jun-21	Jun-21		Green Book Updates 2021 (Email)
√	Request real-time input from personnel navigating the new procedure to allow for quick adjustments if needed	Incident Finance / FEMA Unit Manager	06/30/2021		Complete	Public Affairs Manager	Jun-21	Jun-21	Jun-21		Green Book Updates 2021 (Email)

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #2 - Cost Share Settlements (Signature Authority)
ET Sponsor: Protection Division Chief
Due Date: 06/30/2021
Last Update: 04/19/2022

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 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		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
TRAINING NEEDS											
√	Agency Administrator Training Section on Cost Shares updated	Protection Finance Manager	06/11/2021		Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Tool Kit on ODFnet
√	Agency Administrator Seminar conducted June 14, 2021	Protection Training Coordinator	06/14/2021		Complete	Fire Protection Deputy Chief	Jun-21	Jun-21	n/a		Agency Administrator Seminar held on June 14, 2021
√	2021 Incident Finance Training	Incident Finance / FEMA Unit Manager	05/12/2021		Complete	Fire Protection Deputy Chief	May-21	May-21	n/a		ODF pre-recorded training sessions published May 12, 2021
√	Interagency Cost Share Training hosted by Regional 6 Forest Service	Incident Finance / FEMA Unit Manager	05/12/2021		Complete	Fire Protection Deputy Chief	May-21	May-21	n/a		Region 6 Forest Service hosted on May 12 and 27, 2021
√	Cost Share Reconciliation Training (annual)	Protection Finance Manager	Spring 2022		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 Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022		Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022		Not Started	Human Resources Analyst	n/a	n/a	n/a		
√	Master Agreement and Statewide Operating Plan updated (as needed)	Fire Prevention and Policy Manager	06/30/2023		Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #3 - Cost Share Collections
ET Sponsor: Fire Protection Division Chief
Due Date: 06/30/2021
Last Update: 04/19/2022

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

Rating: High

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

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

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

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
√	Monthly AR/AP aging meetings with key partners (MGO)	Protection Finance Manager	Done		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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #3 - Cost Share Collections
ET Sponsor: Fire Protection Division Chief
Due Date: 06/30/2021
Last Update: 04/19/2022

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

Rating: High

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

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

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

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

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

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

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

ODF Management Response:

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

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #4 - Cash Flow Projections
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/19/2022

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

Rating: High

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
√	Outstanding Assets & Liabilities Tracker	Protection Finance Manager	Done		Complete	Deputy Director for Administration	Jun-21	n/a	n/a		Outstanding Assets & Liabilities Tracker
	ODF Financial Outlook Runway (new)	Financial Services Manager	Done		In Review / Underway	Deputy Director for Administration	n/a	n/a	n/a		ODF Financial Outlook Runway New Biennium
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Internal Controls (new) (MGO)	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy Cost Estimate Generation (new) (MGO)	Protection Finance Manager	06/30/2022		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	06/30/2022		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
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		
	Cash Flow Procedures (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: #4 - Cash Flow Projections
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/19/2022

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

Rating: High

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

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

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

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

ODF Management Response:

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

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

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

MGO 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: 04/19/2022

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 establish formalized policies and procedures related to collections of accounts receivables including a clear definition of the roles and responsibilities.

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	06/30/2022		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 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: 04/19/2022

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 establish formalized policies and procedures related to collections of accounts receivables including a clear definition of the roles and responsibilities.

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
COMMUNICATION PLANNING											
	Communications with those currently involved with collections. Initially, for information gathering and later for communicating changes to policies and procedures.	Deputy Director for Administration	06/30/2022		Being Initiated	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	Policy and procedures as part of Sage training and updates	Financial Services Manager	06/30/2022		Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Collection policies and procedures for those responsible for collections	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #6 - Policy & Procedure Storage
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/19/2022

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #6 - Policy & Procedure Storage
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/19/2022

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #7 - Cost Estimates
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2022
Last Update: 04/20/2022

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

Rating: High

MGO 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 on-going training to ensure all personnel understand how to properly and efficiently use the systems.

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

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

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

ODF Management Response:

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #7 - Cost Estimates
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2022
Last Update: 04/20/2022

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

Rating: High

MGO 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 on-going training to ensure all personnel understand how to properly and efficiently use the systems.

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

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

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

ODF Management Response:

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

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

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

MGO Implementation Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #8 - BRIO Real-time
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/20/2022

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

Rating: High

MGO Recommendation:
Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
√	Inventory of existing standard and non-standard reports sent to the field (MGO)	Financial Services Manager	08/31/2021		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		Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Identify any outstanding information needs not met in standardized reports (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Financial Reporting and Oversight	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Financial Reporting procedures for preparation of each standardized report (TBD)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Financial Oversight procedures for review of each standardized report (TBD)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	OFRS Reporting Tool Use Procedures (MGO)	Financial Services Manager	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 Implementation Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #8 - BRIO Real-time
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/20/2022

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

Rating: High

MGO Recommendation:
Field Protection Districts should be provided with real time access (read only) to key financial data /metrics, including the ability to run a specified set of BRIO reports. Additionally, the ODF Administrative Branch should provide BRIO training to the Field Protection Districts on an on-going basis including how to run reports and which reports should be utilized for which purposes.

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

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

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

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

ODF Management Response:

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

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #9 - Accounts Payable
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/20/2022

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

Rating: High

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

(MGO) Action Plan:
1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system.
2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis.
3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system. If a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.

MGO Observation:
Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.

MGO Potential Impact / Risk:
The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
√	Transition Plan for ORPIN Users to OregonBuys	Contract Services Program Manager	06/01/2021		Complete	Assistant Deputy Director for Admin	Apr-21	Apr-21	n/a		ORPIN User Survey for Transition to OregonBuys 04/21/2021
√	OregonBuys Phase I for Payments launched for ODF use (MGO)	Contract Services Program Manager	07/01/2021		Complete	DAS	Jul-21	Jul-21	n/a		Email-OregonBuys is Live 07/02/21
	OregonBuys Phase II for eProcurement launched for ODF use (MGO)	Contract Services Program Manager	06/01/2022		In Review / Underway	DAS	Jul-21	Jul-21	n/a		OregonBuys Phase II Updates and Trainings 04/20/2022
	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		Being Initiated	Financial Services Manager	TBD	TBD	TBD		
	Reconciliation Procedures for open market purchase orders and invoices (MGO)	Disbursements Manager	TBD		Not Started	Financial Services Manager	n/a	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 20 - Procurement revised to integrate new OregonBuys procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022		Not Started	Protection Finance Manager	Jul-22	n/a	n/a		
	Chapter 90 - Incident Payments revised to integrate new payment procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022		Not Started	Protection Finance Manager	Jul-22	n/a	n/a		
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 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: 04/20/2022

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

Rating: High

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

(MGO) Action Plan:
1. Purchasing/ disbursement policies and procedures should be updated to clearly state when purchase orders and vendor invoices are to be entered in the system.
2. Reconciliation procedures between open purchase orders and invoices received should be implemented and performed on a periodic (e.g. monthly) basis.
3. ODF should consider the use of OregonBuys as a procurement system in addition to a payment system. If a different system and or process must be utilized for recording and tracking of purchase orders, should be clearly communicated and outlined within the purchasing/ disbursement policies and procedures.

MGO Observation:
Purchase orders are not utilized for the purchase of good or services prior to the receipt of vendor invoices. Additionally, certain vendor invoices take years for ODF to receive, such as invoices from the U.S. Bureau of Land Management for fire retardant.

