

## Oregon Board of Forestry – Virtual Public Meeting

Wednesday, June 9, 2021

With the current public gathering restrictions, the Board of Forestry will hold its June meeting virtually to allow interested persons to view the meeting and participate statewide without having to travel or assemble indoors. The Board of Forestry public meeting will be conducted online and streamed live. There will be an opportunity for the public to provide live testimony under the general comment portion of item one and two, as well as on decision items four and five during the meeting. Sign up to provide live testimony is required and available online. Registration closes Friday, June 4 at 5:00 p.m. Please register at <https://odf.zoom.us/meeting/register/tJYpce2tqz8jH9adJpZSGL0wMANAQS6olzqc>. After registering, you will receive a confirmation email containing information about joining the meeting. Written testimony may be submitted for information items, before or up to two weeks after the meeting day to [BoardofForestry@oregon.gov](mailto:BoardofForestry@oregon.gov) and include the agenda item number with the submission.

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

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

### Consent Agenda

9:00 – 9:01	A.	<u>March 3, 2021 Board of Forestry Meeting Minutes</u> .....	State Forester Peter Daugherty
9:00 – 9:01	B.	<u>April 21, 2021 Board of Forestry Orientation and Tour</u> .....	State Forester Peter Daugherty
9:00 – 9:01	C.	<u>2020 Government-to-Government Report on Tribal Relations</u> .....	Lena Tucker
9:00 – 9:01	D.	<u>Annual Letters to the State Forester</u> .....	Tim Holschbach
9:00 – 9:01	E.	<u>Rangeland Association Budgets</u> .....	Tim Holschbach
9:00 – 9:01	F.	<u>Department Financial Report – March, April, and May 2021</u> .....	Bill Herber
9:00 – 9:01	G.	<u>Human Resources Dashboard</u> .....	Tricia Kershaw
9:00 – 9:01	H.	<u>Facilities Conditions and Capital Management Plan</u> .....	D. Chris Stewart
9:00 – 9:01	I.	<u>Public Affairs Report</u> .....	Joy Krawczyk
9:00 – 9:01	J.	<u>State Forests Public Use Rulemaking</u> .....	Liz Dent and Justin Butteris
9:00 – 9:01	K.	<u>ODF-DEO Collaboration Quarterly Update</u> .....	Kyle Abraham

### Action and Information

9:01 – 9:30	1.	<u>Board Member and Public Comments</u>	
	A.	<u>Public Comments</u> [topics not on agenda – see over] .....	Register online.
9:30 – 10:20	2.	<u>State Forester Recruitment Discussion</u> .....	Chair Kelly and Board Members with ..... John Paschal, Anika Marriott, Sylvia Van Dyke and Tricia Kershaw <i>The Board will review, take public comment, and deliberate on the hiring standards, criteria, and policy directives associated with hiring Oregon's next State Forester. This will include the review of the recruitment process and consideration of samples from past recruitments. This is an information item.</i>
10:20 – 10:35	3.	<u>Fire Season Readiness</u> .....	Doug Grafe <i>The Department will provide an update to the Board on the 2021 fire season readiness. This is an information item.</i>
10:35 – 11:00	4.	<u>Forest Protective Association Budgets</u> .....	Doug Grafe <i>The Department will present the annual request for approval of the Forest Protection District's fiscal year budgets and rates to the Board. This is a decision item.</i>
11:00 – 11:15		Break	
11:15 – 12:15	5.	<u>Macias Gini &amp; O'Connell LLP (MGO) Report and Department Implementation Plan</u> .....	Bill Herber and ..... Sabrina Perez <i>Department to present MGO final report and the department implementation plan for MGO recommendations. The department request Board review and approval of the implementation plan and discussion on the process for Board tracking of implementation progress. This is a decision item.</i>
12:15 – 1:00		Lunch	
1:00 – 1:45	6.	<u>Senate Bill 1602 Implementation Update</u> .....	Josh Barnard <i>In June 2020, the Oregon Legislature passed Senate Bill (SB) 1602 in both chambers with broad support. The governor signed the bill into law on July 7, 2020. Department staff will provide an update on the department related items for implementing SB 1602.</i>



**BOARD WORK PLANS:** Board of Forestry (Board) Work Plans result from the board's identification of priority issues. Each item represents 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. 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 accept both oral and written comments on agenda items except consent agenda and Work Session items [see explanation below]. Live oral testimony at the meeting is designated for decision items and open comment registration is required. 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 prior to 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 sign-up 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@oregon.gov](mailto:BoardofForestry@oregon.gov), and written comments received will be distributed to the Board. Oral or written comments may be summarized, audio-recorded, and filed as 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 on decision item three, you must email the Board Administrator at [BoardofForestry@oregon.gov](mailto:BoardofForestry@oregon.gov); registration is required to sign up for live, oral testimony. The link is active, and available online, open until 5 p.m. Friday, June 4, 2021. <https://odf.zoom.us/meeting/register/tJYpce2tqz8jH9adJpZSGL0wMANAQS6olzqc>. Instructions and link for providing public comment virtually will be sent by email the day before the meeting.

Three minutes will be allotted for each individual to provide their comments. 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 comment and staff recommendations. No new public comment will be taken. However, the Board may choose to ask questions of the audience to clarify issues raised.

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

**GENERAL INFORMATION:** For regularly scheduled meetings, the Board's agenda is posted on the web at [www.oregonforestry.gov](http://www.oregonforestry.gov) two weeks prior to 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.

In order to provide the broadest range of services, lead-time is needed to make the necessary arrangements. 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 three working days prior to 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.

The March 3, 2021 Board of Forestry meeting minutes are in production.

The final draft version will be made available online before the meeting.

Board website: <https://www.oregon.gov/ODF/Board/Pages/BOFMeetings.aspx>

# **DRAFT** April 21, 2021, Board of Forestry Virtual Orientation and Tour

In attendance:

Board members:

*Karla S. Chambers*  
*Ben Deumling*  
*Chandra Ferrari*

*Joe Justice*  
*Jim Kelly*  
*Brenda McComb*

Salem Staff:

*Kyle Abraham*  
*Nate Agalzoff*  
*Jeff Burns*  
*Jacqueline Carter*  
*Jason Cox*  
*Peter Daugherty*  
*Liz Dent*  
*Leana Dickerson*  
*Doug Grafe*  
*Bill Herber*

*Joe Hessel*  
*Tricia Kershaw*  
*Joy Krawczyk*  
*Dave Lorenz*  
*Dave Larsen*  
*Hilary Olivos-Rood*  
*Brian Pew*  
*John Tokarczyk*  
*Lena Tucker*  
*Jennifer Weikel*

*Andy White*

Facilitator:

*Robin Harkless*

Guest Presenters:

*Lance Christensen*  
*Lindsay Reaves*  
*Bonny Glendenning*  
*Claudine Reynolds*  
*Mike Warjone*

[View video on YouTube](#) (Oregon Board of Forestry Virtual Meeting April 21, 2021, 00:00:01 – 07:28:21)

## **Public Meeting called to order at 9:01 am**

Chair Kelly welcomed the new Board members, outlined the online protocols for the virtual public meeting, conducted a roll call and proceeded with the morning Board orientation.

## **Welcome and Orientation Overview**

[Audio](#) (1 hour, 11 minutes and 11 seconds | 32.5 MB)

State Forester Daugherty outlined the orientation and tour designed for the Board, explaining the objectives for each portion. He offered opening comments about looking forward to working with a full board and recognizing the Governor's declaration of Arbor month for April 2021. He introduced the facilitator for the orientation, Robin Harkless, project manager for Oregon Consensus under the National Policy Consensus Center at Portland State University and described the various projects she has worked on relative to governance, policy, and strategic planning. He closed by listing the recent work Robin has been involved with the Department and Board.

Robin Harkless shared the intention of the agenda item, outlined the time allotted, and invited members to engage with each other during the introductions. She asked the Board members to share their personal insights and offer background on what brought them to serve on the Board of Forestry. Chair Kelly started off the Board interactive discussion, followed by fellow Board members Chambers, Deumling, Ferrari, Justice, and McComb.

Facilitator Harkless asked the Board members to consider what their aspirational goals will be while serving on the Board and what they can contribute to the Board work. She called on the Board members for their responses in the following order, Board member Ferrari, Justice, Chambers, McComb, Deumling, and Chair Kelly. Board responses varied on aspirations including the revision of Forestry Program for Oregon, development of clear goals around climate change, broader forest management plan development, working towards solutions as a unified Board, how Board decisions affect Oregonians, wildfire financial reconciliation and system improvements, promote healthier forests, represent the views and values of all Oregonians, generate policy for resilient forests into the future, and become a high-functioning Board. Members commented on their collective contributions ranging from experience in water quality and endangered species act protection, Forest Practices Act (FPA) implementation and regulatory understanding, financial expertise, forest ecology and management research proficiency, and forest industry knowledge. Chair Kelly concluded this discussion by listing and describing the areas of commitment and goals he envisions to achieve with the Board in the coming years.

Facilitator Harkless reviewed a handout ([attachment 1](#)) that laid out the elements of an effective work groups widely used in organizational development and provides a framework for how these groups balance and tend to the three elements, relationships, processes, and results for optimal group performance. She described each element, explained how they interconnect, and lay the foundation for group work development and accomplishments. She asked the Board to explore what is important to them on how the Board can be effective in making sound, substantive policy decisions, building good working relationships, and improving processes. The Board offered their perspectives, thoughts, and sentiments on the three areas the facilitator presented. Board members highlighted the following: not surprising each other or staff, respect others, challenge personal biases, build interpersonal relationships, improve Board processes, cultivate trust, commitment to Board work, connection between the Board's mission to their work, encourage immersive forest experiences, space to consider creative alternatives and solutions, proactive in seeking diverse perspectives on issues and engage in constructive debate.

Facilitator Harkless encouraged the Board to check in with one another as they continue working together and recommended to signal the Board Chair if any elements or areas under the effective work group model needs attention to help their group become a more effective Board.

### **Department Executive Team, Division Overview, and Major Themes for 2021**

[Audio](#) (1 hour, 23 minutes and 14 seconds | 38.1 MB)

State Forester Daugherty introduced the 12-member Department Executive Team (ET), outlined the items each team member will cover, and encouraged an open dialogue between the board and staff if questions arise. Each ET member shared their origin story, how they came to the Department, and review key topics with the Board forthcoming for the Division or Program.

Executive Team Staff provided introductions in the following order:

- Peter Daugherty, State Forester and Secretary of the Board
- Lena Tucker, Deputy State Forester
- Bill Herber, Deputy of Administration
- Tricia Kershaw, Human Resources Director
- Doug Grafe, Fire Protection Division Chief
- Liz Dent, State Forests Division Chief
- Kyle Abraham, Private Forests Division Chief

- Jeff Burns, Partnership and Planning Director
- Joy Krawczyk, Public Affairs Director
- Jacqueline Carter, Internal Auditor
- Andy White, Northwest Area Director
- Dave Lorenz (predecessor) and Dave Larson (successor)
- Joe Hessel (predecessor) and Brian Pew (successor)

With no questions by the Board, Chair Kelly closed the item and moved to the next item on the agenda.

### **Forestry Program for Oregon and Planning Cycles**

[Audio](#) (19 minutes and 25 seconds | 8.88 MB)

John Tokarczyk, Program Director for the Policy and Analysis Unit provided an overview of the presentation ([attachment 2](#)) objectives. He explained the Board's Forestry Program for Oregon as a construct, intention, and goals associated with this plan. He tied how the plan functions with the agency's initiatives, policy development, and prioritization of work. He described the components of the plan, the associated processes and planning cycles, and how the plan evolved overtime to become the current 2011 edition. He reviewed aspects of the current Forestry Program for Oregon for the Board to consider as they look to revise this plan in the near future, explained how other agency work could inform the next iteration, and described the scope of the associated public engagement process. He outlined the development, implementation, and operational aspects with strategic planning by the Board, and how this planning drives the Board priorities which informs the agency's two-year work plans and policy drivers. Tokarczyk closed by explaining the interdependent relationship the Board's work has with the agency's additional planning cycles.

State Forester Daugherty commented on how the agency divisions and programs utilize the Forestry Program for Oregon and how this links with the staff reports presented to the Board each meeting. He emphasized how relevant this strategic plan document can be for the staff work, as they help achieve the goals and fulfill the mission of the Board. He noted how the agency has strived to improve their own mission, vision, and values over the years by engaging in their own strategic planning effort. He explained how through this process he identified some opportunities for the Board to consider with the next iteration of the Forestry Program for Oregon, including values statements on diversity, equity, inclusion, and safe work environment or how climate change in Oregon forests may change the Board's vision of what the State will want to achieve in the next 20 years. Chair Kelly recognized the importance and crucial need for this work and asked the Board to prepare for the revision of this document in the coming year, as this plan will align the policies from the Board with the agency, the public and the State.

### **Session Close-Out**

[Audio](#) (15 minutes and 13 seconds | 6.97 MB)

Facilitator Harkless outlined some areas the orientation session did not allow time for the Board to explore relative to agency leadership and connections of their work with the Board. She expressed her hope for the Board members to cultivate not only working relationships with one another but to expand their connections and reach out to the ET members as well when considering the policy items that span across the Department's programs. She suggested for the Board to revisit and discuss their vision for the revision of the Forestry Program for Oregon, as time allows at future meetings or retreats. Summarized the orientation outcomes for the Board and agency leadership, by reviewing her observations of the session's take-a-ways.

Shared tips with the Board as they continue working together as a group to optimize their performance, effectiveness, and function. Emphasized areas of consensus and alignment among the Board. Facilitator Harkless closed by offering other situational awareness observations that could prove useful to the Board.

Chair Kelly offered additional thoughts with the Board, and asked for them to share any observations, reflections, or closing comments.

- Chair Kelly commented on how the Board should be representing the people of Oregon, first and foremost, but recognized other dynamics exist as the Board contends with big policy issues. He expressed his view on stakeholder involvement with the Board's public decision-making process and recommended for the new Board members to not allow themselves to be labeled by stakeholder communities, to challenge themselves and reach out to other stakeholders to hear from other voices. State Forester Daugherty noted other occurrences that can happen when engaging with stakeholders, how the public may view the Board's policy decisions as political positions, and how ET will work to support the Board's desire for a broader conversation. He mentioned how public comment will return to Board meetings beginning in June with up to 30 minutes for the public to discuss any topic in front of the Board, generally on decision or information items included on the agenda. He emphasized how the Climate Change and Carbon Plan team is working on diversifying their stakeholder pool with underrepresented communities and seeking their feedback, as they develop the draft and final versions of the plan, as well as bringing these voices to the Board.
- Board member Justice conveyed his hope to continue including a Board closing comment and meeting wrap up at the end of every public meeting, explaining how important this element is with Board and Department staff communication. Chair Kelly agreed and planned to keep this item on the Board's agenda.
- Board member Ferrari expressed appreciation for the Executive Team sharing their background, expertise, and perspectives with the Board. She expressed her gratitude for the work done by the Board Administrator and Agency leadership to help prepare and orient the new members. She appreciated the work done to help transition and prepare the board members to engage with the Department and fellow members as they continue the work into the future.
- Board member Chambers concurred, adding how important it is to share appreciation for staff work and expressed how respected the staff are by Oregonians as they continue to address the many pressing forestry issues in the State. She acknowledged the value in knowing the many planning cycles in play, the prioritization process undertaken by the Board as they set the strategic direction for the agency. State Forester Daugherty explained how the Boards' current planning cycles has not been approved as a best governance practice by the Board, and outlined the opportunities for the Board to discuss, modify, and determine whether the planning cycles are working for the Board and Department. He looked forward in engaging this discussion with the Board and ET at the October Board retreat.
- Board member Deumling agreed with the other comments made and stated how honored he is to be part of this group.

Chair Kelly closed the morning orientation session for lunch.



Chair Kelly and Board members returned to the virtual meeting room and commenced the afternoon Board tour by introducing the lead tour guide for the afternoon.

### **Setting the Stage for the Board's Virtual Tour**

[Audio](#) (7 minutes and 31 seconds | 3.44 MB)

Kyle Abraham, Private Forests Division Chief, shared his appreciation for the collaboration in preparing the collection of virtual tour stops for the Board and public. He reviewed the purpose, objectives, and outline of the tour. He tied the tour's objectives with the Forestry Program for Oregon and reviewed goals A, C, and D. He described other incentive-based, voluntary, and non-regulatory programs in Oregon that the Department coordinates with and the benefits provided to Oregonians. He introduced the lead presenters for each tour stop and reviewed their biographies, offering the Board some background for each presenter. Abraham closed by encouraging the Board's engagement and participation in virtual polls or by asking questions throughout the tour.

### **Forest Practices Incentives – Stewardship Agreements**

[Audio](#) (29 minutes and 1 second | 13.2 MB)

Nate Agalzoff, Private Forests Incentive Coordinator, introduced fellow presenters Jennifer Weikel, Private Forests wildlife biologist, and Lindsay Reaves from Bauman Tree Farm, and summarized the objectives for tour stop one. He noted the presentation ([attachment 3](#)) will cover various dimensions of a stewardship agreement, including an overview of the Department's program, historical highlights, regulatory framework, other incentive opportunities, and how collectively, these components can be leveraged to benefit the landowner, partner agencies, and resource. He described a stewardship agreement, outlined key historical events as it related to Oregon's Forest Protection Act division 21, and listed the number of active agreements. He highlighted the Natural Resources Conservation Service's (NRCS) Health Forest Reserve Program (HFRP) and other partnership efforts such as the Programmatic Safe Harbor Agreement for the Northern Spotted Owl. Agalzoff closed by showcasing the Bauman Tree Farm, as the landowners (Tom Bauman and Lindsay Reaves) furthered timber and conservation objectives by utilizing a stewardship agreement to access complimentary incentive programs and to collaborate with other organizations.

Agalzoff invited comments from Ms. Reaves, noting the video ([link](#) 04:23:06) expressed the landowner's and wildlife biologist's perspective on the benefits that come from a stewardship agreement. Reaves provided history of the tree farm, shared her perspective on working forests, and described her transition to the forestry sphere. She outlined the challenges she has encountered as a small woodland landowner and listed the various responses or solutions implemented at the Bauman Tree Farm. Reaves closed by inviting the Board members to visit the tree farm for an in-person tour, as this is commonplace for her organization. Agalzoff expressed that Ms. Reaves and Ms. Weikel are available for any questions by the Board.

Board member questions or comments on tour stop one:

- Chair Kelly asked Reaves if agency assistance were not available what would be the status of the land. Reaves described her personal experience, noted how the 250-acre lot evolved through different ownerships, and forest management objectives can change dependent on what each owner values in the forest.
- State Forester Daugherty commented on how the Bauman Tree Farm stewardship agreement offers a great example on how each incentive program Agalzoff mentioned can work together and meet

the needs of the forest landowner. He appreciated Reaves's efforts in organizing informational tours and offering them to the Board.

- Board member Deumling inquired about the funding for projects like Bauman Tree Farm and whether the funds are available to other landowners. Abraham and Reaves explained the HFRP funding included under the 2008 Farm Bill has since been exhausted, but there are other cost-share or incentive programs available. Board member Ferrari asked about the cost-share percentage available with the HFRP. Agalzoff explained the percentage under the cost-share is determined by the term of landowner commitment, for the 10-year restoration agreement the percentage was 50/50 versus permanent easement percentage was 100 percent. State Forester Daugherty commented on the similarities of this option relative to a traditional easement plan, which Reaves agreed and described her landowner experience as she implemented the restoration phases of the management agreement. She added that landowners still own the timber and receive monies from harvesting, while at the same time they are creating small patch cuts and structure by bringing in early seral forests.

### **Port Blakely: A Stewardship Story**

[Audio](#) (1 hour, 1 minute and 27 seconds | 28.1 MB)

Mike Warjone, President of Port Blakely's U.S. Forestry Division, introduced fellow presenters from the company's U.S. Forestry team for tour stop two and what will be highlighted in the presentation ([attachment 4](#)). He offered background about the company and summarized what stewardship forestry means to them. He spoke on the family company's vision of balancing forest stewardship, resource sustainability, conservation goals, and future market demand. He noted the company's work in Oregon and Washington relative to Habitat Conservation Plans and Stewardship agreements. He explained how these plans help the family company achieve land management, environmental protection, water quality, and conservation goals, along with regulatory certainty. Warjone discussed the scope, components, and communities considered as they developed the largest forest stewardship agreement in Oregon. He mentioned the many drivers that can influence a 50-year plan and explained the importance in understanding the value their forests bring to the community before finalizing the plan. He closed by introducing Bonny Glendenning, Environmental Educator and Community Coordinator, who led the community outreach efforts for the stewardship plan.

Glendenning provided the overview of the community collaboration and outreach efforts associated with developing the stewardship agreement. She explained plan development took 12-months with drafts iterations reviewed by the Department and the Oregon Department of Fish and Wildlife. She noted various experts were involved, research science was considered, and an assortment of perspectives were shared during the development process. She described the company's approach to proactively build relationships with the communities interested in the stewardship agreement and listed the many groups who were invited to learn more about the land and the agreement objectives. She mentioned the many opportunities Port Blakely provided to foster collaboration and cultivate social acceptance of the plan through group meetings, educational tours, and demonstrative site tours, which was rounded out with a public hearing and comment period. Glendenning closed by emphasizing how the company's many outreach efforts blossomed into partnerships and projects in advancing forestry stewardship, resulting in a balanced stewardship agreement signed on February 21, 2020.

Claudine Reynolds, Director of wildlife, fisheries and environmental policy for Port Blakely reviewed conservation measures and elements of the stewardship agreement implemented on the ground. She

explained how the agreement was designed to create landscape scale habitat mosaic and maintain or increase diversity of aquatic or terrestrial habitats that exist within the forests. She noted how prescriptive elements of the plan associated with restorative harvest can be managed locally or at a harvest-scale, so habitats can remain diverse, high functioning, and resilient. She outlined the processes undertaken to ensure the protective and restorative protections are met. She shared several examples to illustrate how harvest areas are assessed, features considered, and management schemes are used to ensure the prescriptions are met in aquatic and terrestrial habitats. Reynolds closed by reviewing the road infrastructure prescription and noted how this information is a sample of the overall makeup of Port Blakely conservation strategy.

Lance Christensen, Area Manager for Port Blakely tree farm, reviewed the operation and implementation of the stewardship agreement on the ground. He explained as the prescriptions provide consistency, allowing landowners a level of predictability to achieve longer-term planning and investments in forestry. He noted how every stream within the 30,000 acres tied to the stewardship agreement has been identified and classified to ensure appropriate prescriptions are met under a diverse set of management activities. He outlined additional benefits of the stewardship agreement, such as streamlining notifications for annual regeneration harvests, efficiencies gained when ODF stewardship foresters conduct field visits to assess harvest-related riparian prescriptions and enhance identification of protected aquatic or terrestrial areas for operators conducting activities nearby. He closed by commenting on Port Blakely's commitment to maintain a reliable road system for the protection of water and transport of timber.

Warjone closed out the Port Blakely stewardship story, highlighted some key take-a-ways, and deferred to Abraham to facilitate any Board questions regarding the virtual field tour.

Board member questions or comments on tour stop two:

- Board member Chambers inquired on the total number of acres in Oregon in stewardship agreements and the New Zealand forestry industry relative to the Pacific Northwest. Warjone explained New Zealand government made a strategic and focused decision to invest in the forest industry in the late 80's, in turn studies were conducted on soil and health of the agricultural lands before converted to forestlands. He stated he could provide additional background to the Board but explained the key issues that come up in managing forests are comparable. Abraham noted Port Blakely's agreement includes the most acres, outlined the range of the acreage for the other agreements, and deferred to Agalzoff to provide further detail. Agalzoff described how 12 of the 13 agreements are under the family forestland category, with hundreds of acres on average. Abraham added that landowners are part of other certification programs, listed the programs, and noted a 4.7-million-acre aggregate. Agalzoff noted just shy of 3,500 acres in stewardship agreements (not including Port Blakely's agreement) including non-industrial owners.
- Board member Justice asked Port Blakely to share how they came up with the riparian area protections, describe the drivers for those decisions, and any other elements worth noting from that process. Warjone explained how the maturity of the forest will speak to the approach and strategies developed relative to watershed management and classification of streams. Reynolds explained how majority of the streams were headwaters, creating an effective strategy for the part of the watershed they had the most stewardship value over. She outlined the data analysis conducted, consultation with other experts, and described other elements that came together to help develop a meaningful plan for that landscape.
- Chair Kelly asked if assumptions were made as the Port Blakely team discussed and developed the stewardship agreement. Warjone provided an overview of Port Blakely's thinking that factored into the plan, such as risk calculation, non-declining sustained yield, and biological sufficiency. He

commented how other plans interplay with this agreement, and outlined the key forest management objectives considered, noting how rotation age was not a component of the plan but included.

- Board member Ferrari asked if the prescriptions were static or had some adaptive management incorporated into the plan. Reynolds explained there is some adaptive approaches and monitoring efforts that are incorporated into the plan. She offered examples where monitoring effectiveness and efficiencies inform the application of a prescription in a more meaningful way. Warjone noted how a long-management history, lessons learned on applications, and the data available informed this plan, and how Port Blakely is also pursuing a Federal Habitat Conservation Plan (HCP).
- Board member Ferrari asked whether Department of Environmental Quality (DEQ) was part of the planning team, and whether a goal of the plan was to determine sufficiency to meet water quality standards. Warjone stated DEQ was not part of the planning team but noted how Port Blakely works with DEQ on monitoring site specific areas relative to watersheds and temperature, and how this informs the plan and prescription implementation. Agalzoff spoke on how stewardship agreements by rule allows for periodic monitoring and how agreements can be written to look at a property-wide lens and conservation benefits associated, allowing for some adjustments to be made.
- Board member McComb asked whether any of the streams on the property drain into 303d listed streams that have a TMDL. Reynolds explained some reaches of streams meet that classification. Board member asked whether the stewardship agreement addresses the contribution of the TMDL. Reynolds explained TMDL was not incorporated into the plan but noted how the riparian prescriptions attempt to prevent or mitigate any additional impacts from forest lands to the streams identified as TMDL areas. Warjone explained the prescriptions and strategy to approach harvesting near streams is fully considered even if TMDL is not mentioned in the plan.
- Board member Deumling inquired if other companies showed interest into the stewardship agreement program. Abraham mentioned there was some interest but no commitments. Warjone concurred that this is unlikely, as the Private Forests Accord may result in other considerations for industrial timber companies. State Forester Daugherty commented on the high-quality work and collaboration between Port Blakely and the Department to draw up this stewardship agreement and encouraged the Board to visit Port Blakely when COVID-19 restrictions are lifted.
- Board member Ferrari inquired about the challenges, drawbacks, or lessons learned from this large-scale stewardship agreement process, and if the outcomes are matching the intent of the plan. Glendenning commented that many landowners learned about this option, but noted how capacity, time, and expertise may not be there to dedicate towards developing an agreement. Warjone commented on the value of public comment period and outreach with communities or regulators, as this work was crucial in contributing to the agreement's development. Agalzoff emphasized the transparency of the process and investment of time from Port Blakely in their outreach efforts. He mentioned reviewing the scope of the agreement relative to the Forest Practices Act as strategies, objectives, and terms of the agreement were developed was challenging, but vital part of the process. Warjone noted that 1/3 of the forest was burned as the result of the Labor Day fires which was unforeseen, but the work produced by Agalzoff, and his team was appreciated by Port Blakely. Abraham expressed the value of transparency and the timing of the release for documents was important to learn during the development process, and how it is up to the landowner to share those documents, which Port Blakely accomplished by finding the right balance.
- Board member Chambers asked about the assurances built into the stewardship agreement program to allow for smaller businesses to successfully utilize the plans developed. Warjone stated he believed the plans provide certainty that can be beneficial for other landowners.
- Board Chair Kelly asked what the company would have done differently if the stewardship agreement program did not exist. Warjone stated in hypothetical terms, if the agreement was not

available and forestlands were open to regulatory uncertainty, then they may have considered business outside of Oregon. He stated how Port Blakely believes they are doing the right thing and felt good with being here in Oregon. Board asked if Oregon could learn from Washington. Warjone explained with the state and federal-level agreements such as the HCP and stewardship agreements can provide reassurances for companies given the market and risk are constantly changing.

### **Advancing Shared Stewardship**

[Audio](#) (35 minutes and 45 seconds | 16.3 MB)

Jeff Burns, Partnership and Planning Program Director, explained at tour stop three how he will outline the program's mission, key partnerships, and scope of the program's work. He described the concept of shared stewardship, and emphasized the value of interagency relationships to organize, fund, and collaborate on this work to attain mutual goals. He presented ([attachment 5](#)) on various program efforts, associated grant funding, and highlighted different projects that exemplified the scope and impact of these stewardship efforts in mitigating risk on the Oregon landscape.