MGO Potential Impact / Risk:
The lack of recording of payables timely could lead to the inability to properly project cash flows resulting in cash gaps, due to incomplete expense data.

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
IT SYSTEM CONSIDERATIONS											
	Sage AP module, scope of work, budget and timeline	Financial Services Manager	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module updated to integrate with business practices	Financial Services Manager	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
COMMUNICATION PLANNING											
	Continued communications on the launch of OregonBuys procurement functionality	Contract Services Program Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	n/a		Email: OregonBuys Phase II Updates and Trainings 04/20/22
	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		In Review / Underway	n/a	May-22	May-22	May-22		Email: OregonBuys Phase II Updates and Trainings 04/20/22
	Fire Finance Training (annual) - Procurement and Incident Payment modules	Incident Finance / FEMA Manager	06/30/2022		Not Started	Protection Finance Manager	Jul-22	n/a	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	AP Payment Guidance/Procedures reviewed (annually)	Disbursements Manager	10/01/2022		Not Started	Financial Services Manager	TBD	TBD	TBD		
	Disbursements, Expenditures, Procurement, Signature Authority policies reviewed	Assistant Deputy Director for Admin	10/01/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Consider Temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development as deliverables progress	Contract Services Program Manager	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #10 - Electronic Records
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/20/2022

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

Rating

High

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
	This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2023-25 Legislatively Adopted Budget by 07/30/2023, that is inclusive of ODF Policy Option Packages developed through the 23-25 biennial budget development cycle. ODF's timeline to develop these packages with the Board of Forestry aligns with the recommendation due date of 06/30/2022. (MGO)	State Forester	07/30/2023		Being Initiated	Oregon Legislative Assembly	TBD	TBD	TBD		
√	Project management outline assessing resource needs for Fire Finance Document Management (sponsor, owner, project manager, business analyst, business case, with project, staffing, communication, implementation and production plans, etc.) (MGO)	Fiscal Analyst 3 (MGO LD)	11/16/2021		Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		ODF Document Management System Proposal, ODF Protection Incident Paperless Document and Financial System Proposal
√	Fire Finance Document Management permanent resource needs (owner, position, organizational structure) (MGO)	Fiscal Analyst 3 (MGO LD)	11/16/2021		Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		ODF Document Management System Proposal, ODF Protection Incident Paperless Document and Financial System Proposal
	Short-term working group established to convert historical hard copy/manual financial data (e.g. fire boxes) to electronic files, catalogued for storage on the future document management software. (MGO)	Fiscal Analyst 3 (MGO LD)	06/30/2022		In Review / Underway	Deputy Fire Protection Chief	TBD	TBD	TBD		ODF Protection Historical Document Archiving Opt-Out Justification
	Document classification methodology including grouping and security considerations.	Protection Finance Manager	06/30/2022		Being Initiated	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Procure professional document management application - see budgetary (MGO)	Protection Finance Manager	TBD		Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Inventory of all paper fire finance documents created on incident, including owner, criteria for documentation and, identifying opportunities for electronic alternatives.	Protection Finance Manager	TBD		Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Fire Finance Document Management (w/implementation of system) (MGO)	Protection Finance Manager	TBD		Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Procedures for electronic management of each document type - what, when and how to capture, create, save and share documents (w/implementation of system) (MGO)	Protection Finance Manager	TBD		Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
√	Introduction - Incident Finance Electronic Process Documents (MGO)	Protection Finance Manager	06/29/2021		Complete	Fire Protection Deputy Chief	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	Fire Protection Deputy Chief	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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #10 - Electronic Records
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/20/2022

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

Rating **MGO Recommendation:**

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

(MGO) Action Plan:

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

MGO Observation:

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

MGO Potential Impact / Risk:

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
	Removal of any alternate / adhoc processes or systems being utilized (MGO)	Chief Information Officer	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for fire record keeping revised to incorporate new application	Protection Finance Manager	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
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											
	LD/Temp Document Technician(s) positions defined for short-term workgroup (MGO)	Protection Finance Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		ODF Protection Historical Document Archiving Opt-Out Justification
	LD Project Manager position drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Perm Document Manager position drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Perm Document Technician position drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Document Management System(s) drafted for 2023-25 budget development (MGO)	Assistant Deputy Director for Admin	05/01/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		*Note: 23-25 draft POP may focus on FTE first, then 25-27 for system
√	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 for Budget Development
	Input on Budget Concepts for 2023-25 budget development (MGO)	State Forester	04/30/2022		In Review / Underway	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		Being Initiated	Board of Forestry	TBD	TBD	TBD		
	2023-25 Agency Request Budget	State Forester	07/30/2022		Being Initiated	Board of Forestry	TBD	TBD	TBD		
	2023-25 Governor's Recommended Budget	Governor	02/28/2023		Not Started	Legislative Assembly	TBD	TBD	TBD		
	2023-25 Legislative Adopted Budget	Legislative Assembly	07/30/2023		Not Started	Legislative Assembly	TBD	TBD	TBD		
	Document Management System Acquisition (MGO)	Protection Finance Manager	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		

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: 04/20/2022

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

Rating: High

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

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

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

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

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
	Inventory of software and services (identify owners and stewards) (MGO)	Chief Information Officer	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		Agency Data Inventory 20220228
	Data inventory of software and services (purpose and use of each system) (MGO)	Chief Information Officer	06/30/2023		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		Agency Data Inventory 20220228
	Software/service roadmap including identification of potential consolidation (MGO)	Chief Information Officer	06/30/2023		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Strategic IT roadmap for fire finance IT systems and support	Chief Information Officer	06/30/2023		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Software coverage listing (high level data usage)	Chief Information Officer	06/30/2023		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Defined software and service "Allow" and "Not-Allow" lists	Chief Information Officer	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - I.T. Software and Service Governance (MGO)	Chief Information Officer	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Data Governance	Chief Information Officer	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - I.T. Acceptable Use updated	Chief Information Officer	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Mobile Device Acceptable Use updated	Chief Information Officer	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
	Procedure to request new or updated applications or services (MGO)	Chief Information Officer	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Explore the option of self-service application installs and updates	Chief Information Officer	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communicate procedural changes to impacted personnel and supervisors	Chief Information Officer	06/30/2023		Not Started	Public Affairs Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

MGO Implementation Management Plan Template - Deliverable Status Log

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

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

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

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

Rating: High

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

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

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

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

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
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		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		Protection Budget Review and Proposals Executive Summary
√	ACC & Budget Historical Analysis	Fiscal Analyst 3 (MGO LD)	11/08/2021		Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
√	Assessment of Current ACC Rate Calculations	Fiscal Analyst 3 (MGO LD)	11/08/2021		Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
√	ACC Template & 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		Being Initiated	Protection Finance Manager	TBD	TBD	TBD		
√	ACC IT System Project Defined - Need, Solution, Budget, and Steps (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/10/2021		Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		Proposal ODF Protection Budgeting and Tracking System
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Budgetary Development, Tracking, and Reconciliation	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	Jul-22	Jul-22	May-22		
ODF Procedures (list topic(s), define each)											
	Actual Cost Computation (ACC) Rate Procedures (MGO)	Fire Business Coordinator	02/30/2023		Being Initiated	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022		Being Initiated	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
√	Integrated Fiscal Budget Instructions	Protection Fiscal Analyst 2	01/25/2022		Complete	Protection Finance Manager	TBD	TBD	n/a		FY23 Integrated Fiscal Budget Instructions Final 01.25.22
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2023		Being Initiated	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures	Assistant Deputy Director for Admin	06/30/2023		Being Initiated	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	E-Board Coordination Procedures	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

MGO Implementation Management Plan Template - Deliverable Status Log

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

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

Rating: High

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

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

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

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

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
IT SYSTEM CONSIDERATIONS											
	Online ACC Rate Calculator	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical requirements for Budget Tracker defined	Admin Modernization Program	TBD		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	06/30/2023		Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2023		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Established feedback process for use of new budgeting tools to allow for real-time changes or additional training.	Assistant Deputy Director for Admin	06/30/2023		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Assessment of staffing/technology to determine if additional investment is warranted	Assistant Deputy Director for Admin	06/30/2023		Not Started	Deputy Director for Administration	n/a	n/a	n/a		

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

MGO Implementation Management Plan Template - Deliverable Status Log

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

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

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: 04/21/2022

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		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
	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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #14 - Training (Training/Onboarding for accounting personnel in Salem and Field)
ET Sponsor: Human Resources Manager
Due Date: 06/30/2022
Last Update: 04/21/2022

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 develop a robust onboarding and training program for all finance and accounting personnel or those with finance and accounting related responsibilities.

(MGO) Action Plan:
1. Create a set of onboarding and ongoing training documents for all individuals with finance/ accounting related responsibilities. The onboarding training should include: (1) use of financial systems; (2) financial policies, procedures and processes; (3) monthly, quarterly, and annual reporting requirements; and (4) ODFnet and other available information and training resources.
2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable finance systems, desktop procedures, and ongoing reporting requirements.

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

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

ODF Management Response:

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #14 - Training (Training/Onboarding for accounting personnel in Salem and Field)
ET Sponsor: Human Resources Manager
Due Date: 06/30/2022
Last Update: 04/21/2022

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 develop a robust onboarding and training program for all finance and accounting personnel or those with finance and accounting related responsibilities.

(MGO) Action Plan:
1. Create a set of onboarding and ongoing training documents for all individuals with finance/ accounting related responsibilities. The onboarding training should include: (1) use of financial systems; (2) financial policies, procedures and processes; (3) monthly, quarterly, and annual reporting requirements; and (4) ODFnet and other available information and training resources.
2. Specify the required policies and procedures that must be reviewed and understood, along with the applicable finance systems, desktop procedures, and ongoing reporting requirements.

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
	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 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: 04/21/2022

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Review Planning				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
	Inventory of employee desk manual contents within key finance positions (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
	Evaluation of desk manual contents to consider establishing formal procedures (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
	Defined, modernized, desk manual template for use in agency (MGO)	Senior Strategy Manager	06/30/2022		Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	Timeline and expectation delivered for codifying employee desk manuals (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jul-22	Jul-22	Jun-22		
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		Not Started	Oregon Forestland Protection Fund Administrator	Jul-22	Jul-22	n/a		
√	EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)	Oregon Forestland Protection Fund Administrator	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		
	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		

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: 04/21/2022

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #16 - Board of Forestry Oversight
ET Sponsor: Deputy Director for Administration
Due Date: 10/31/2021
Last Update: 04/21/2022

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

Rating: Medium

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
√	Draft 21-22 BOF Administrative Work Plan with new topic and timeline for Board Financial Oversight Policy Development considered at October planning retreat. Planning discussion includes review of existing financial dashboard processes. (MGO)	State Forester and Deputy Director for Administration	10/31/2021		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	Assistant Deputy Director for Admin	TBD		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)											
	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: 10/31/2021
Last Update: 04/21/2022

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

Rating: Medium

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

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

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

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

ODF Management Response:

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

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

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

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		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
√	Expectations for ODF Executive Team, Operations, Administration, and Field Protection Districts with respect to financial accountability and MGO Recommendations (MGO)	State Forester	Done		Complete	Board of Forestry	Jan-20	Jan-21	Jul-20		Multiple forums
	Organization Chart defining financial reporting lines to Administrative Branch (MGO)	Assistant Deputy Director for Admin	06/30/2022		Being Initiated	Deputy Director for Administration	Nov-21	Dec-21	Oct-21		Org Chart - ODF Administrative Branch w/reorganization and area coordinator positions
√	Cost Share Tracker developed (MGO)	Protection Finance Manager	05/17/2022		Complete	Deputy Fire Protection Chief	n/a	n/a	n/a		Cost Share Tracker
√	Outstanding Assets & Liabilities Tracker (MGO)	Protection Finance Manager	06/23/2021		Complete	Deputy Director for Administration	Jun-21	n/a	n/a		Outstanding Assets & Liabilities Tracker
√	Co-op Tracker developed (MGO)	Protection Finance Manager	06/23/2021		Complete	Deputy Fire Protection Chief	Jun-21	n/a	n/a		Outstanding Assets & Liabilities Tracker
√	Active Incident Tracker developed (MGO)	Protection Finance Manager	12/31/2021		Complete	Deputy Fire Protection Chief	Jan-22	n/a	n/a		Active Incident Tracker
√	AR/AP Tracker for external partners (MGO)	Protection Finance Manager	12/31/2021		Complete	Deputy Fire Protection Chief	Jan-22	n/a	n/a		AR/AP Tracker for Aging
	Field reporting requirements defined and integrated into policies/procedures (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		Outstanding Assets & Liabilities Tracker Instructions
	Metrics for A/R and A/P agings (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for incidents with open finance items by fiscal year and type (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for completed percentage of cost share reconciliations (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for completed percentage of co-op reconciliations (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for number of cost shares open, settled, or closed (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for outstanding payable invoices w/external partners (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		

MGO Implementation Management Plan Template - Deliverable Status Log

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

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		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Organization and Position Management (MGO)	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Accounting for Revenues and Receivables (new) (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	ODF Policy - Internal Controls (new) (MGO)	Internal Auditor	06/30/2022		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
√	AR/AP aging meeting Procedures (MGO)	Financial Services Manager	12/30/2021		Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		ODF Procedure - Accounts Receivable Collections on Federal Cost Shares and AR/AP Aging Meeting
√	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	12/30/2021		Complete	Fire Protection Deputy Chief	n/a	n/a	n/a		ODF Procedure - Cost Share Tracking
√	Outstanding Assets & Liabilities Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022		Complete	Fire Protection Deputy Chief	Jan-22	n/a	n/a		Procedure/instructions for updating is first tab on tracker.
√	Co-op Tracker Updating Procedure (MGO)	n/a	n/a	n/a	n/a	Fire Protection Deputy Chief	Jan-22	n/a	n/a		n/a - combined with Outstanding Assets & Liabilities Tracker
	Active Incident Tracker Updating Procedure (MGO)	Protection Finance Manager	06/30/2022		Not Started	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Financial Metrics Review Procedures (MGO)	Financial Services Manager	06/30/2022		Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
√	Chapter 80 - Cost Share Field Procedures - updated w/ current template, terms, guidance, expectations for interdepartmental communications, timing, roles (MGO)	Protection Finance Manager	06/15/2021		Complete	Fire Protection Deputy Chief	Jul-21	n/a	n/a		ODF Green Book
	Chapter 50 - Interagency Cooperative Relations (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022		In Review / Underway	Protection Finance Manager	n/a	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