Burns shared the origin of the Federal Forest Restoration program housed under the Partnership and Planning program, outlined how it has evolved over time, and connected to the Good Neighbor Authority (GNA) program. He described the function, benefits, and limitations associated with the GNA program for public landscape-scale priorities. He noted how the U.S. Forest Service Shared Stewardship agreement signed by Governor Brown in 2019 reinforced the Oregon way of doing business with partner agencies, other jurisdictions, and communities. He commented on the state and federal agreement's objectives, benefits, and role, integrating core principles together with a cross-boundary focus. He highlighted two shared stewardship landscape-scale projects that exemplified multiple partnership collaboration, the beneficial work that can be accomplished across-boundaries, and how the joint funding to continue these efforts can accelerate the shared stewardship approach. Burns noted how the impacts from the Labor Day fires emboldened the relevance of the Shared Stewardship approach in Oregon, explaining how the Department was approved funding to improve community resilience to wildfire and restore and maintain forests from the Oregon Legislature in spring 2021. He described the need for funding, the type of projects awarded the available funds, and the beneficial impact these projects can have on the landscape and communities. Burns closed by emphasizing the important role the interdependent partnerships have in collaborating and increasing the pace, scale, and quality of restoration on all lands.

Board member questions or comments on tour stop three:

- Board member Chambers reflected on the Governor's Wildfire Response Council's (GWRC) report recommendations on mitigation and asked about how the state can get to a scalable level of fuel treatments in Oregon. State Forester Daugherty described the various elements associated with the proposed recommendation beyond the treatable number of acres, the funding available, and agency capacity that must be considered as part of the type and scale of treatment considered. He highlighted how the Shared Stewardship approach is growing in efficacy across the state and nation, how this links with the GWRC work, and how crucial the Federal partnerships have been in advancing this work. He noted the potential trajectory this work may go in the coming years with legislative support, increase to agency infrastructure, and proper funding. Burns described additional considerations relative to fuel treatments, the lessons learned from this work, and how investments should be meaningful action that leverages partnerships, coordination, and funding for optimal results.

- Board member Ferrari asked about the overarching vision or goals that drives how these projects are prioritized, how science plays into the prioritization, and how stakeholders become engaged. State Forester Daugherty explained how the Shared Stewardship agreement allows Federal and State agencies to jointly set priorities. As part of the GWRC recommendation development, a quantitative risk assessment was used to prioritize treatments in higher risk categories and noted how community readiness is another aspect being assessed.
- Board member McComb asked whether the strategic allocation for fuel reductions funds interfaced with the pods approach proposed by Chris Dunn from Oregon State University. State Forester Daugherty noted this approach is being considered but more on a local level. He commented on statewide level prioritization is in the process of being assessed at local level for implementation and impact. Burns explained the pods approach is new with more relevance at the local level and separate from the scope of statewide planning. He described the program's forest action plan components and goals, which is informed by the Forestry Program for Oregon and how this plan works with Oregon communities' readiness to implement wildfire mitigation plans. Board commented how the state may benefit from the work being done at the community level using the pod approach.
- Chair Kelly shared his observations of the Grant County project in action and on a local level the work completed through coordination between the landowner, county, and the Department. Burns mentioned this project was a good example of how previous collaborative projects and partnerships laid the foundation for future fundable landscape-scale projects to be developed and help ease implementation.

Burns closed out the virtual tour by outlining the key take-a-ways from each of the tour stops and the principles that drives everyone's work. He deferred to the Board Administrator to poll the Board on whether the tour information presented echoes the value statements set forth by the Forestry Program of Oregon, as these values inform the goals that the Department sets out to achieve.

### **Board Discussion with Panel of Presenters and Closing Comments**

[Audio](#) (47 minutes and 56 seconds | 21.9 MB)

Kyle Abraham explained the various tour guides and presenters were available to participate in a panelist discussion with the Board or respond to any questions the Board may have relative to the topics spotlighted in the virtual tour.

Board and presenter discussion followed:

- Board posed question on coordination needed to acquire for funding from Federal and State Legislature for these Department programs. State Forester Daugherty described the existing relationships among the government sector in natural resources, how proposals for federal budget increases are submitted to U.S. Congress, and explained how the Department's Forest action plans contribute to monitoring and reporting outcomes of program effectiveness. He briefed the Board on the recent years of work completed by the Department to advance the Forest Practices Act administration and collaborate in ways to better prepare for fire, noting how national funding has not been focusing on family forestland initiatives, but how the Department strives to build relationships with landowners around the state and connect them to emerging federal grant opportunities. Burns emphasized the great working relationship the Department has with the U.S. Forest Service, Region 6 office, functioning independently but collaboratively on aligned mission work. Abraham commented on other work relationships built over the years with NRCS, and how

they support the Department with incentive programs, family forest projects, and stewardship forester capacity. Chair Kelly offered his perspective on the roles of federal and state partnerships and coordination in Oregon.

- Board expressed gratitude to the participant for their contributions, thanked staff for organizing the virtual tour, and especially appreciated the key presenter's information provided at each tour stop. The Board mentioned Washington as a State having more regulatory practices that offer timber operations and biodiversity conservation more certainty. Board inquired what the Department and forestry communities are doing to collectively address some of the issues presented as challenges to advancing these programs' scale and pace, as well as how their efforts fit into addressing some of the bigger picture issues (e.g., climate change).
  - Burns commented on the various interagency planning documents and tools the Department utilizes, but with different funding sources and landownerships, not any one of those documents really captures the bigger or complete picture for the long-term and noted the potential for an overarching document in tying these all together. State Forester Daugherty believed the appropriate overarching document is the Board's Forestry Program for Oregon, as it sets the 20-year vision of what Oregon's forests should look like and outlined areas the document could further emphasize to integrate a large-landscape scale perspective.
  - Reaves offered her perspective on what engagement Oregonians have with their forests. She shared how she strives to educate the future generations, policymakers, academics, and other interested persons to learn the value of the forest resources. Noted how small woodland owners can have an impact and contribute to the greater conversations on addressing these large-scale issues.
  - Warjone stated he could envision a collaborative pulled together to address a county, region, or resource issue if there was a program and agreement available for multiple landowners to contribute towards. He expressed how the role of natural working lands in the climate change discussion plays out is crucial to understand, how flux needs to be addressed in national forests and their potential in sequestering carbon, and how these lands can become healthier environments. He noted how Port Blakely embraces assisted migration when they replant trees after a harvest to prepare for climate change but explained if in Oregon the most impact is desired in the least amount of time, to focus energies in the GNA program. State Forester Daugherty spoke on the Chiloquin project, how it involved multiple landowners to work towards a overarching goal. Burns described the project and stated if landowners receive support, training and tools, the local community will engage and operate successfully on large-scale landscape projects. State Forester commented on the land use system, how it has positioned Oregon to maintain wild forestland and continue to promote conservation.
- Chair Kelly inquired with the forest landowners' panelists on whether strengthening the FPA regulations to meet the conservation demands would be realistic if more opportunities for regulatory certainty are provided. Warjone could not comment on the Private Forests Accord as Port Blakely is a signee, but from his interactions with Oregon foresters he observed they want to do the right thing and found those working in the forest care about the environment. He offered his perspective on the richness of Oregon's history, generational succession, forest economy communities, existing forest practices, and land-use laws relative to land conversion. He mentioned how Oregon will be a growing area influenced by emigrating populations over the next 50 years, and the conversations today will contribute to the how to protect, preserve, and responsibly use the valued forest resources. Board member commented on the fleeting infrastructure and minimal

funding available in eastern Oregon for forest harvest, fire treatments, or conservation efforts and concerned with the current state of federal lands. Another Board member noted the meaningful engagement and continued efforts in this policy arena are coming together but concerned about the lack of funding and labor force available in rural Oregon to address forest and community's needs. Board discussed how in the future they may need to take a more intentional role in the public sphere, but also how they could consider incentivizing private capital and resources.

- Reaves offered thoughts on how small woodland owners are part of the mosaic landscape, how the land they manage is connected to the greater forest ecosystem, and how there is an opportunity to introduce the FPA and Department resources to new forestland owners in Oregon.
- Board appreciated the diverse perspectives being shared. Highlighted some discussion take-a-ways, described the nuanced pieces of each key issues, and noted how the Board can utilize the best available science to help answer the questions discussed and address these issues at a large scale.
- Abraham thanked the planning team and presenters who participated in the virtual tour. State Forestry Daugherty thanked the tour host, Port Blakely, and expressed gratitude for the staff organization and the continued efforts made by the tour planning team over a span of a year to bring this tour into fruition. Board stated appreciation of the work that everyone dedicated to plan and execute this tour.

#### Closing Comments from the Board, Department, and Presenters:

- State Forester Daugherty appreciated the level of engagement and for everyone taking the time to openly participate with the orientation and tour.
- Chair Kelly checked in with the Board on what they thought about the overall day and shared with humor his perspective on the day's activities. New Board members commented on the volume of material, complexity of issues, and scope of information to learn is a lot, but they are committed and willing to take on the challenge. Board member shared observation of rural communities growing concern on issues relative to smoke, fire, and human health, and how much more complex these issues have become over time. Board member encouraged other members to hear from all voices on these issues.
- Reaves expressed appreciation to have a small woodland owner representative on the Board and welcomed all Board members to visit and engage at any level with other small woodland owners. Chair Kelly commented on the small woodland owner representation on the Board.
- Board reflected on how each member represents all Oregonians, how important it is to hear the range of views of people in and outside of the natural working land sphere. Expressed from the standpoint of diversity, equity, and inclusion it is important for the Board to recognize communities in our state who have views and values not often heard from or are contrary to the majority.
- Chair Kelly shared a lesson learned about the Board's scope of authority as a policymaking and governing entity. He described to the Board how encounters with the public can form a series of assumption of the Board role and sometimes do not understand the limitations, constraints, or barriers that may exist for the Board to act, whether legally, financially, or statutorily. He welcomed Board members to come together and be resources for each other as these situations come up. Another Board member agreed, and expressed their optimism moving forward as a Board.
- Board commented on the various aspects and program tools presented during the orientation and tour. Noted how they threaded with the Forestry Program for Oregon and as the Board considers revising this overarching guidance document to clearly communicate their intent with stakeholders on how the programs, policies, and tools achieve the Board's goals or objectives. Chair Kelly shared his belief that organizations being outcome-focused, but some of the Forestry Program of Oregon's measured outcomes have the risk of being outdated or disconnected from other outcomes.



- Board member expressed how hearing from other member's individual backgrounds, views, and perspectives around the magnitude of issues the Board is grappling with led them to feeling optimistic as the Board discusses key issues in forestry, and how the Forestry Program for Oregon can act as their compass.

**Board Chair Kelly adjourned the workshop at 4:25 p.m.**

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Respectfully submitted,  
/s/ Peter Daugherty



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Peter Daugherty, State Forester and  
Secretary to the Board

<b>Agenda Item No.:</b>	C
<b>Topic:</b>	2020 Government-to-Government Report on Tribal Relations
<b>Date Presented to Board:</b>	June 9, 2021
<b>Contact Information:</b>	Lena Tucker, Deputy State Forester (503) 945-7200, <a href="mailto:Lena.L.TUCKER@oregon.gov">Lena.L.TUCKER@oregon.gov</a>

## **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 2020.

## **CONTEXT**

During 2020, 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 learn 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 work groups. Additionally, the report notates the areas of impact to Department work as the agency acclimated to the COVID-19 safety provisions set in place by the Governor's Executive Order 20-03.

## **RECOMMENDATION**

This item is information only.

## **ATTACHMENT**

- (1) ODF 2020 Government-to-Government Report on Tribal Relations



## 2020 Government-to-Government Report on Tribal Relations

October 1, 2019 – September 30, 2020

The Oregon Department of Forestry respectfully submits this 2020 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

This year the department has continued 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 Deputy State Forester Lena Tucker. Southern Oregon Area Director Dave Lorenz and Private Forests Division Field Coordinator Keith Baldwin support the department’s liaison.

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

#### Executive Team

Peter J. Daugherty Oregon State Forester 503-945-7211 <a href="mailto:Peter.Daugherty@Oregon.gov">Peter.Daugherty@Oregon.gov</a>	Lena L. Tucker, Tribal Liaison Deputy Director for Operations 503-945-7205 <a href="mailto:Lena.Tucker@Oregon.gov">Lena.Tucker@Oregon.gov</a>	William J. Herber Deputy Director for Administration 503-945-7203 <a href="mailto:Bill.Herber@Oregon.gov">Bill.Herber@Oregon.gov</a>
Kyle Abraham Private Forests Division Chief 503-945-7482 <a href="mailto:Kyle.Abraham@Oregon.gov">Kyle.Abraham@Oregon.gov</a>	Douglas C. Grafe Fire Protection Division Chief 503-945-7204 <a href="mailto:Doug.Grafe@Oregon.gov">Doug.Grafe@Oregon.gov</a>	Liz F. Dent State Forests Division Chief 503-945-7351 <a href="mailto:Liz.F.Dent@Oregon.gov">Liz.F.Dent@Oregon.gov</a>
Jeff Burns Interim Partnership and Planning Program Manager/Legis. Coordinator 503-945-7346 <a href="mailto:Jeff.D.Burns@oregon.gov">Jeff.D.Burns@oregon.gov</a>	Joy Krawczyk Public Affairs Program Manager 503-945-7487 <a href="mailto:Joy.Krawczyk@Oregon.gov">Joy.Krawczyk@Oregon.gov</a>	Tricia Kershaw Human Resources Manager 503-945-7296 <a href="mailto:Patricia.E.Kershaw@Oregon.gov">Patricia.E.Kershaw@Oregon.gov</a>
Joe Hessel Acting Eastern Oregon Area Director 541-963-3168 <a href="mailto:Joe.Hessel@Oregon.gov">Joe.Hessel@Oregon.gov</a>	Andy White Northwest Oregon Area Director 503-359-7496 <a href="mailto:Andrew.T.White@Oregon.gov">Andrew.T.White@Oregon.gov</a>	Dave Lorenz Southern Oregon Area Director 541-953-8164 <a href="mailto:Dave.C.Lorenz@Oregon.gov">Dave.C.Lorenz@Oregon.gov</a>

## Field Offices

### Eastern Oregon Area

Central Oregon District Michael H. Shaw, District Forester 541-447-5658 <a href="mailto:Michael.H.Shaw@Oregon.gov">Michael.H.Shaw@Oregon.gov</a>	Klamath-Lake District Dennis Lee, District Forester 541-883-5681 <a href="mailto:Dennis.Lee@Oregon.gov">Dennis.Lee@Oregon.gov</a>	Northeast Oregon District Joe Hessel, District Forester 541-963-3168 <a href="mailto:Joe.Hessel@Oregon.gov">Joe.Hessel@Oregon.gov</a>
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### Northwest Oregon Area

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

### Southern Oregon Area

South Cascade District Chris Cline, District Forester 541-726-3588 <a href="mailto:Christopher.L.Cline@Oregon.gov">Christopher.L.Cline@Oregon.gov</a>	Southwest Oregon District Dave Larson, District Forester 541-664-3328 <a href="mailto:Dave.Larson@Oregon.gov">Dave.Larson@Oregon.gov</a>	Western Lane District Grant "Link" Smith, District Forester 541-935-2283 <a href="mailto:Grant.S.Smith@Oregon.gov">Grant.S.Smith@Oregon.gov</a>
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### Forest Protective Associations

Coos Forest Protective Association Mike E. Robison, District Manager 541-267-3161 <a href="mailto:Mike.E.Robison@Oregon.gov">Mike.E.Robison@Oregon.gov</a>	Douglas Forest Protective Association Pat Skrip, District Manager 541-672-6507 <a href="mailto:Pat.Skrip@Oregon.gov">Pat.Skrip@Oregon.gov</a>	Walker Forest Protection Association R.D. Buell, District Manager 541-433-2451 <a href="mailto:RD.Buell@Oregon.gov">RD.Buell@Oregon.gov</a>
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## C. Process to identify which programs affect tribes

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

### Fire

- 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**

- Board of Forestry lands annual operating plans
- Habitat Conservation Plan
- Forest Management Plan
- Collection of cultural vegetation for tribal ceremonial practices
- Seedling diversity and planting density
- Internship opportunities
- 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 2020 to continue this effort.

### **Department-wide**

- Each year the State Forester sends a letter to Oregon's nine federally recognized tribes. He reports on department initiatives and Board of Forestry plans.
- 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**

- The department played a role in two large fires that involved tribes this summer. The Lionshead fire started on Warm Springs' land. The Two Four Two fire burned traditional tribal lands and threatened homes and property of tribal members.
- A regional interagency team managed the Lionshead fire. It also burned thousands of acres under the department's fire protection jurisdiction. Few department resources worked on this fire due to limited availability and increased need elsewhere, based on threats to life, safety, property.
- The department provided fire protection on tribal trust and fee lands through protection and mutual aid contracts. Tribal and department firefighters worked side-by-side this fire season.

- The department worked with tribes on forest health and fuels management projects that are on or next to tribal trust and fee lands.
- Tribes are active members of many of the state’s forest protection associations.
- Collaborated with tribes and other agencies to develop a firefighter training video on cultural resource protection. The video highlights tribal perspectives for the importance of cultural resource protection during emergency fire activities.

## **Private Forests**

### ***Field Support Unit***

- Marbled Murrelet Resource Site Protection
  - Contacted tribes and stakeholders about joining a group to help define the resource sites and protection measures for marbled murrelet management areas. Tribes included: Confederated Tribes of Coos Lower Umpqua Siuslaw, Coquille Tribe, Cow Creek Band of Umpqua Tribe of Indians, Confederated Tribes of Siletz Indians, Confederated Tribes of Grand Ronde.
  - Received mixed responses, most wanted in-person meetings rather than virtual meetings. Staff is trying to accommodate the request while following COVID restrictions.
- Wildlife Food Plot Rulemaking: reached out to tribes during the rulemaking process. The department invited tribes to comment on the draft “wildlife food plot rules.” This included a virtual tribal hearing session, separate from the public hearing. Two tribal representatives commented. The Board of Forestry adopted the rules in July 2020, effective August 1, 2020.

### ***Monitoring Unit***

- Requested tribal input on Oregon Forest Practice rules to protect water and streamside resources across western Oregon and the Siskiyou regions. Topics included stream temperature, stream shade, wood contributions to streams, and the stand structure components for desired future conditions of small and medium fish-bearing streams.
- The Confederated Tribes of Grand Ronde and Coquille Indian Tribe provided feedback.

### ***Forest Health Unit***

- Each tribe receives the annual [Forest Health Highlights, USDA and ODF](#) .
- Christine Buhl, Entomologist:
  - Met with the Tribes of Grande Ronde about forest management strategies. Including ways to monitor the western redcedar decline and sampling for the Oregon Bee Project.
  - Sent the department’s information on the Oregon Bee Project work to the Natural Resource Workgroup.
  - Reached out to tribes on identification of western redcedar die back pockets. This is part of the Oregon and Washington USFS-funded western redcedar sampling project.
- Wyatt Williams, Invasive Species Specialist:
  - Identified each tribe in the Departments of Forestry and Agriculture Emerald Ash Borer readiness and response plan. This allows for better outreach and collaboration.
  - Reached out to tribes to find populations of Oregon ash for genetic conservation. This was part of the Emerald Ash Borer readiness and response plan.
  - Welcomed a Confederated Tribes of the Umatilla Indian Reservation representative as a member of the Oregon Invasive Species Council.

## **State Forests**

- Asked the tribes for input on the annual operations plans for Oregon's state forestlands.
- Continued the interagency agreement with the Oregon Department of Transportation. 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.
- 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. This representative serves in the Habitat Conservation Plan focus groups.
- Utilized the Government-to-Government Natural Resources Workgroup to receive input from the tribes on the Forest Management Plan and development of a Habitat Conservation Plan.
  - Tribal staff and council members participated in the State Forests Division discussions. Tribe members have attended the public meetings, and asked the department for information on the Habitat Conservation Plan.
  - Natural Resource Cluster and Cultural Resource Cluster received updates from the department. Tribal members were invited to meet with department staff to teach them about how to better respect tribal interests.

## **Tribe Specific Activities**

### ***Confederated Tribes of the Umatilla Indians***

- The Confederated Tribes of the Umatilla Indian Reservation, the Nez Perce Tribe in Idaho, and the Northeast Oregon district participate in water quality planning. This effects the Upper Grande Ronde, Walla Walla, Umatilla Rivers, Wallowa, Lower Grande Ronde, and Imnaha River basins.
- Stewardship foresters introduced local private landowners to tribal biologists. This opened discussions for potential stream restoration projects. Foresters work with the tribe in large wood, tree, and log acquisition for restoring streams.
- Stewardship foresters and tribal biologists serve on the Natural Resources Conservation Service Upper Grande Ronde Regional Conservation Partnership Program. They hope to provide a coordinated and integrated approach to forest health and natural resources restoration in the basin. The tribe, department, and other agencies secured multi-agency Regional Conservation Partnership Program funding. The funding is for a multi-faceted watershed level treatment on private lands. This helps protect and enhance habitat in the Upper Grande Ronde Watershed.
- The Confederated Tribes of the Umatilla Indian Reservation contracts with the district to provide fire protection on about 21,600 acres of tribal fee lands.
- The Umatilla Agency of the Bureau of Indian Affairs terminated the fee-based fire protection agreement with the department. This agreement started in 1961. The BIA assumed protection for about 55,000 acres of trust lands.
- 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.
- The tribe and department belong to the Umatilla National Forest Collaborative Group. Both entities serve on the local Natural Resources Conservation Service work group. They hold annual meetings about large-scale forest restoration and fuels treatment projects.

### ***Burns Paiute Tribe***

- The tribe hosted the annual Rangeland Fire Protection Association Summit at the Burns-Paiute Tribe's meeting hall.

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

### ***Confederated Tribes of Grand Ronde***

- At the tribes' invitation, State Forester Peter Daugherty, State Forests Division Chief Elizabeth Dent, and staff attended and spoke at the tribes' December 2019 Tribal Council meeting about the Habitat Conservation Plan.
- The West Oregon District has a tribal fee-based fire protection agreement. 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 Tillamook Forest Center's interpretation and education coordinator and staff and the Chachalu Museum's Cultural Resources Department provided professional development training. They offered a National Association for Interpretation training focused on mission-based customer service. They also scheduled a Certified Interpretive Host training for April 2020, but it was postponed due to the pandemic.
- The Tillamook Forest Center volunteer recognition event was a trip to the Chachalu Tribal Museum and Cultural Center. This trip was to see and support the Confederated Tribes of Grand Ronde and highlight their museum.
- Tillamook Forest Center staff members attended the first annual Confederated Tribes of Grand Ronde Cultural Summit in November highlighting tribal artwork.
- Tillamook Forest Center staff invited Confederated Tribes of Grand Ronde staff to attend the National Association for Interpretation Regional Workshop in March at the center. This was a virtual workshop. The center included tribal partners in the invitation and information.
- On the Echo Mountain Complex fire, the department and tribe entered a land use agreement. The Confederated Tribes of the Grand Ronde permitted the department to use tribal facilities for fire camp and the incident command post. Tribal members worked as security, food service, and fire camp help. Tribal members were generous in their donations of food and commissary to the fire crews.
- The community wildfire forester coordinated with Confederated Tribes of Grand Ronde fire prevention forester to do fuel reduction projects using grant funds.
- Scheduled a meeting with the tribes' natural resource staff and District Forester Michael Curran to discuss the department's operating programs.

### ***Confederated Tribes of Siletz***

- The West Oregon District has a tribal fee-based fire protection agreement. 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.
- State Forests Division district staff contacted Confederated Tribes of Siletz forestry staff to discuss routine road maintenance issues on shared roads and timber harvests on state forests adjacent to tribal lands. The State Forests staff regularly seeks input on planned timber sales, also called Annual Operations Plans, from tribal forestry staff.
- The department and tribe started developing reciprocal permanent easements, but decided to delay them until there is an actual need to access the timber.
- The district is setting a meeting between the tribes' natural resource staff and District Forester Michael Curran to discuss interactions across the department's operating programs.
- The West Oregon District invited a forester from the Confederated Tribes of the Siletz Indians to attend the West Oregon Districts' Annual Operations Plan Specialist meeting. The tribe offered to help the district with locating or surveying for cultural resources. The district plans to



collaborate with the tribe on at least one sale that an department archaeologist identified as a potential cultural site.

- The West Oregon District has also 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.
- State Forests 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 Habitat Conservation Plan. The tribes provided testimony at the October 6 Board of Forestry meeting in support of the HCP.

#### ***Confederated Tribes of Warm Springs***

- 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 activities.

#### ***Coquille Indian Tribe***

- 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 member of the protection association.
- The association participates in the Coquille Indian Tribe's youth field day. Youth field day includes tree planting activities, wildlife habitat, and fire prevention.

#### ***Cow Creek Band of Umpqua Tribe of Indians***

- Douglas Forest Protective Association provides fire protection through the Bureau of Indian Affairs' contracts. This fire protection is for both trust and fee tribal owned lands.
- The tribe is an active member of the protection association.
- The association and the tribe met regularly to review and update operating plans, discuss fire management, and update agreements.
- Both parties continued working together on forest health and fuels management projects. These projects are on or next to both trust and fee tribal owned lands. The association will continue working with the tribe on smoke management issues. There is an opportunity to develop a forest management plan, including slash and pasture burning.
- The tribe provided rapid COVID-19 testing for the association's staff during the pandemic. This allowed firefighters to return to duty quickly.

#### ***Klamath Tribes***

- The Sun Creek Project is an ongoing partnership. This 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 tribe.
- The department participates in pre-fire season tribal check-ins with tribal leadership.
- The department's Incident Management Team 2 managed the Two Four Two fire and reported positive relationships with the tribe.

#### ***Nez Perce Tribe (federally recognized in Idaho)***

- The Wallowa Unit and Nez Perce tribes continue working together on forestry issues.
- The unit forester serves on the committee that advises the tribe on forest management plans.
- Both entities participate in the Wallowa County Natural Resources Advisory Council. They are discussing the Wallowa-Whitman National Forest's Lower Joseph Creek Restoration Project and fisheries concerns.
- The department protects 14,984 acres of tribal land in the Northeast Oregon District under a fire protection agreement.

#### **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, most 2020 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 established 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.:	D
Work Plan:	Fire Protection Work Plan
Topic:	Annual Topic: Annual Letters to the State Forester
Date of Presentation:	June 9, 2021
Contact Information:	Tim Holschbach, Deputy Chief, Policy & Planning, Fire Protection Division 503-945-7434; <a href="mailto:tim.j.holschbach@oregon.gov">tim.j.holschbach@oregon.gov</a>

**SUMMARY**

The purpose of this agenda item is to report to the Board concerning the contents of the annual letters received from the nine non-operating forest protective associations and the written responses made to those letters.

**CONTEXT/BACKGROUND**

By contract, the nine non-operating forest protective associations are required to provide a written communication with the State Forester at least once annually. The purpose of these letters is to enable the associations to communicate directly with the State Forester concerning situations, conditions, and problems they believe need to be brought to his attention. Historically, the State Forester returns a response letter that addresses the issues raised by the associations.

**RECOMMENDATION**

These letters are provided to the Board for their information, there is no action recommended.

**NEXT STEPS**

The Fire Protection Division will be working through the issues presented and follow-up with the associations.

**ATTACHMENT**

- 1) None. At the time of this staff report, no letters were received.

## STAFF REPORT

Agenda Item No.:	E
Work Plan:	Fire Protection
Topic:	Annual Topic: Approval of Rangeland Fire Protection Association Budgets
Date of Presentation:	June 9, 2021
Contact Information:	Tim Holschbach, Deputy Chief, Policy & Planning, Fire Protection Division 503-945-7434; <a href="mailto:tim.j.holschbach@oregon.gov">tim.j.holschbach@oregon.gov</a>

### SUMMARY

The purpose of this agenda item is to obtain Board approval of the annual budgets of the Rangeland Fire Protection Associations currently operating in Eastern Oregon.

### CONTEXT/BACKGROUND

Rangeland fire protection associations (RFPA) are nonprofit, locally governed and operated landowner associations organized to provide fire protection on rangeland areas of Eastern Oregon. These geographic areas are outside both forest protection districts and rural fire districts. State statutes ORS 477.315-325 provide for the formation of these associations under the authority of the Board and with assistance from the Department. After formation, ORS 477.325 requires that the Board review and approve the rangeland fire protection associations' annual operating budgets.