MGO Implementation Management Plan Template - Deliverable Status Log

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

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		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
IT SYSTEM CONSIDERATIONS											
	Technical requirements for incident finance tracker application defined, if desired	Protection Finance Manager	Fall	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for incident finance tracker	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Incident Finance Tracker application deployment	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for updating Incident Finance Tracker revised for new application	Protection Finance Manager	TBD	●	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
	Interface developed for trackers and metrics to feed into OFRS application	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	●	In Review / Underway	Protection Finance Manager	May-22	May-22	n/a		
	Dispatch and IMT trainings - update on new processes (annually)	Incident Finance / FEMA Manager	06/30/2022	●	In Review / Underway	Protection Finance Manager	May-22	May-22	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Training modules modified to reflect any new or changed processes/procedures	Incident Finance / FEMA Manager	06/30/2022	●	In Review / Underway	Protection Finance Manager	May-22	May-22	n/a		
	Protection Fiscal Year Operating Plan core duties updated	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Fire Protection Deputy Chief	06/30/2022	●	Not Started	Human Resources Analyst	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #18 - Change Management (Incident Finance Audits)
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2022
Last Update: 04/21/2022

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		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
√	Combine EFCC and Protective Division incident finance audit processes (MGO)	Protection Finance Manager	05/01/2021		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
	Incident AAR process updated to review financial accounting and communicate results (MGO)	Protection Finance Manager	06/30/2022		Not Started	Fire Protection Division Chief	Aug-22	Sep-22	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-201 Internal Controls - General Overview rescinded	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Internal Controls (new)	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	ODF Policy - Disbursements and Expenditures (new)	Financial Services Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
ODF Procedures (list topic(s), define each)											
√	EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)	Oregon Forestland Protection Fund Administrator	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
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
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		

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #18 - Change Management (Incident Finance Audits)
ET Sponsor: Fire Protection Chief
Due Date: 06/30/2022
Last Update: 04/21/2022

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		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
TRAINING NEEDS											
	Fire Finance Training (annually) - Auditing and Emergency Fire Claim modules updated (MGO)	Incident Finance / FEMA Manager	06/30/2022		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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #19 - Invoicing
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 04/21/2022

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 invoice generation including limiting the ability to generate invoices to the ODF Administrative Branch.

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded	Financial Services Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)	Financial Services, Operating Programs	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Updated policy includes defined responsibilities for ODF Admin and Operations (MGO)	Financial Services Manager	06/30/2022		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
√	ODF Policy - Signature Authority (MGO)	Deputy Director for Administration	12/30/2021		Complete	State Forester	Oct-21	Dec-21	Sep-21		ODF Policy - Delegation of Authorities
ODF Procedures (list topic(s), define each)											
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	06/30/2022		Being Initiated	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Invoicing process includes supporting documentation and timelines (MGO)	Financial Services Manager	06/30/2022		Being Initiated	Assistant Deputy Director for Admin	TBD	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 70 - Claims and Incident Cost Recovery Collection revised to integrate new Accounts Receivable policies and procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022		Not Started	Protection Finance Manager	TBD	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
√	Sage AR deployed as only system for invoicing, removing manual process (MGO)	Financial Services Manager	06/29/2021		Complete	Assistant Deputy Director for Admin	Jul-21	Jul-21	n/a		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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #19 - Invoicing
ET Sponsor: Deputy Director for Administration
Due Date: 12/31/2021
Last Update: 04/21/2022

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 invoice generation including limiting the ability to generate invoices to the ODF Administrative Branch.

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)
ET Sponsor: State Forester
Due Date: 06/30/2023
Last Update: 04/21/2022

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

Rating: Medium

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

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

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

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

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

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

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

ODF Management Response:

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

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
√	This recommendation's implementation plan is considerate of the Legislative Assembly's development of a 2021-23 Legislatively Adopted Budget, inclusive of ODF Policy Option Package #200 in the Governor's Recommended Budget. (MGO)	State Forester	06/28/2021		Complete	Oregon Legislative Assembly	TBD	TBD	TBD		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		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		
	Interim analysis of core duties for affected positions specific to Operations Branch	Deputy Director for Operations	09/30/2022		Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Principles established for strategic and operational support of Operations Branch	Fire Protection Chief	09/30/2022		Being Initiated	Deputy Director for Operations	TBD	TBD	TBD		
√	Human Resource Analyst assigned to support implementation	Human Resources Manager	12/30/2021		Complete	Deputy Director for Administration	TBD	TBD	TBD		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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)
ET Sponsor: State Forester
Due Date: 06/30/2023
Last Update: 04/21/2022

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

Rating: Medium

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

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

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

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

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

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

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

ODF Management Response:

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

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
√	Communication Plan for implementing organizational change	Deputy Directors for Administration and Operations	01/30/2021		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		
IT SYSTEM CONSIDERATIONS											
	Onboarding or adjustments required for new or changing positions	Information Technology Manager	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communications implementing organizational change	Deputy Director for Administration	TBD		In Review / Underway	Public Affairs Manager	Dec-21	TBD	TBD		

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #20 - Finance / Accounting (Org Structure)
ET Sponsor: State Forester
Due Date: 06/30/2023
Last Update: 04/21/2022

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

Rating: Medium

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

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

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

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

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

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

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

ODF Management Response:

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

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
TRAINING NEEDS											
	Onboarding to the Administrative Branch	Deputy Director for Administration	TBD		In Review / Underway	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Training requirements and plans defined for each position	Deputy Director for Administration	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Workday Human Resource Profiles reviewed and updated as necessary	Human Resources Analyst	TBD		Not Started	Human Resources Manager	TBD	TBD	TBD		
	Fiscal Year Operating Plans updated	Deputy Director for Operations	06/30/2022		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	Strategic Initiatives for 2025-27 budget development, if adjustments needed	State Forester	10/30/2023		Not Started	Board of Forestry	TBD	TBD	TBD		
	Guiding Principles and Direction for 2025-27 budget development	State Forester	01/30/2024		Not Started	Board of Forestry	TBD	TBD	TBD		
	Input on Budget Concepts for 2025-27 budget development	State Forester	04/30/2024		Not Started	Board of Forestry	TBD	TBD	TBD		
	Policy Option Packages for 2025-27 budget development	State Forester	06/30/2024		Not Started	Board of Forestry	TBD	TBD	TBD		
	2025-27 Agency Request Budget	State Forester	07/30/2024		Not Started	Board of Forestry	TBD	TBD	TBD		

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #21 - Finance Skillsets
ET Sponsor: Human Resources Manager
Due Date: 06/30/2023
Last Update: 04/21/2022

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

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
MILESTONES											
	Coordinated review of finance position descriptions against classification specs (MGO)	Human Resources Analyst	06/30/2023	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
	Classification Study of Administrative Branch financial positions	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Union coordination of Classification Studies / Technological Changes / Retraining	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Recommendations for classification changes defined, if any	Deputy Director for Administration	TBD	●	Not Started	State Forester	TBD	TBD	TBD		
	Position classification changes implemented, if any	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Procedures (list topic(s), define each)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
IT SYSTEM CONSIDERATIONS											
	Identification of security controls and access needs for financial positions, protocols on access, including coordination with Department of Administrative Services	Human Resources Manager	06/30/2023	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	Communications to leadership and employees that position descriptions will be reviewed as per Collective Bargaining Agreement (MGO)	Human Resources Analyst	TBD	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
TRAINING NEEDS											
	Identify gaps in person vs. position, conduct needs assesment and provide training to bridge gaps	Human Resources Manager	06/30/2023	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Evaluate changes in finance procedures and identify training needs (annually)	Financial Services Manager	TBD	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Position and classification review every two years to evaluate if position needs have changed and ensure proper classification	Human Resources Analyst	TBD	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
	Workday Human Resource Profiles reviewed and updated as necessary	Human Resources Analyst	TBD	●	Not Started	Human Resources Manager	TBD	TBD	TBD		

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #21 - Finance Skillsets
ET Sponsor: Human Resources Manager
Due Date: 06/30/2023
Last Update: 04/21/2022

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

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

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

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

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

ODF Management Response:

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

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

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #22 - OFRS
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

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

Rating: Medium

MGO Recommendation:
ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #22 - OFRS
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

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

Rating: Medium

MGO Recommendation:
ODF should implement the recommended process improvements identified within the report to ensure that source data is accurate and complete within the respective systems. An independent validation and stress-test of OFRS should be completed prior to implementation. The ODF Administrative Branch should provide initial and on-going training related to the use and capabilities of OFRS.