Every year, RFPAs suppress dozens of fires across over 16 million acres in Oregon. Many people describe this as “neighbors helping neighbors” model. RFPA funds go toward administrating guidance, fire suppression training, facilitating access to federal grants and surplus firefighting equipment, as well as some administrative cost reimbursement. RFPA fire prevention and suppression help conserve habitat as well as safeguarding local economic resources.

A few of the actions RFPAs have taken this past year include:

- Online opportunities due to COVID-19: FY 2021 provided for unforeseen COVID-19 challenges firefighting, including the delivery of fire training to RFPA volunteers. The USF&W Service developed a website that hosted remote training aid to fill this need. The RFPAs embraced this new technology option and to date, 117 volunteers have completed the online fire safety and suppression refresher option, from 14 different Rangeland Fire Protection Associations. During the summer months agencies and partners added additional information and tools to the site, to assist the RFPAs with their mission. This tool will continue to be utilized in the future for training and sharing information.

- Rural Fire Departments: WC Ranches RFPAs have signed a mutual aid agreement with Spray Fire Department in Wheeler County. Silver Creek and Lone Pine RFPAs have also signed mutual aid agreements with the Burns Fire Department in Harney County.
- Federal Agencies: All 24 RFPAs have a Statewide MOU to work cooperatively with the BLM and USF&W Service. Additionally, two years ago a Federal bill was passed reviving Rural Fire Readiness (RFR) grants from the Bureau of Land Management. This expands RFPAs eligibility to receive Federal excess property not only from the US Forest Service and US Military but also from the BLM. Currently, four RFPAs have signed the RFR agreement and one more is awaiting signatures. The first of its kind, the High Desert RFPAs signed a Cooperative Fire Agreement with the USFS, Fremont-Winema National Forest on September 11, 2020. Warner Valley RFPAs in Lake County is working on signing a similar agreement with the Forest Service.

For your reference, attached are the Rangeland Association Annual Accomplishment Reports (attachment 1), 2022 Annual Budgets (attachment 2), 2021 Annual Report Statistics (attachment 3), and Total Acres Protected by Year (attachment 4). The Board's approval will assist these associations of landowners in building partnerships, investing in their community, and providing their own local wildfire protection.

## **RECOMMENDATION**

The Department recommends the Board approve the fiscal year 2022 budgets of the Ashwood-Antelope, Bakeoven-Shaniko, Blue Mountain, Brothers Hampton, Burnt River, Crane, Fields-Andrews, Frenchglen, Gateway, Greater Pine Valley, High Desert, Ironside, Jordan Valley, Juntura, Lone Pine, Lookout Glasgow, Post Paulina, Silver Creek, Twickenham, Vale, Wagontire, Warner Valley, WC Ranches, and Wheeler County Fire & Rescue Rangeland Fire Protection Associations.

## **ATTACHMENT**

- 1) 2021 Rangeland Fire Protection Associations Accomplishment Report
- 2) Fiscal Year 2022 Rangeland Fire Protection Associations Budgets
- 3) 2021 Annual Report Statistics
- 4) Total Acres Protected by Year List



# Oregon's Rangeland Fire Protection Associations

Protecting over 16 million acres of range and critical Sage Grouse habitat in Oregon

The RFPAs operate as independent associations of landowners that provide their own local wildfire protection. ODF supports the associations through administrative guidance, some administrative cost reimbursement, fire suppression training, facilitating access to federal grants and surplus firefighting equipment. RFA fire prevention and suppression helps in conserving grouse habitat as well as safeguarding livestock forage crucial to the local economy.

## Online opportunities due to COVID-19

2020 provided for unforeseen COVID-19 challenges fire-fighting, including the delivery of fire training to RFA volunteers. The USF&W Service developed a website that hosted remote training aid to fill this need. The RFPAs embraced this new technology option and to date, 117 volunteers have completed the online fire safety and suppression refresher option, from 14 different Rangeland Fire Protection Associations. During the summer months agencies and partners added additional information and tools to the site, to assist the RFPAs with their mission. This tool will continue to be utilized in the future for training and sharing information.

<https://sites.google.com/firenet.gov/rfpa/home>.

## Partnerships and Agreements

The RFPAs continue to seek and enhance partnerships in fire suppression, prevention and fuels management.



Idaho Power donates a vehicle to Burnt River RFA

**Federal Agencies:** All 24 RFPAs have a Statewide MOU to work cooperatively with the BLM and USF&W Service. Additionally, two years ago a Federal bill was passed reviving Rural Fire Readiness (RFR) grants from the Bureau of Land Management. This expands RFA eligibility to receive Federal excess property not only from the US Forest Service and US Military but also from the BLM. Currently, four RFPAs have signed the RFR agreement and one more is awaiting signatures. The first of its kind, the High Desert RFA signed a Cooperative Fire Agreement with the USFS, Fremont-Winema National Forest on September 11, 2020. Warner Valley RFA in Lake County is working on signing a similar agreement with the Forest Service.

**Rural Fire Departments:** WC Ranches RFA have signed a mutual aid agreement with Spray Fire Department in Wheeler County. Silver Creek and Lone Pine RFPAs have also signed mutual aid agreements with the Burns Fire Department in Harney County.



Carver Livestock Ranch of the Bakeoven-Shaniko RFA working on their 2020 online fire refresher

# Large Fires and Cooperation



## Frog Fire Central Oregon

The Frog Fire started in the Maury Mountains in Crook County. This was one of several large fires burning in Central Oregon. This IMT was short of resources so they called the RFPAs for assistance. The Brothers-Hampton RFFPA answered the call for help and responded with manpower and equipment for 3 days. The area they were protecting was along their boundary and paying members of the RFFPA. The team included them in their virtual cooperators meetings, and emailed them all press releases, maps and incident action plans. Integration was very smooth between the RFPAs and the federal IMT.



## Laurel Fire Wheeler County

The Laurel fire started in mid-August when we saw five consecutive days of thunder storm activity. ODF IMT Team 2 took command of the Laurel Fire on August 20th. There were several fires going in Central Oregon and resources were scarce. The IMT elected to hire the local RFFPA, and found that their Humvees were ideal equipment for use on that ground.



## Teller Flat Fire Central Oregon

The Teller Flat fire was the first major fire of the season. It started June 23rd on an unprotected area north of Grizzly Mountain near Prineville. The Ashwood-Antelope RFFPA responded to protect some of their paying member's property. Oregon Department Forestry Prineville and BLM Prineville responded to protect fire within or near their boundaries. The three entities worked side by side for two days, suppressing and mopping up the fire.

## Brattain Fire Lake County

On September 7th the High Desert RFFPA assisted several agencies on the Brattain Fire, Southeast of Paisley. Dry fuels and gusty winds made containment difficult. There were several concurrent large fires in western Oregon and resources were scarce. Warner Valley RFFPA also assisted and brought over several engines and a dozer. The red flag conditions made things tough, so an additional call went out to other RFPAs for help. Silver Creek, Crane, and Wagontire RFPAs from Harney county came to assist in the firefight adding six engines and a dozer for a day. On September 13, a type II IMT from the Eastern Area took command of the fire. The High Desert RFFPA stayed on the firefight until the fire was caught on the evening of September 18th.



Aside from integration with bordering agencies during typical fire fighting, this year, several IMT's looked to the RFPAs for short term help. This is a new role for the RFPAs, as a practicable option when contract or agency resources are not available to the fire, demonstrating clearly the RFPAs motto of "Neighbors Helping Neighbors". These are just a few of many examples from a busy 2020 fire season.



For more information:  
Oregon Department of Forestry  
541-912-6695  
[www.oregon.gov/odf](http://www.oregon.gov/odf)



## Fiscal Year 2022 Rangeland Fire Protection Association Budget Summary

Rangeland Fire Protection Association	Income							Expenses										Reserve Account
	Membership Fees	Donations	Fund Raising	Grants	Reimbursed Expenses	Other	Total Income	Insurance	CPA & Non-profit Filings	Equipment Purchases	Equipment Repair/Maintenance	Fuel	Supplies For Fire Suppression	Communications Equipment & Repair	Office Expenses (Supplies, Postage, etc.)	Other	Total Expenses	
Ashwood-Antelope	\$7,000	\$1,500		\$10,000	\$7,300		\$25,800	\$6,500	\$800	\$1,000	\$3,500	\$1,000	\$500	\$1,000	\$500	\$2,000	\$16,800	\$19,998
Bakeoven-Shaniko	\$8,500	\$5,000		\$2,500	\$3,775		\$19,775	\$3,350	\$425	\$7,500	\$1,000	\$1,000	\$770		\$1,000	\$2,000	\$17,045	\$13,400
Blue Mountain	\$1,400	\$2,350		\$5,000	\$4,250		\$13,000	\$3,700	\$550	\$3,000	\$2,000						\$9,250	\$9,000
Brothers-Hampton	\$1,000	\$500	\$1,000	\$10,000	\$4,250	\$1,000	\$17,750	\$4,200	\$50	\$4,000	\$2,000	\$2,000	\$3,000	\$3,000	\$350	\$800	\$19,400	\$12,000
Burnt River	\$4,500			\$10,000	\$4,950		\$19,450	\$4,600	\$350	\$10,000	\$2,500	\$900	\$1,000	\$100	\$200	\$240	\$19,890	\$26,500
Crane	\$30,000	\$1,000	\$500	\$10,000	\$12,359	\$1,500	\$55,359	\$12,000	\$359	\$11,000	\$10,000	\$5,000	\$2,000	\$2,000	\$1,000	\$12,000	\$55,359	\$62,000
Fields Andrews	\$5,200			\$2,500	\$4,375		\$12,075	\$4,300	\$75		\$3,000	\$1,850	\$2,000	\$275	\$500		\$12,000	\$19,603
Frenchglen	\$6,750	\$500			\$3,900	\$500	\$11,650	\$3,400	\$500	\$2,500	\$1,500	\$1,800	\$500		\$300	\$200	\$10,700	\$15,828
Gateway	\$800	\$500			\$3,850		\$5,150	\$3,800	\$50	\$1,000	\$2,000		\$500	\$200	\$75		\$7,625	\$20,283
Greater Pine Valley	\$700			\$3,687	\$2,156		\$6,543	\$2,106	\$50		\$440		\$2,068		\$89	\$80	\$4,833	\$1,800
High Desert	\$12,400	\$10,000		\$5,000	\$7,750		\$35,150	\$7,500	\$250	\$4,000	\$4,500	\$2,500	\$7,500	\$1,000	\$250	\$1,200	\$28,700	\$40,000
Ironside	\$3,700				\$3,150		\$6,850	\$3,000	\$150		\$200		\$200		\$100		\$3,650	\$3,150
Jordan Valley	\$11,000				\$5,372	\$10,670	\$27,042	\$5,322	\$50	\$1,000	\$8,000			\$500	\$100		\$14,972	\$14,000
Juntura	\$5,000	\$3,000		\$2,200	\$6,500	\$1,000	\$17,700	\$5,500	\$1,000	\$2,000	\$2,900		\$500	\$500	\$300	\$5,000	\$17,700	\$34,500
Lookout-Glasgow	\$2,900	\$2,000		\$10,000	\$3,307		\$18,207	\$3,229	\$78	\$10,000	\$1,500	\$500	\$500	\$250	\$250		\$16,307	\$7,368
Lone Pine	\$4,900	\$500		\$10,000	\$2,816	\$500	\$18,716	\$2,541	\$275		\$11,890	\$500	\$610	\$1,000	\$260	\$400	\$17,476	\$7,761
Post Paulina	\$1,000				\$5,494		\$6,494	\$5,444	\$50	\$3,000	\$5,000	\$2,000	\$300		\$350		\$16,144	\$20,463
Silver Creek	\$14,500	\$1,000		\$10,000	\$6,400		\$31,900	\$4,700	\$1,700	\$3,000	\$3,500	\$4,000	\$8,000	\$2,500	\$1,600	\$500	\$29,500	\$19,450
Twickenham	\$3,500			\$3,000	\$3,020		\$9,520	\$3,000	\$20	\$3,000	\$3,000				\$200		\$9,220	\$11,244
Vale	\$2,600	\$1,000		\$10,000	\$2,600		\$16,200	\$2,250	\$20	\$10,000	\$1,500		\$5,000	\$1,000	\$500		\$20,270	\$3,159
Wagontire	\$1,500	\$2,500		\$2,500	\$3,950		\$10,450	\$3,450	\$500	\$1,000	\$2,500	\$1,500	\$500	\$500			\$9,950	\$9,950
Warner Valley	\$7,800	\$5,000	\$1,000		\$4,235		\$18,035	\$4,135	\$100		\$8,000	\$1,000	\$2,000	\$2,000	\$350		\$17,585	\$9,001
WC Ranches	\$1,100			\$10,000	\$7,200		\$18,300	\$5,200	\$2,000	\$7,050	\$750		\$2,000	\$1,000	\$300		\$18,300	\$6,829
Wheeler County		\$5,000	\$4,000	\$8,000	\$3,500		\$20,500	\$3,500		\$5,000	\$5,000	\$4,000	\$1,000	\$1,000			\$19,500	\$76,000
	\$137,750	\$41,350	\$6,500	\$124,387	\$116,459	\$15,170	\$441,616											\$463,287