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

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
COMMUNICATION PLANNING											
	Deployment of new OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
TRAINING NEEDS											
	Training plan for use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Training module on the use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	To be determined as deliverables progress, potential for 25-27 budget development.	TBD	TBD	TBD	TBD	TBD	TBD	TBD			

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #23 - Budgeting Requirements
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

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

Rating: Medium

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

Note: This is dependent upon updated legislation.

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
	Legislation updated to meet overall budgeting objectives of the agency, statutes to be defined through future legislative concept development (MGO)	Fire Protection Chief/Deputy Director of Administration	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD	TBD	
√	Establish ODF Budget Divergence Project w/ cross-agency representation	Fire Protection Chief/Deputy Director of Administration	01/25/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		2021 Protection GF Divergence Project Charter ver3 (draft)
√	Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
√	Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
√	Underlying Statutory Policy Review (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/12/2021		Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		FA3 MGO Recommendation Work (Multiple documents)
	Divergence Project Review and Proposals (MGO)	Fiscal Analyst 3 (MGO LD)	01/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		Protection Budget Review and Proposals Executive Summary
√	ACC & Budget Historical Analysis	Fiscal Analyst 3 (MGO LD)	11/08/2021		Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
√	Further Comparison of Actual Expenditures (MGO)	Fiscal Analyst 3 (MGO LD)	06/30/2022		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	Fire Business Coordinator	02/30/2023		Being Initiated	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022		Being Initiated	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
√	Integrated Fiscal Budget Instructions	Protection Fiscal Analyst 2	01/25/2022		Complete	Protection Finance Manager	TBD	TBD	n/a		FY23 Integrated Fiscal Budget Instructions Final 01.25.22
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2023		Being Initiated	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures	Assistant Deputy Director for Admin	06/30/2023		Being Initiated	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	E-Board Coordination Procedures	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #23 - Budgeting Requirements
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

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

Rating: Medium

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

Note: This is dependent upon updated legislation.

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

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
IT SYSTEM CONSIDERATIONS											
	Technical requirements for Budget Tracker defined	Admin Modernization Program	TBD		Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		Proposal ODF Protection Budgeting and Tracking System
	Complimentary system data defined, i.e. Sage AR, OregonBuys, SFMS	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for Budget Tracker, if feasible	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker application deployment, if feasible	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Budget Tracker Interface for OFRS	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for Budgeting revised to incorporate new application(s)	Assistant Deputy Director for Admin	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	Budget Development, Tracking, and Reconciliation Training	Assistant Deputy Director for Admin	06/30/2023		Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
√	Impact of Landowner Rates of SB762 Positions and Funding	Protection Fiscal Analyst 2	01/21/2022		Complete	Protection Finance Manager	Feb-22	Feb-22	n/a		Email: Training Session - Impact of Landowner Rates SB762
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	See first milestone	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #24 - Budgeting Requirements 2
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

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 perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.

(MGO) Action Plan:
Implement procedures related to the reconciliation between the agency biannual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biannual budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.

MGO Observation:
The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.

MGO Potential Impact / Risk:
Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
√	Establish ODF Budget Divergence Project w/ cross-agency representation	Fire Protection Chief/Deputy Director of Administration	01/25/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		2021 Protection GF Divergence Project Charter ver3 (draft)
√	Phase 1 of Divergence Project - Comparison Analysis of Biennial and Fiscal Budgets (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
√	Phase 1 of Divergence Project - Underlying Statutory Policy Review (MGO)	Fire Protection Chief/Deputy Director of Administration	04/30/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		Divergence Phase 1 Summary (draft)
√	Underlying Statutory Policy Review (MGO) (new)	Fiscal Analyst 3 (MGO LD)	11/12/2021		Complete	Assistant Deputy Director for Admin	n/a	n/a	n/a		FA3 MGO Recommendation Work (Multiple documents)
	Divergence Project Review and Proposals (MGO)	Fiscal Analyst 3 (MGO LD)	01/30/2022		In Review / Underway	Deputy Director for Administration	TBD	TBD	TBD		Protection Budget Review and Proposals Executive Summary
√	ACC & Budget Historical Analysis	Fiscal Analyst 3 (MGO LD)	11/08/2021		Complete	Assistant Deputy Director for Admin	TBD	TBD	TBD		FA3 MGO Recommendation Work (Multiple documents)
√	Further Comparison of Actual Expenditures (MGO)	Fiscal Analyst 3 (MGO LD)	06/30/2022		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	Fire Business Coordinator	02/30/2023		Being Initiated	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022		Being Initiated	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: 06/30/2022
Last Update: 04/21/2022

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 perform a reconciliation between the ODF agency wide biennial budget and the Field Protection Districts' annual budgets. Discrepancies should be noted and addressed, including communication to the BOF.

(MGO) Action Plan:
Implement procedures related to the reconciliation between the agency biannual budget and the Field Protection Districts annual budgets. This should include an allocation of the agency biannual budget to the respective Field Protection Districts and a reconciliation at an individual Field Protection District level.

MGO Observation:
The ODF agency wide budget to actual process does not include a reconciliation at the Field Protection District level. The sum of the Field Protection Districts budgets (for the two year period) often exceeds the ODF agency wide budget.

MGO Potential Impact / Risk:
Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
	Procedures for Budgeting revised to incorporate new application(s)	Assistant Deputy Director for Admin	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #25 - Operating Association Advances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

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

Rating: Low

MGO Recommendation:
The ODF Administrative Branch should formalize the processes and procedures for advancing funds to operating associations, including but not limited to:
1. Specifying the supporting documentation required prior to and subsequent to distribution of funds.
2. Setting a timeline for submission of required documentation.
3. Defining advance threshold amounts/ limits by job classification.

Note: This is dependent upon participation by the Operating Associations.

(MGO) Action Plan:
Based on review of the Operating Association Agreements, an amendment should be added to include requirements for Fund Advancements with specific language regarding the required documentation that must be submitted to ODF prior to and after receiving an advancement of funds, the required timeline for submission, and advance threshold amounts/limits.

MGO Observation:
Based on our review of the respective Fire Protective Association Agreements and discussion with key ODF Administrative Branch personnel, advances to operating associations from the ODF general fund are provided based on limited supporting documentation. Additionally, records of actual expenses incurred by the operating associations are not remitted to ODF on a timely basis resulting in delays in the reconciliation of the initial advance to actual expenditures incurred and determining whether the operating associations need to reimburse ODF.

MGO Potential Impact / Risk:
Providing advances to operating associations based on limited supporting documentation or delays in reconciliations due to lags in the reporting of actual expenditures incurred could result in cash shortages and/or mismanagement of funds.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
	Engagement Plan developed with Associations, Operations and Administrative Finance	Fire Prevention and Policy Manager	TBD		Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Coos Forest Protective Assocation's accounting system	Program Accountant	TBD		Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Douglas Forest Protective Assocation's accounting system	Program Accountant	TBD		Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Walker Range Forest Protective Assocation's accounting system	Program Accountant	TBD		Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Criteria for supporting documentation, timelines, and thresholds for advances (MGO)	Fiscal Services Manager	02/28/2023		Not Started	Deputy Director for Administration	n/a	Jun-22	n/a		
	Amendment to Coos Forest Protective Association Forestland Protection Agreement (MGO)	Fire Prevention and Policy Manager	06/01/2023		Not Started	Fire Protection Chief	n/a	n/a	n/a		
	Amendment to Douglas Forest Protective Association Forestland Protection Agreement (MGO)	Fire Prevention and Policy Manager	06/01/2023		Not Started	Fire Protection Chief	n/a	n/a	n/a		
	Amendment to Walker Range Forest Protective Association Forestland Protection Agreement (MGO)	Fire Prevention and Policy Manager	06/01/2023		Not Started	Fire Protection Chief	n/a	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Policy - Advancing Funds to the Operating Associations (new) (MGO)	Fiscal Services Manager	06/01/2023		Not Started	Deputy Director for Administration	Jun-22	Jun-22	May-22		
	ODF Policy - Signature Authority policy revised if necessary for advancing thresholds	Fiscal Services Manager	TBD		Not Started	Deputy Director for Administration	Jun-22	Jun-22	May-22		
ODF Procedures (list topic(s), define each)											
	Procedures for Advancing Funds to the Operating Associations (MGO)	Fiscal Services Manager	02/28/2022		Not Started	Deputy Director for Administration	Jun-22	Jun-22	n/a		
	Procedures for Disbursement of Oregon Forestland Protection Fund	Oregon Forestland Protection Fund Administrator	06/01/2023		Not Started	Deputy Director for Administration	Jun-22	Jun-22	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 80 - Revise Cost Accounting, Reporting, and Cost Shares, if required	Protection Finance Manager	06/01/2023		Not Started	Fire Protection Deputy Chief	Jul-22	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	OregonBuys Approval Path defined for advances based on thresholds	Fiscal Services Manager	06/01/2023		Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
COMMUNICATION PLANNING											
	Coordination with Operating Associations on Engagement Plan	Fire Prevention and Policy Manager	TBD		Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #25 - Operating Association Advances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2022
Last Update: 04/21/2022

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

Rating: Low

MGO Recommendation:
The ODF Administrative Branch should formalize the processes and procedures for advancing funds to operating associations, including but not limited to:
1. Specifying the supporting documentation required prior to and subsequent to distribution of funds.
2. Setting a timeline for submission of required documentation.
3. Defining advance threshold amounts/ limits by job classification.

Note: This is dependent upon participation by the Operating Associations.

(MGO) Action Plan:
Based on review of the Operating Association Agreements, an amendment should be added to include requirements for Fund Advancements with specific language regarding the required documentation that must be submitted to ODF prior to and after receiving an advancement of funds, the required timeline for submission, and advance threshold amounts/limits.

MGO Observation:
Based on our review of the respective Fire Protective Association Agreements and discussion with key ODF Administrative Branch personnel, advances to operating associations from the ODF general fund are provided based on limited supporting documentation. Additionally, records of actual expenses incurred by the operating associations are not remitted to ODF on a timely basis resulting in delays in the reconciliation of the initial advance to actual expenditures incurred and determining whether the operating associations need to reimburse ODF.

MGO Potential Impact / Risk:
Providing advances to operating associations based on limited supporting documentation or delays in reconciliations due to lags in the reporting of actual expenditures incurred could result in cash shortages and/or mismanagement of funds.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
TRAINING NEEDS											
	Training overview of Coos Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Douglas Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Walker Range Forest Protective Assocation's accounting system	Program Accountant	TBD	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
MAINTENANCE NEEDS POST-IMPLEMENTATION											
	Review and maintenance of Advancing Funds Procedures (annually)	Fiscal Services Manager	06/30/2024	●	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Reconciliation of advances to actual expenditures (annually)	Program Accountant	06/30/2024	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #26 - FEMA Claim Status
ET Sponsor: Fire Protection Chief
Due Date: 12/31/2021
Last Update: 04/21/2022

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
√	FEMA Tracker developed (MGO)	Incident Finance / FEMA Unit Manager	Done		Complete	Protection Finance Manager	n/a	n/a	n/a		FEMA Weekly Status Report
√	Weekly FEMA Tracker is sent to ODF Operations and Administrative Branch	Protection Finance Manager	Done		Complete	Deputy Director for Administration	n/a	n/a	n/a		Email 05/17/21
√	FEMA Tracker joint review w/ODF Operations and Administrative Branch	Protection Finance Manager	05/24/2021		Complete	Deputy Director for Administration	n/a	n/a	n/a		n/a
	Integrate FEMA Claim Status Review into Internal Audit Planning Consideration	Internal Auditor	06/30/2022		Not Started	Deputy Director for Administration	n/a	n/a	n/a		
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Procedures (list topic(s), define each)											
	FEMA Tracker Updating and Communication Procedure for FEMA Unit Manager (MGO)	Incident Finance / FEMA Unit Manager	06/30/2022		In Review / Underway	Protection Finance Manager	n/a	n/a	n/a		
ODF Greenbook (list sections, define action needed)											
	Chapter 70 - Claims and Incident Cost Recovery Collection (updated) (MGO)	Incident Finance / FEMA Unit Manager	06/30/2022		In Review / Underway	Protection Finance Manager	n/a	n/a	n/a		
ODF Guidance or Memorandum (list sections)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IT SYSTEM CONSIDERATIONS											
	Technical requirements for FEMA Tracker defined	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Complimentary system data defined, i.e. FEMA Grants Portal, Sage AR	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project formulated for prioritizing within internal application development capacity	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for FEMA Tracker, if feasible	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	FEMA Tracker application deployment, if feasible	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	FEMA Tracker Interface for OFRS	Admin Modernization Program	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Procedures for FEMA Tracker revised to incorporate new application(s)	Protection Finance Manager	TBD		Not Started	Deputy Director for Administration	TBD	TBD	TBD		
COMMUNICATION PLANNING											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TRAINING NEEDS											
	Integrate IS-1002: FEMA Grants Portal in training plan for any new staff in ODF FEMA Unit	Incident Finance / FEMA Unit Manager	TBD		Not Started	Protection Finance Manager	n/a	n/a	n/a		
	Integrate IS-1027: Fire Management Assistance Grants in training plan for any new staff in ODF FEMA Unit	Incident Finance / FEMA Unit Manager	TBD		Not Started	Protection Finance Manager	n/a	n/a	n/a		

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #26 - FEMA Claim Status
ET Sponsor: Fire Protection Chief
Due Date: 12/31/2021
Last Update: 04/21/2022

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

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

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #27 - OregonBuys
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2021
Last Update: 04/21/2022

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

Rating: Low

MGO Recommendation:
All vendors should be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/ or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

(MGO) Action Plan:
Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

MGO Observation:
Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.