2020 Annual Report Statistics

Rangeland Fire Protection Association	Total Acres	Private Acres 3/	State Acres 2/	Federal Acres 1/	Est.	No. of Fires	Mutual Assist Fires	Smoke Chases	State & Private Acres Burned	Total Acres Burned	*Large Fires over 500 ac	Fire Suppress. Hours	Admin Hours	POV Mileage	Prescribe Fire Acres	Mem Properties (estimate)	Support Personnel	Trained Firefighters	Fire Eng Type 4	Fire Eng Type 5&6	Slip-ons Pickup	Slip on Trailers	ATV/UT V tanks	Tenders	Graders	Dozers	Tractor w/ Transport	Tractor w/ Disk	Other																																					
Ashwood-Antelope	362,952	320,754	155	42,044	2009	4	1	1	1,318	1,318	12, 13	506	1,636	4,212	723	38	50	17	3	5	9		6	1	1	11	3																																							
Bakeoven-Shaniko	183,102	176,683	81	6,338	2019	2	1	5	10	10	13	402	407	1,156	12	17	25	25	2	6	18	2	16		4	3		3																																						
Blue Mountain	1,157,908	75,059	2,896	1,079,953	2013	5	3	4	30	4,479	10, 11	173	380	2,500	0	7	10	29	8	1	4		6		1				5 tender trailers																																					
Brothers / Hampton	998,928	257,785	34,826	706,318	2006	9	0	5	1,562	4,584	1, 2	388	452	4,000	1,005	36	32	34	3	5	1	4	1		2	3																																								
Burnt River	295,124	185,152	3,054	106,918	2000	4	2	1	1	2		99	212	796	0	60	26	25	3	1	10		2		1	7	1																																							
Crane	1,415,068	601,120	102,748	711,200	1998	20	1	6	174	2,191	14,15	477	1,534	4,534	40	278	30	32	28	14	7	3	3	5		10	1																																							
Fields / Andrews	970,347	159,304	485	810,559	1998	4	2	1	1	601		148	665	1,813	0	51	5	44	3	6	2		5	3	4	5	3																																							
Frenchglen	664,126	275,210	979	387,937	2013	5	2	2	229	738		30	222	760		45	5	26	2	3	4	1		1		1	1																																							
Gateway	9,306	8,701	0	604	2010	1	0	0	6	6		12	377	803	555	19	12	7	2	2			2			1	3																																							
Greater Pine Valley	75,503	30,009	0	45,494	2016	0	0	1	0	0		5	756		0	14	2	19	2	2	2		1	1	1	1	1																																							
High Desert	1,739,231	384,666	38,158	1,316,407	2018	27	2	4	505	1,162	3, 4	730	900	1,800	25	83	5	60	9	14	3	2	2	5		5	5																																							
Ironside	355,967	330,383	1,648	23,936	1964	3	1	3	2,360	5,760	5, 6	800	1,000	1,000	0	36	5	15	3		8		4	1	2	5	3																																							
Jordan Valley	2,495,409	292,999	178,507	2,023,903	2008	4	0	0	0	6,299	16	400	800	280	0	20	20	100	7	2	26		15	5	2	2	1																																							
Juntura	952,048	181,351	82,137	688,561	2007	5		2	10,928	48,910	7	65	932	4,692	40	9	14	15	1	5	1		2	1	2	2	1																																							
Lone Pine	55,312	25,426	3,673	26,213	2013	1	0	4	0	1		219	740	3,179	70	17	5	15	2	2	6			2	1	6	4		2 Skidders																																					
Lookout Glasgow	246,331	153,478	1	92,852	2014	5	1	4	77	86		272	432	1,849	0	29	0	30	4		4		5		5	2																																								
Post / Paulina	639,580	351,749	22,566	265,265	2006	5	0	3	115	235		350	750	1,500	0	40	65	25	1	7	12	5	10	1	3	8	6																																							
Silver Creek	728,270	231,712	5,461	491,097	2001	5	1	8	238	968	4	199	908	8,007	0	62	69	46	9	10	2	4	0	2	0	3	3	1																																						
Twickenham	124,301	75,499	40	48,762	2001	0	0	0	0	0		0	326	414	49	38	4	11	2		2		1																																											
Vale	1,023,221	204,570	22,347	796,305	2008	11	1	16	471	906	7, 8	645	1,033	2,677	0	24	14	26	1	1	11	1	14		2	8		7	Airplane																																					
Wagontire	301,268	37,844	68,610	194,814	2015	0	1	1	0	0	3	60	510	775	0	3	18	8		3			1		3	1	2																																							
Warner Valley	1,319,875	169,153	69,116	1,081,606	2011	6	3	2	50	79	4,17	293	417	3,570	550	59	14	23		6	5		3	4		2	1																																							
WC Ranches	49,193	41,489	1,947	5,757	2015	1	5	0	348	348	9	712	1,118	8,031	125	11	11	9	1	4	2		2	1	1	6	2																																							
Wheeler Co. F & Res	393,710	285,503	548	107,659	2016	15	10	5	582	833	9	1,083	757	3,702	200	0	2	14	2	4		1	1	3		4	3																																							
														14																																																				
														14	RPA/BLM		3 MA																																																	
														16,556,081	4,855,598		639,982		11,060,501				142		37		78		19,005		79,516		8,068		17,264		62,050		3,394		996		443		655		98		103		139		23		84		50		25		101		47		16	

1/ RFPAs do not protect Federal acres, this list is just the federal land within the RFPAs Bdry.

2/ RFPAs protect DSL lands as a membership in the RFPAs, also OPRD lands are protected under a protection agreement with ODF

3/ RFPAs protect all private lands regardless of membership in the Assn as per agreement with the Board of Forestry

\*

- 1) Pucker Hill 550 Ac Crook Co. 7/29/20
- 2) Frog Fire 4020 Ac Crook Co. 8/15/20
- 3) Dragon Rock 858 Ac Lake County
- 4) Brattain Fire 50,945 Lake County USFS & ODF Responsibility
- 5) Baldy 3,695 Ac Malheur Co. August
- 6) Rose Crk 1,789 Ac Malheur Co.

- 7) Indian Crk 48,910 Malheur Co. 8/16/20
- 8) Wickiup 751 Ac Malheur Co. 9/7/20
- 9) Laurel 1,257 Ac Wheeler Co. 8/19/20
- 10) Anderson Crossing 531 Ac Malheur Co. 8/18/20
- 11) Wildcat 3,918 Ac Malheur Co. 8/18/20
- 12) Teller Flat 948 Ac Jefferson Co.

- 13) White River 17,412 Ac Wasco Co. ODF & USFS Resp.
- 14) Sod House 827 Harney Co. 3/5/20
- 15) Neals Hill 1340 Ac Harney Co. 8/7/20
- 16) Leslie Gulch 5145 Ac Malheur Co. 11/5/20
- 17) Crane 2,900 Ac Lake Co. ODF & USFS Resp.

## Annual Totals

### Row One

Year	No. of RFPAs	Total Acres Protected	Private Acres <sup>3</sup>	State Acres <sup>2</sup>	Federal Acres <sup>1</sup>	No. of Fires	Mutual Assist Fires	Smoke Chases	State & Private Acres Burned	Total Acres Burned	Fires over 500 Acres	Fire Suppression Hours	Admin Hours	POV Mileage
2015	20	13,946,352				164	N/A	N/A	113,150	263,971	11	15,992	9,954	N/A
2016	22	14,226,189	4,169,230	601,743	9,457,196	116	31	N/A	2,732	87,422	7	5,956	20,148	N/A
2017	22	15,967,400	4,553,896	639,901	10,773,603	146	35	147	29,580	103,388	17	9,556	21,148	76,589
2018	23	16,556,081	4,855,598	639,982	11,060,501	168	52	57	25,579	76,380	17	8,692	21,075	82,000
2019	24	16,556,081	4,855,598	639,982	11,060,501	114	32	76	3,308	34,475	5	5,624	17,802	84,770
2020	24	16,556,081	4,855,598	639,982	11,060,501	142	37	78	19,005	79,516	14	8,068	17,264	62,050
						<b>708</b>	<b>150</b>	<b>280</b>	<b>174,349</b>	<b>565,635</b>		<b>45,820</b>	<b>90,126</b>	<b>243,359</b>

### Row Two

Year	Prescribed Fire Acres	Member Properties (estimate)	Support Personnel	Trained Firefighters	Fire Eng Type 4	Fire Eng Type 5 & 6	Slip-on Pickup	Slip-on Trailer	ATV UTV Tank	Tenders	Graders	Dozers	Tractor w/ Transport	Tractor w/ Disk
2015	2,755	N/A	535	283	95	N/A	112	6	57	45	11	43	N/A	
2016	5,632	558	449	340	61	71	116	24	70	50	26	98	41	
2017	4,174	671	516	512	80	76	127	18	72	54	26	86	51	
2018	9,060	1,007	400	648	92	97	146	31	89	62	30	87	45	
2019	1,198	988	406	684	97	108	140	19	82	55	24	76	48	13
2020	3,394	996	443	655	98	103	139	23	84	50	25	101	47	16
	<b>22,819</b>	<b>3,224</b>	<b>2,306</b>	<b>2,467</b>	<b>425</b>	<b>352</b>	<b>641</b>	<b>98</b>	<b>370</b>	<b>266</b>	<b>117</b>	<b>390</b>	<b>185</b>	<b>13</b>

1. RFPAs do not protect federal acres, this is the acres of federal land within the RFA boundary.
2. RFPAs protect DSL lands as a membership of the RFA; OPRD lands are protected under a protection agreement with ODF
3. RFPAs protect all private lands regardless of membership in the Association as per agreement with the Board of Forestry

Agenda Item No:	F
Work Plan:	Administrative
Topic:	Financial Dashboard
Presentation Title:	Department Financial Report for March, April, and May 2021
Date of Presentation:	June 9, 2021
Contact Information:	Bill Herber, Deputy Director for Administration (503) 945-7203, <a href="mailto:bill.herber@oregon.gov">bill.herber@oregon.gov</a>

## **SUMMARY AND CONTEXT**

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

## **BACKGROUND AND ANALYSIS**

This consent item is a 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 2021
- 2) Department of Forestry Financial Report for April 2021
- 3) Department of Forestry Financial Report for May 2021



# Memorandum

## Oregon Department of Forestry

**Date:** March 23, 2021  
**To:** Board of Forestry Members  
**From:** Bill Herber, Deputy Director for Administration  
**Subject:** Department Financial Report

### Department Financial Report

This last reporting period has seen a relative slowdown in overall financial activity for the department in terms of revenue and expenditure, more closely matching historical norms than the earlier months of the year. The primary driver for revenue continued to be timber harvest, posting nearly \$8 million this period, along with smaller amounts in Forest Patrol Assessments and federal reimbursements. These revenue sources allowed the department to increase its cash balance slightly (Figure 1), although a majority of the increase was due to a slowdown in department-wide expenditures, namely 2020 large fire costs. Since the last report, the department has only received and paid about \$5 million more in billings towards the outstanding costs of last fire season. To date, the department has paid \$93.1 million of the estimated \$135 million of 2020 large fire costs.

In addition to the above-stated revenue, the department recovered \$49,213.77 in Coronavirus Relief Fund reimbursements for the timeframe of November through December of last year. Most of these costs come from various personnel-related expenditures, and while not significant in amount, it does add to the overall total of \$1,247,068.31 in relief received and highlights the efforts of the department to maximize its overall cost recovery efforts.

While external financial activity has been somewhat slower for the department, internally the Finance Services Program continues to work on post-processing the effects of the 2020 fire season. Throughout a fire season, much like our cash, our budget authority must be borrowed from other parts of the department to enable the processing and payment of large fire billings. After we receive General Fund and additional Other Fund limitation from the Emergency Board, we must go back to correct and re-code all these financial entries. In this period, accounting staff adjusted over \$8 million in large fire financial entries. This work, along with last month's payment to the Treasury Department, are the main reasons for the increase in Fire Protection's General Fund and Other Fund utilization. Otherwise, the department continues to be well-within its Legislatively Approved Budget (Appendix A).

**Main Cash Account and Fire Protection General Fund Balances**

Once again, Accounts Receivables compared well against Accounts Payables this period, allowing for growth in the department’s cash balances. The primary drivers were timber harvest revenue and a slowdown in the large fire cost billings we have been seeing to-date.

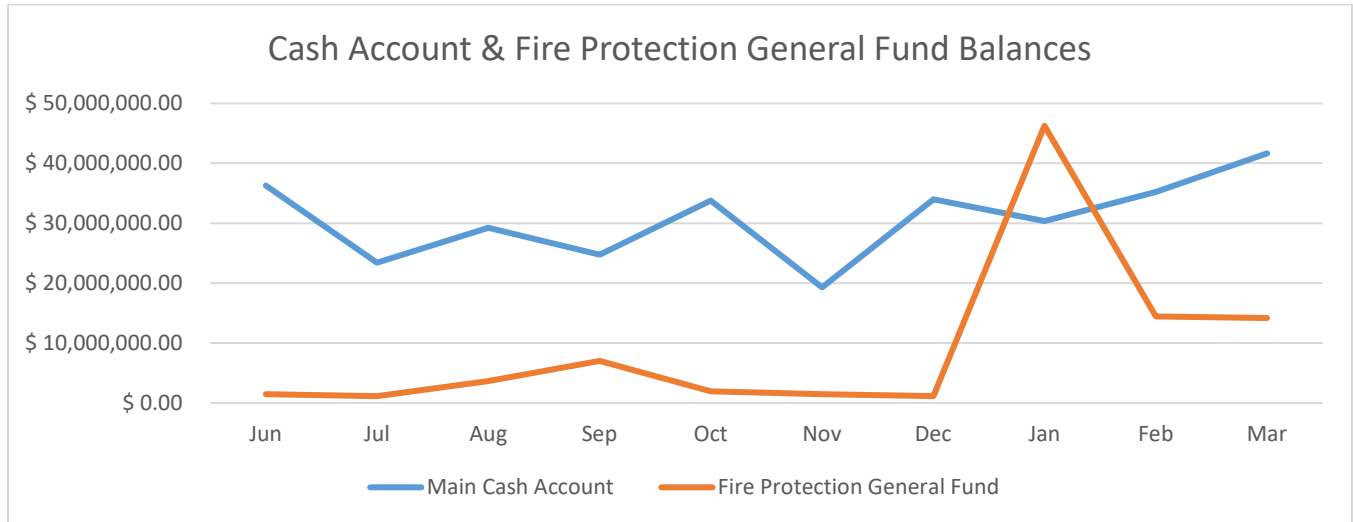


Figure 1, Monthly Balance for Main Cash Account and Fire Protection General Fund, Jun through Mar 23, 2021

**Macias, Gini and O’Connell External Review**

As noted in February, the department is continuing to engage with Macias, Gini, and O’Connell LLP (MGO) on policy and control review. This is as an opportunity to benefit from MGO’s professional experience within the business and finance sector as they assist us in developing modernized controls that augment our governmental processes. With eight of the recommendations specific to policies and procedures and several other recommendations requiring additional process documentation, we are collaborating with MGO within our governance framework to define oversight and accountability structures that mitigate risk and assure a high level of compliance with laws, regulations, and policies.

In another realm, we are seeing opportunity in our work with MGO to glean from best practices in the IT solutions we are implementing. For example, the department has recently invested in Sage Intacct, a robust accounts receivable system, that should help address an additional recommendation. MGO has notably worked with several clients who utilize this same financial solution. Working together, we can identify shared business processes that align with our agency objectives and can assist in our system implementation to assure we are achieving the highest performance from this product in effectively monitoring our financial accounting operations.