MGO Potential Impact / Risk:
Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
MILESTONES											
√	Vendor Registration Handout - Requirement and How To Use OregonBuys (MGO)	Disbursements Manager	04/30/2020		Complete	Financial Services Manager	Jul-21	Jun-21	n/a		OregonBuys Vendor Registration
POLICY AND PROCEDURES											
ODF Policy (list topics and define milestones)											
	ODF Directive 0-2-5-100 Purchasing Controls Rescinded	Contract Services Program Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-4-0-100 Procurement, Agreements, Contracts, and Leases Rescinded	Contract Services Program Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-2-3-250 Accounting for Disbursement Transactions Rescinded	Financial Services Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-2-3-205 Internal Controls Over Expenditures Rescinded	Financial Services Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Disbursements and Expenditures (new)	Financial Services Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Procurement (new)	Contract Services Program Manager	06/30/2022		In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Signature Authority updated for inclusion of OregonBuys	Deputy Director for Administration	12/30/2021		Complete	State Forester	Oct-21	Dec-21	Sep-21		ODF Policy - Delegation of Authorities
ODF Procedures (list topic(s), define each)											
	DAS Vendor Exception Process - OregonBuys (MGO) Note: DAS may cancel this solution	DAS	n/a	n/a	n/a	Assistant Deputy Director for Admin	n/a	n/a	n/a		n/a - DAS cancelled solution
√	ODF Short-term Exception Alternative - Vendor can complete registration at ODF Office	Disbursements Manager	04/30/2020		Complete	Financial Services Manager	Jun-21	Jun-21	n/a		OregonBuys Vendor Registration
√	ODF Vendor Exception Procedures (Alternative solution for lack of DAS process)	Disbursements Manager	09/30/2021		Complete	Financial Services Manager	Jun-21	Jun-21	n/a		Forestry Order System Replacement Form, Instructions, Guidance
ODF Greenbook (list sections, define action needed)											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ODF Guidance or Memorandum (list sections)											
	OregonBuys Payment Guidance 1 and 2 Revised	Financial Services Manager	10/01/2022		Being Initiated	Assistant Deputy Director for Admin	Jun-21	Jun-21	n/a		
IT SYSTEM CONSIDERATIONS											
√	FOS PO System access limited to Admin Branch staff (MGO)	Information Technology	06/30/2021		Complete	Chief Information Officer	Jul-21	Jul-21	n/a		Forestry Order System Turned Off July 1, 2021 (Email)
√	Excel PO macro form to replace FOS PO System for payment of transfers, one time payments, and vendors that still cannot register in OregonBuys. (Short-term solution)	Disbursements Manager	09/30/2021		Complete	Financial Services Manager	Jun-21	Jun-21	n/a		Forestry Purchase Order form
√	Excel Tracking Log for payments utilizing macro form. (Short-term solution)	Disbursements Manager	09/30/2021		Complete	Financial Services Manager	Jun-21	Jun-21	n/a		Forestry Purchase Order form
√	FOS PO System removed altogether, after alternative process established	Information Technology	03/24/2022		Complete	Chief Information Officer	Mar-22	Mar-22	n/a		Reports for Old FOS Purchase Order System (Email)
	Sage AP module as replacement system, scope of work, budget and timeline	Financial Services Manager	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module updated to integrate with business practices	Financial Services Manager	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module replaces PO payment Excel macro form w (Long-term solution)	Financial Services Manager	TBD		Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		

MGO Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #27 - OregonBuys
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2021
Last Update: 04/21/2022

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

Rating: Low

MGO Recommendation:
All vendors should be required to register in OregonBuys. If a vendor refuses to register within OregonBuys, then the vendors should be entered into the system by DAS and/ or ODF and communication should be provided to the vendor related to the use of OregonBuys. Once all vendors have been input into OregonBuys, all previous purchasing systems should have input access removed.

(MGO) Action Plan:
Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

MGO Observation:
Certain vendors are not registered in OregonBuys resulting in Field Protection Districts' continued use of the predecessor purchasing and payment system.

MGO Potential Impact / Risk:
Utilizing the predecessor purchasing system in addition to OregonBuys could result in missed payments and/ or incomplete financial information.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
COMMUNICATION PLANNING											
	FOS replacement draft product (Email to Admin Leadership)	Financial Services Manager	06/04/2021		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 Implementation Management Plan Template - Deliverable Status Log

MGO Recommendation # and Title: #28 - Encumbrances
ET Sponsor: Deputy Director for Administration
Due Date: 06/30/2023
Last Update: 04/21/2022

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

Rating: Low

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

(MGO) Action Plan:
Once OregonBuys is utilized as a procurement system, ODF should consider recording encumbrances.

MGO Observation:
We noted that the current processes and procedures in place do not provide the necessary information needed to utilize encumbrances. Additionally, the use of encumbrances by ODF is not mandated by the State.

MGO Potential Impact / Risk:
The lack of utilizing encumbrances could result in underestimated budgeted expenses and inaccurate cash flow projections.

ODF Management Response:

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
	OregonBuys Phase II for eProcurement launched for ODF use (MGO)	Contract Services Program Manager	06/01/2022		In Review / Underway	DAS	Jul-21	Jul-21	n/a		OregonBuys Phase II Updates and Trainings 04/20/2022
	Analysis of feasibility / need to record encumbrances within OregonBuys (MGO)	Financial Services Manager/ Contract Services Program Manager	12/30/2022		Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
√	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

STAFF REPORT

Agenda Item No.:	6
Topic:	Board of Forestry April 28, 2022, Field Tour
Presentation Title:	Field Tour Overview
Date of Presentation:	April 27, 2022
Contact Information:	Brian Pew, Eastern Oregon Area Director Brian.pew@odf.oregon.gov, (541) 296-4628 Ryan Gordon, Planning Branch Director Mike Shaw, Fire Protection Division Chief Josh Barnard, Forest Resources Division Chief

SUMMARY

The department will provide an overview of the *Living with Fire* field tour planned for the Board and public in the Bend and Deschutes County area of Oregon. The overview will include the scope of the tour, key themes, a and range of presenters invited to inform the Board of Forestry (Board) and members of the public on the nexus of fire response, adapted communities, mitigation treatments, recovery efforts, and building resilience in wildland urban interface areas.

RECOMMENDATION

Information only

ATTACHMENT

(1) April 28, 2022, Field Tour Itinerary (available week leading up to tour)

Oregon Board of Forestry – Public Field Tour

Thursday, April 28, 2022

The Board of Forestry is meeting in Central Oregon on April 27 and 28 for a regular business meeting and public field tour. An agenda for the April 27 business meeting is available on the Board's meetings webpage. The following agenda is for the April 28 public field tour.

9 a.m. – 4 p.m. The theme of the public field tour is *Living with Fire*. The tour will include four stops. Discussion will focus on the nexus of fire response, adapted communities, mitigation treatments, recovery efforts, and building resilience in wildland-urban interface areas. Each tour stop will include a 20-minute presentation and an opportunity for Board members to engage with the presenters. Upon conclusion of the tour, the Board will discuss key takeaways.

The field tour presentations and subsequent discussions will be recorded and posted on the department's YouTube page following the tour.

Field Tour Itinerary

9:00 – 9:15 Arrive at Tour Stop 1: Tetherow Country Club, 61240 Skyline Ranch Rd, Bend, OR 97702, the lawn behind The Pavilion. ODF staff will direct foot traffic.

9:15 – 9:30 Welcome by State Forester Cal Mukumoto, Board Chair Jim Kelly, and ODF Eastern Oregon Area Director Brian Pew

9:30 – 10:30 **Tour Stop One: Suppression in the Wildland Urban Interface**

Discussion will focus on living with fire and will set the stage for the remainder of the day. The setting was chosen specifically due to the history of this piece of land, which includes the footprint of the Awbrey Hall fire in 1990. The Awbrey Hall fire burned approximately 3,500 acres and 22 homes in a 10-hour timeframe and has been the impetus of significant change in the management of forest fuels in the Wildland Urban Interface, how land use development has evolved, and how multiple agencies and partners work together to provide for the safety of landowners in these areas. The outcomes of a fire over 30 years ago have elevated the need for close collaboration among these agencies. The mitigation and land management efforts in this area, on the west side of Bend, provide a backdrop for discussion of the passage of SB 762, as well as the Infrastructure, Investment and Jobs Act and how those can be leveraged as we look to advance fire protection in Oregon.