We anticipate continuing this work through the spring and look forward to sharing our progress in a future report. To-date, we do not have a specific time on the release of MGO’s final recommendations or report, but we are closely working with MGO and the Department of Administrative Services to ensure the department’s implementation plan addresses the final findings.

**OREGON DEPARTMENT OF FORESTRY  
AGENCY-WIDE EXPENDITURES BY PROGRAM AND APPROPRIATION  
2019-2021 BIENNIUM TO DATE THROUGH FEBRUARY 2021**

		Percentage of Biennium Elapsed 83%			
Program Title	Fund Type	Legislatively Approved Budget	Actuals as of FEBRUARY 2021	Budget Balance	Percentage of Budget Spent
<b>AGENCY ADMINISTRATION</b>	General Fund	9,123,310	2,882,272	6,241,038	31.59%
	Other Funds	37,642,908	31,013,996	6,628,912	82.39%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	4,666,940	3,177,408	1,489,532	68.08%
	<b>AGENCY ADMINISTRATION TOTAL</b>	<b>51,433,158</b>	<b>37,073,677</b>	<b>14,359,481</b>	<b>72.08%</b>
<b>CAPITAL IMPROVEMENT</b>	General Fund	0	0	0	0.00%
	Other Funds	4,783,787	653,234	4,130,553	13.66%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>CAPITAL IMPROVEMENT TOTAL</b>	<b>4,783,787</b>	<b>653,234</b>	<b>4,130,553</b>	<b>13.66%</b>
<b>DEBT SERVICE</b>	General Fund	16,418,449	10,356,070	6,062,379	63.08%
	Other Funds	603,234	546,089	57,145	90.53%
	Lottery Funds	2,543,451	1,495,077	1,048,374	58.78%
	Federal Funds	0	0	0	0.00%
	<b>DEBT SERVICE TOTAL</b>	<b>19,565,134</b>	<b>12,397,237</b>	<b>7,167,897</b>	<b>63.36%</b>
<b>EQUIPMENT POOL</b>	General Fund	0	0	0	0.00%
	Other Funds	18,033,946	11,777,180	6,256,766	65.31%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>EQUIPMENT POOL ADMINISTRATION TOTAL</b>	<b>18,033,946</b>	<b>11,777,180</b>	<b>6,256,766</b>	<b>65.31%</b>
<b>FAMADA OPERATIONS</b>	General Fund	0	0	0	0.00%
	Other Funds	5,642,619	1,665,408	3,977,211	29.51%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>FAMADA OPERATIONS TOTAL</b>	<b>5,642,619</b>	<b>1,665,408</b>	<b>3,977,211</b>	<b>29.51%</b>
<b>PRIVATE FORESTS</b>	General Fund	20,581,904	15,224,381	5,357,523	73.97%
	Other Funds	13,699,474	8,234,119	5,465,355	60.11%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	14,246,693	8,209,101	6,037,592	57.62%
	<b>PRIVATE FORESTS TOTAL</b>	<b>48,528,071</b>	<b>31,667,600</b>	<b>16,860,471</b>	<b>65.26%</b>
<b>PROTECTION FROM FIRE</b>	General Fund	116,677,862	102,332,654	14,345,208	87.71%
	Other Funds	190,938,471	180,255,643	10,682,828	94.41%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	17,924,645	6,951,893	10,972,752	38.78%
	<b>PROTECTION FROM FIRE TOTAL</b>	<b>325,540,978</b>	<b>289,540,190</b>	<b>36,000,788</b>	<b>88.94%</b>
<b>STATE FOREST LANDS</b>	General Fund	5,000	5,000	0	100.00%
	Other Funds	109,117,608	74,658,213	34,459,395	68.42%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	928,679	799,687	128,992	86.11%
	<b>STATE FOREST LANDS TOTAL</b>	<b>110,051,287</b>	<b>75,462,901</b>	<b>34,588,386</b>	<b>68.57%</b>
<b>AGENCY-WIDE</b>	<b>All General Funds</b>	<b>162,806,525</b>	<b>130,800,377</b>	<b>32,006,148</b>	<b>80.34%</b>
	<b>All Other Funds</b>	<b>380,462,047</b>	<b>308,803,883</b>	<b>71,658,164</b>	<b>81.17%</b>
	<b>All Lottery Funds</b>	<b>2,543,451</b>	<b>1,495,077</b>	<b>1,048,374</b>	<b>58.78%</b>
	<b>All Federal Funds</b>	<b>37,766,957</b>	<b>19,138,090</b>	<b>18,628,867</b>	<b>50.67%</b>
	<b>Total All Fund Types / Programs</b>	<b>583,578,980</b>	<b>460,237,426</b>	<b>123,341,554</b>	<b>78.86%</b>



# Memorandum

## Oregon Department of Forestry

**Date:** April 23, 2021  
**To:** Board of Forestry Members  
**From:** Bill Herber, Deputy Director for Administration  
**Subject:** Department Financial Report

### **Department Financial Report**

Through the course of the last reporting month, department finance movement has been relatively static with a low level of activity. Payments from Accounts Payables (A/P) have been processed and revenue from Accounts Receivables (A/R) has been collected at a level on par for this time of year, with no significant movements from either A/P or A/R. The department has been receiving timber revenues as expected, and the largest expense for the department in the last month has been payroll.

While the department has done well the last few months recovering and maintaining its cash balance to its current level (Figure 1), it will unlikely be in a position to fully clear itself of the remaining \$25 million debt owed to the Oregon State Treasury. While the cash balance is currently \$43 million, there is an upcoming county timber payment estimated at nearly \$20 million due before the end of April. This situation was not unforeseen and the department fully anticipated working with the Treasurer's office for options to convert the outstanding short-term debt into a different lending mechanism. The department is currently carrying over \$32 million in invoiced and booked Account Receivables that are awaiting payment. While the timing of these revenues will not be able to help the immediate cash flow situation, they will prove foundational in discussions with the State Treasury to address our current outstanding debt load.

Budgetarily, the department remains well positioned within its Legislatively Approved Budget (Appendix A).

### **Main Cash Account and Fire Protection General Fund Balances**

Cash and General Fund resources remained close to the same as the last reporting period, with a slight increase in the department's cash balance of about \$650,000. There was some movement between the department's Main Cash Account and the Fire Protection General Fund, but that was a continuation of the accounting adjustments made by the department's finance program to correct large fire billings

made throughout the 2020 fire season (see the March 2021 Department Financial Report for a further explanation of this process).

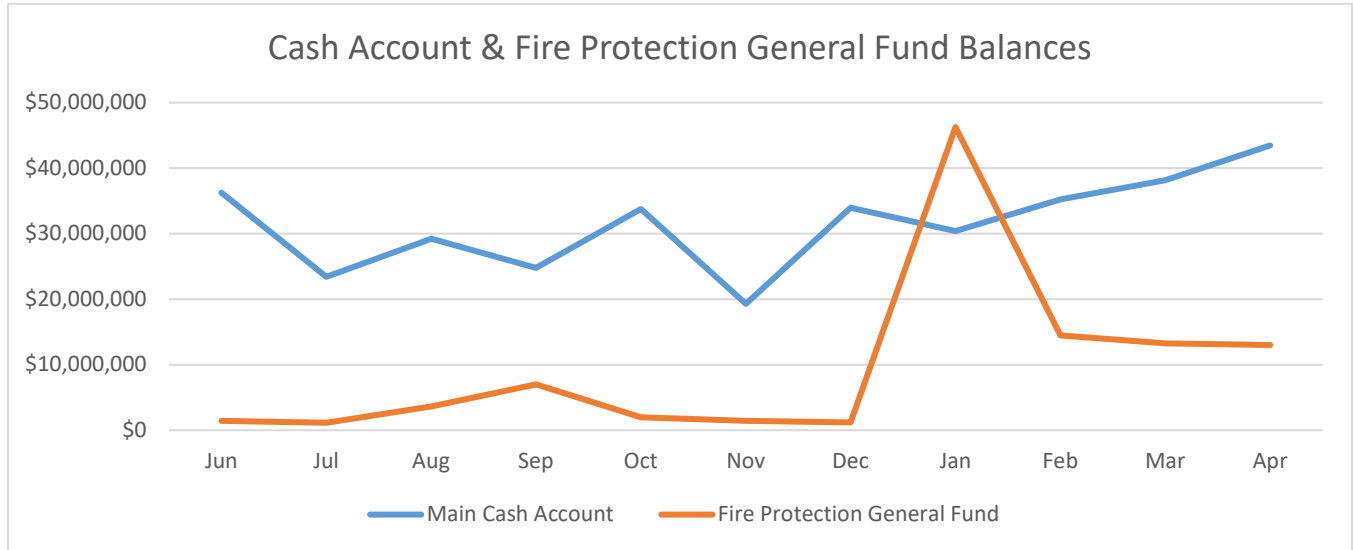


Figure 1, Monthly Balance for Main Cash Account and Fire Protection General Fund, Jun through Apr 22, 2021

**Accounts Receivables and Unbilled Revenues**

Accounts Receivables (A/R) are monies owed to the department by other organizations or customers for goods or services provided but not yet paid for by those entities. While the department has many revenue streams that end up as A/R, they do not become recognized as A/R until the Administrative Branch’s Financial Service Program (FSP) receives all the necessary documentation from the appropriate business unit to finalize, invoice and enter the entry into the State Financial Management System (SFMS). This process, administered by FSP accountants, ensures all booked revenue adheres to the rules of Generally Accepted Accounting Principles (GAAP) and statewide accounting practices as documented in the Oregon Accounting Manual (OAM). As noted above, the department currently has over \$32 million in A/R, with \$25 million of that amount being large fire cost reimbursements. This is important to know as these revenues often become relatively long-term receivables awaiting payments from various partners, which has a significant impact on short-term cash flow. The remaining \$7 million of the current A/R are some of the department’s more normal revenue streams, such as State Forest timber billings, federal fund reimbursements, and various other programs. These revenues typically come in within our net terms.

A/R is not the only outstanding revenue the department carries. Depending on fire season activity, the department may have material outstanding (expected/projected) receivables called Unbilled Revenue. Typically, these amounts relate to other agency billings and FEMA claims that may take multiple years to settle, where final amounts will not be invoiced until all costs have been paid, audited, and reconciled with partners (if needed). Currently, the department has an estimated \$86 million that needs to be invoiced for large fire activity. This estimate is made by expenditures recorded as well as cost share agreements with firefighting partners; but as noted above, this information is not sufficient to



satisfy GAAP standards and there is additional work that needs to occur before an invoice can be sent. This work is performed by the Fire Protection Division's Fire Finance Program (FFP). The work they perform that goes into preparing a claim for a large fire reimbursement to become a billed receivable has many steps, which can include the following:

- Reviewing all fire costs for accuracy, ensuring it is assigned to the proper fire at the correct amount.
- Assigning responsibility for repayment of the fire costs:
  - Is it the responsibility of the landowner?
  - Is ODF the landowner?
  - Is a portion of this cost eligible for EFCC payment?
  - Is there a valid FEMA claim?
  - Are these costs covered by the insurance policy?
  - Is this a cost of the district that fought the fire?
  - These factors and others go into the determination of whether each fire cost is reimbursable and if so, by whom.
- If responsibility for the costs is deemed to be a partner agency - i.e., USFS, BLM or another state agency – negotiations are undertaken to determine what percent of responsibility can be assigned to each entity, usually based upon the original cost share agreement, if one is in place.
- If the responsible party is a third-party cause of the fire – i.e., a landowner's burn pile got out of control, an arsonist– then a valid claim must be established through our investigation unit.

In all these cases, until there is a valid claim against a specific party with a known amount of documented costs, there cannot be an invoiced accounts receivable on the financial books of the State.

### **Sage Accounts Receivable\Revenue System Implementation**

With an acknowledgment that cash flow is critically important for the department to maintain normal operations at all times, especially through challenging fire seasons, a modernization effort was undertaken to improve the A/R and revenue processes throughout the department. The cornerstone of this effort was the acquisition and implementation of a modern accounting system, Sage, to automate all revenue transactions. In addition to managing the typical revenue streams as noted above, it will also allow the department to automatically book cash revenues for things such as campground fees, wood cutting permits, map sales, etc., all of which are currently handled manually. It will also automatically recognize receivables and resulting revenues from our subsidiary systems, such as WALT, the State Forests' timber revenue accounting system.

Beyond the efficiencies gained through the automation of the department's current processes, the system will have a multitude of additional benefits, such as:

- Complete electronic record of all receivables and revenues from start to finish.
- Standardized and maintained internal controls in place over these transactions as required by the OAM and GAAP.

- Transactions will be entered at the point of origin. For example, a unit in NW Oregon that sells a permit can enter it into this system, the data will be reviewed by the proper authority in their office, and then released by the FSP to be submitted electronically to SFMS.
- Electronically reconcile our bank transactions for cash coming into the receivables preset in the system. This process is currently done manually, which slows down incoming cash considerably.
- Enhanced reporting, specifically the ability to pull up-to-date aging of receivables at any time based on any number of criteria.

While the Sage system will allow for increased efficiencies and throughput of the department's A/R processes and revenue collection, it will not address issues with any expected or unbilled revenues for items that do not yet have a final valid claim to invoice, such as large fire reimbursements that are in progress. For greater context with the department's current finances, Sage will fully automate the Financial Services Program's (and ancillary users') administrative accounting processes for the \$32 million in true Accounts Receivables, however, the system will not be able to assist the Fire Finances Program's workload in addressing the \$86 million in Unbilled Revenue. This limitation is not due to the Sage system or an oversight of project scope, but more a fact of the disparities of these bodies of work.