Speakers: ODF Protection Division Chief Mike Shaw, ODF Central Oregon District Assistant District Forester Gordon Foster, Bend Fire and Rescue Chief Todd Riley, Deschutes County Emergency Manager Nathan Garibay

10:30 – 11:00 Transit time to Tour Stop 2: Drive through Tree Farm Subdivision (follow ODF signs) to observe examples of building construction and landscaping designed to be fire resilient and arrive at Tour Stop 2: Phil's Trail Head parking area.

11:00 – 12:00 **Tour Stop Two: All-Lands Mitigation and Restoration**

Discussion will highlight the 10+ year history and milestones of The West Bend Project. Speakers will address some of the key challenges of collaborative work that crosses multiple ownerships and discuss strategies for maintaining momentum and focusing on implementation. Topics will include landscape level work in the area, challenges of working in the Wildland Urban Interface (WUI) and building and funding landscape-scale mitigation and restoration projects.

Speakers: ODF Protection Division Chief Mike Shaw, ODF Forest Resources Division Chief Josh Barnard, ODF All-Lands Initiative Unit Manager, Jeff Burns, USFS Central Oregon Fire, and Aviation Staff Officer Kevin Stock, USFS Deschutes NF Natural Resources Staff Officer Kristin McBride.

12:00 – 12:30 Transit time to Tour Stop 3: Aspen Hall (Shevlin Park), 18920 Shevlin Rd, Bend, OR 97709.

12:30 – 12:45 Set up for presenter during lunch hour and public/board find seating.

12:30 – 2:00 **Tour Stop Three and Lunch: Shared Stewardship and Federal Forest Restoration Program**
Discussion over the lunch hour will focus on additional tools for all-lands mitigation and restoration. The conversation will begin with an overview of Shared Stewardship and the development of a 20-year strategy to achieve resilient landscapes in Oregon. Following this overview, ODF staff will describe the Federal Forest Restoration Program and the role it plays in the mitigation and restoration on federal lands, with a focus on Central Oregon landscapes.
(Note: Members of the public must provide their own lunch and water)

Speakers: ODF Planning Branch Director Ryan Gordon, Assistant to the ODF Eastern Oregon Area Director Ryan Miller, ODF Federal Forest Restoration Program Lead Kyle Sullivan, Deschutes County Commissioner Phil Chang, ODF 20-year Strategic Plan Coordinator Nathan Beckman

2:00 – 2:30 Transit time to Tour Stop 4: Arrive at Shanda property, site of previous wildfires; location (Lat., Long.): 44.086213, -121.446135.

2:30 – 3:30 **Tour Stop Four: Post-Fire Restoration**
Speakers will discuss forest landowner impacts and challenges of post-fire restoration and recovery and discuss what is needed to support landowners in post-fire recovery. Statewide and local perspectives will be shared.

Speakers: ODF Forest Resources Division Chief Josh Barnard, ODF Central Oregon District Protection Supervisor Chase Duncan, ODF Family Forestland Coordinator Nate Agalzoff, Shanda Executive Director of Timber Operations Chris Johnson

3:30 – 4:00 Board offers closing comments about the tour.

4:00 – 4:15 Depart from the last tour stop.

Public Participation at Field Tour

- Please dress and prepare appropriately for local weather and a moderate amount of walking over uneven terrain.
- There will be no online option for participation, but video from each tour stop will be posted to ODF's YouTube Channel following the tour.
- Members of the public wishing to join the tour must provide their own transportation, lunch, and water.
- If you require special accommodations for the tour, contact the Board Administrator at *hilary.olivos-rood@odf.oregon.gov*.
- The scheduled tour times listed on the itinerary are approximate. Oregon Department of Forestry has the discretion to modify the tour presenters, stop locations, or timing if unforeseen circumstances occur.

Safety

In case of emergency, please dial 911.
Note that the route to the last stop is on an unimproved road. Standard compact vehicles are allowed on the one-lane road, and no need for 4 wheel drive is anticipated

The Department and Board will remain in compliance with safety guidelines or measures as it relates to COVID-19, locally (deschutes.org), statewide (OHA.gov), and nationally (CDC.gov).

Tour Directions

Tour Stop 1: Tetherow Country Club

- Turn right onto Skyline Ranch Rd – 1.0 mi
- At the traffic circle, take the 2nd exit and stay on Skyline Ranch Rd – 1.5 mi
- Turn left onto NW Skyliners Rd – 0.7 mi
- Turn right onto Tree Farm Dr – 210 ft
- Turn left to stay on Tree Farm Dr – 0.7 mi
- Turn right onto Ridgeline Dr – 0.3 mi
- Turn left onto Golden Mantle Loop – 0.6 mi
- Turn right onto Tree Farm Dr – 0.7 mi
- Turn right to stay on Tree Farm Dr – 210 ft
- Turn right onto Skyliners Rd – 0.3 mi
- Turn left onto FS 4604 Rd – 0.5 mi
- Turn right – 180 ft

Tour Stop 2: Phil's Trailhead

Take Skyliners Rd to Northwest Mount Washington Drive in Bend – 5 min (2.0 mi)

Head east toward FS 4604 Rd – 180 ft

- Turn left onto FS 4604 Rd – 0.5 mi
- Turn right onto Skyliners Rd – 1.5 mi

Follow Northwest Mount Washington Drive and NW Shevlin Park Rd – 6 min (2.8 mi)

- At the traffic circle, take the 3rd exit onto Northwest Mount Washington Drive – 0.4 mi
- At the traffic circle, continue straight to stay on Northwest Mount Washington Drive – 0.7 mi
- At the traffic circle, take the 3rd exit onto NW Shevlin Park Rd – 1.8 mi – Drive to your destination – 31 s (358 ft)
- Turn right – 128 ft

Tour Stop 3: Aspen Hall/Shevlin Park (lunch)

- Head south toward NW Shevlin Park Rd – 230 ft
- Turn right toward NW Shevlin Park Rd – 128 ft
- Turn right onto NW Shevlin Park Rd – 56 s (0.3 mi) – Continue on Bull Springs Rd. Take B-S Logging Rd/NF-4606 and Couch Rd to Columbia Southern Rd – 15 min (4.7 mi)
- Turn left onto Bull Springs Rd – 1.2 mi
- Turn right onto B-S Logging Rd/NF-4606 – 1.7 mi
- Turn left onto Couch Rd – 1.4 mi
- Slight left onto Columbia Southern Rd – 410 ft –
- Continue straight to stay on Columbia Southern Rd

Tour Stop 4: location (Lat., Long.): 44.086213, -121.446135

Oregon Board of Forestry Tour
April 28, 2022
Stop 4
Lat: 44.086213
Long: -121.446135
Stop 3
Aspen Hall
Stop 2
Phil's Trailhead
Stop 1
61234 Tetherow Drive
Nature Reserve
RIVER WEST
Bend Whitewater Park
Tetherow
4601
Google
Map data ©2022 Google
United States
Terms
Privacy
Send feedback
1 mi

Board Closing Comments and Meeting Wrap Up