**OREGON DEPARTMENT OF FORESTRY  
AGENCY-WIDE EXPENDITURES BY PROGRAM AND APPROPRIATION  
2019-2021 BIENNIUM TO DATE THROUGH MARCH 2021**

Percentage of Biennium Elapsed 88%

Program Title	Fund Type	Legislatively Approved Budget	Actuals as of MARCH 2021	Budget Balance	Percentage of Budget Spent
<b>AGENCY ADMINISTRATION</b>	General Fund	9,123,310	3,402,792	5,720,518	37.30%
	Other Funds	37,642,908	31,995,197	5,647,711	85.00%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	4,666,940	3,251,251	1,415,689	69.67%
	<b>AGENCY ADMINISTRATION TOTAL</b>	<b>51,433,158</b>	<b>38,649,240</b>	<b>12,783,918</b>	<b>75.14%</b>
<b>CAPITAL IMPROVEMENT</b>	General Fund	0	0	0	0.00%
	Other Funds	4,783,787	686,809	4,096,978	14.36%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>CAPITAL IMPROVEMENT TOTAL</b>	<b>4,783,787</b>	<b>686,809</b>	<b>4,096,978</b>	<b>14.36%</b>
<b>DEBT SERVICE</b>	General Fund	16,418,449	10,356,070	6,062,379	63.08%
	Other Funds	603,234	546,089	57,145	90.53%
	Lottery Funds	2,543,451	1,495,077	1,048,374	58.78%
	Federal Funds	0	0	0	0.00%
	<b>DEBT SERVICE TOTAL</b>	<b>19,565,134</b>	<b>12,397,237</b>	<b>7,167,897</b>	<b>63.36%</b>
<b>EQUIPMENT POOL</b>	General Fund	0	0	0	0.00%
	Other Funds	18,033,946	12,687,377	5,346,569	70.35%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>EQUIPMENT POOL ADMINISTRATION TOTAL</b>	<b>18,033,946</b>	<b>12,687,377</b>	<b>5,346,569</b>	<b>70.35%</b>
<b>FAMADA OPERATIONS</b>	General Fund	0	0	0	0.00%
	Other Funds	5,642,619	2,033,140	3,609,479	36.03%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>FAMADA OPERATIONS TOTAL</b>	<b>5,642,619</b>	<b>2,033,140</b>	<b>3,609,479</b>	<b>36.03%</b>
<b>PRIVATE FORESTS</b>	General Fund	20,581,904	15,922,861	4,659,043	77.36%
	Other Funds	13,699,474	8,791,321	4,908,153	64.17%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	14,246,693	8,534,871	5,711,822	59.91%
	<b>PRIVATE FORESTS TOTAL</b>	<b>48,528,071</b>	<b>33,249,053</b>	<b>15,279,018</b>	<b>68.52%</b>
<b>PROTECTION FROM FIRE</b>	General Fund	116,677,862	103,494,803	13,183,059	88.70%
	Other Funds	190,938,471	179,528,615	11,409,856	94.02%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	17,924,645	7,439,239	10,485,406	41.50%
	<b>PROTECTION FROM FIRE TOTAL</b>	<b>325,540,978</b>	<b>290,462,656</b>	<b>35,078,322</b>	<b>89.22%</b>
<b>STATE FOREST LANDS</b>	General Fund	5,000	5,000	0	100.00%
	Other Funds	109,117,608	78,371,246	30,746,362	71.82%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	928,679	799,687	128,992	86.11%
	<b>STATE FOREST LANDS TOTAL</b>	<b>110,051,287</b>	<b>79,175,933</b>	<b>30,875,354</b>	<b>71.94%</b>
<b>AGENCY-WIDE</b>	<b>All General Funds</b>	<b>162,806,525</b>	<b>133,181,526</b>	<b>29,624,999</b>	<b>81.80%</b>
	<b>All Other Funds</b>	<b>380,462,047</b>	<b>314,639,793</b>	<b>65,822,254</b>	<b>82.70%</b>
	<b>All Lottery Funds</b>	<b>2,543,451</b>	<b>1,495,077</b>	<b>1,048,374</b>	<b>58.78%</b>
	<b>All Federal Funds</b>	<b>37,766,957</b>	<b>20,025,048</b>	<b>17,741,909</b>	<b>53.02%</b>
	<b>Total All Fund Types / Programs</b>	<b>583,578,980</b>	<b>469,341,444</b>	<b>114,237,536</b>	<b>80.42%</b>



# Memorandum

## Oregon Department of Forestry

**Date:** May 23, 2021  
**To:** Board of Forestry Members  
**From:** Bill Herber, Deputy Director for Administration  
**Subject:** Department Financial Report

### **Department Financial Report**

Most notable this last reporting month was the ability of the department to repay its outstanding loan to the Oregon State Treasury. Last month, with a \$19 million county timber payment and no large revenues expected in the short-term, it seemed the department would not have sufficient cash on hand to repay the \$25 million loan and retain a sufficient fund balance for normal operations. However, several Federal Emergency Management Agency (FEMA) Fire Management Assistance Grant (FMAG) payments for large fires were received and allowed the settlement of the department's outstanding debt to Treasury. These payments were reimbursements for suppression claims that arrived sooner than anticipated. Recently FEMA has made capacity investment into its FMAG program and payment turnaround on our claims submitted has been more responsive/timely than prior years. FEMA continues to be a supportive partner in our cost recovery efforts.

The payoff of the Treasury loan was significant for the department as it allows the focus of all financial resources to the upcoming fire season rather than having to also factor in the previous one. The current predictions are for a severe fire season, and so far, this is unfolding through the number of fires and total acres burned to-date being well over their ten-year averages. From a financial perspective, these indicators should have the department projecting for roughly \$122 million in wildfire costs for the upcoming fire season. However, this projection is highly dependent not only on the amount of fire we see on the landscape, but also on where the fire originates. The origin of the fire influences which organization must bear the costs of gross fire suppression efforts as the paying agency. This effect can be exemplified by two of our most recent extreme fire seasons, 2018 and 2020. While 2020 had higher costs overall, most of the large fires originated on federal lands which minimized the short-term pressure on the department's finances. As opposed to 2018, where many of the large fires originated on ODF-protected lands and had a devastating effect on the department's financial position.

Within the current approach to funding large wildfire in the state, the department enters the fire season with \$10 million available through the Oregon Forest Land Protection Fund (OFLPF) and what balance of cash resources it has on hand. For this fire season, these two sources combined currently equal about \$45 million. This is well below the projected costs of the upcoming fire season. Fortunately, July 1, 2021 marks the beginning of the 2021-23 biennium which provides the department with its new biennial budget and the General Fund (GF) appropriations that come with it. In working with the Department of Administrative Services' Chief Financial Office (DAS CFO) and the Legislative Fiscal Office (LFO), the department has the ability to access Fire Protection's full biennial GF appropriation. For the 2019-21 Current Service Level, this amounts to about \$55 million but will likely change as the legislative session concludes. Between the OFLPF, cash reserves, and the upcoming 2021-23 GF appropriation, the department can readily access approximately \$100 million as the fire season unfolds. It is important to note that the cash and General Fund resources are not all available for Large fire expenditures – we pay our normal operations needs out of these same funds – so it is unlikely that full amount could be brought to bear in the face of extreme needs. To that end, we are working with DAS CFO on other strategies that might provide short-term relief on departmental financial pressures if needed.

Budgetarily, the department remains positioned within its Legislatively Approved Budget (Appendix A).

**Main Cash Account and Fire Protection General Fund Balances**

The department posted revenue transactions that allowed its cash balance to rebound slightly following two large expenditures (Figure 1), the quarterly county timber payment and payoff of the State Treasury loan. The reduction in Fire Protection's General Fund balance was due to a portion of the loan payoff and the continuation of accounting coding adjustments as noted in previous reports.

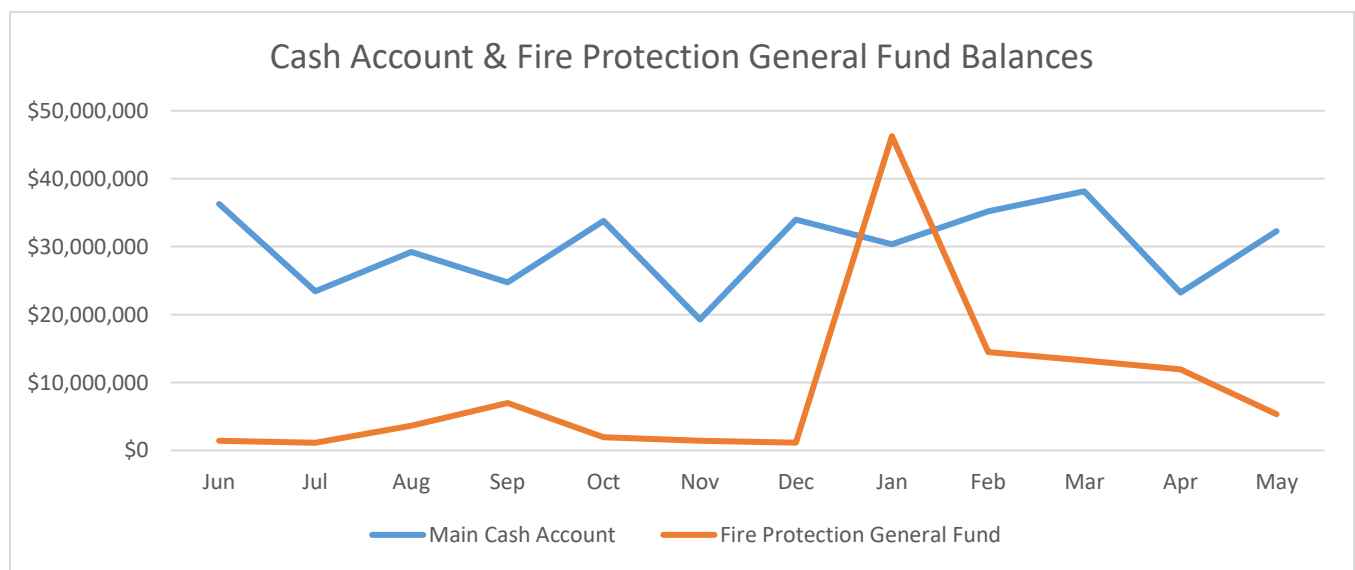


Figure 1, Monthly Balance for Main Cash Account and Fire Protection General Fund, Jun through Apr 22, 2021

**Large Fire Cost Recoveries**

Over the last two years, the department has made significant progress in billing its outstanding fire costs owed by other partners, with the vast majority remaining from fires occurring in the 2020 fire season (Table 1). Much of the 2020 fire season billings are FEMA eligible, which requires additional staff time to process and prepare the multi-stage claims. Work is progressing briskly with only three out of twenty-three cost shares remaining for a preliminary settlement. Preliminary settlements allow the department to start partially billing FEMA for costs incurred which helps mitigate long-term pressure on our financial reserves. Final settlements continue to occur to close-out billings with our partners and this work is scheduled for later in the year.

*Table 1, Outstanding Large Fire Cost Recoveries, as of April 30, 2021*

Fire Season	Other Agency Billings	FEMA	Total	Change from Last Reporting Period
2015		\$ 104,253.00	\$ 104,253.00	\$ -
2017		\$ 27,013.00	\$ 27,013.00	\$ -
2018	\$ 75,043.85	\$ 989,788.00	\$ 1,064,831.85	\$ -
2019	\$ 318,785.89	\$ 153,675.00	\$ 472,460.89	\$ -
2020	\$ 13,797,961.88	\$ 67,504,240.00	\$ 81,302,201.88	\$ -
All Years	\$ 14,191,791.62	\$ 68,778,969.00	\$ 82,970,760.62	\$ -

This section will be reported from this time forward to keep the Board apprised of the status of the department’s outstanding receivables for large fire costs, as well as costs being incurred through the 2021 fire season. Due to the preliminary nature of many of these settlements, these numbers are estimated and subject to change. Variances due to changing estimates will be noted accordingly.

**Accounts Receivables**

In addition to large fire billings, the department receives revenue from many streams across its service channels, such as State Forest timber, grants, forest patrol assessments and smaller sources such as map sales and fire permits. As of last week, the department has nearly \$33 million of AR (Table 2).

*Table 2, Current Accounts Receivables, as of May 17, 2021*

Vendor Type	0 to 30 Days	31 to 60 Days	61 to 90 Days	91 to 120 Days	Over 120 Days	Total
Federal	\$ 815,265.31	\$ 1,512,612.46	\$ 448,876.54	\$ 3,254,247.64	\$ 3,462,018.55	\$ 9,493,020.50
Local Govt	\$ 126,112.10	\$ 9,568.06		\$ 686.07	\$ 308,795.43	\$ 445,161.66
Private	\$ 13,187,979.98	\$ 2,290,416.96	\$ 740,695.53	\$ 62,110.94	\$ 3,912,871.59	\$ 20,194,075.00
State	\$ 347,993.41	\$ 587,584.56	\$ 55,427.43	\$ 51,500.55	\$ 1,422,679.41	\$ 2,465,185.36
Grand Total	\$ 14,477,350.80	\$ 4,400,182.04	\$ 1,244,999.50	\$ 3,368,545.20	\$ 9,106,364.98	\$ 32,597,442.52

This section will also remain on this report as it will highlight when the unposted liability of large fire costs become assets to the department, as well as provide awareness of other significant AR postings.

### **Macias, Gini and O'Connell Final Report Recommendations**

On April 22, 2021, Macias, Gini and O'Connell (MGO) published a final report on the recently completed external assessment of the department's fire finance operations, including accounts receivable, accounts payable, and district fire budgeting. This report was subsequently presented to the Joint Committee on Ways and Means Subcommittee on Natural Resources on May 5. 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. These observations fall into three risk categories (based on severity and impact to operations), High, Medium, and Low.

On June 9, 2021, the department will present MGO's final report to the Board along with a comprehensive implementation management plan 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 and their associated post-season workload.

In addition to presentations and information provided to the Board through standing Board of Forestry meetings, this monthly report will provide status updates to keep the Board apprised of the department's progress on the full implementation of the MGO recommendations.

### **Oregon Economic and Revenue Forecast**

The recent State of Oregon Economic and Revenue Forecast, released May 19<sup>th</sup>, shows that Oregon's state tax collections are at a record high, and that is expected to continue for the next several years. With billions in federal aid on the way and strong tax collections flowing to state coffers, the state will see an extra \$1.18 billion for the current two-year budget cycle. Since actual revenues have exceeded the forecasted revenues by well over two percent, the personal income tax kicker will be in excess of \$1.4 billion. State economists also expect an additional \$1.25 billion for the 2021-23 biennium, and \$1.64 billion more for 2023-25. These revenues provide lawmakers the ability to fully fund all state agencies' base budgets while also making significant investments statewide. The department continues to work through the biennial budgeting process and will wait to see how this forecast affects its 2021-23 budget.

**OREGON DEPARTMENT OF FORESTRY  
AGENCY-WIDE EXPENDITURES BY PROGRAM AND APPROPRIATION  
2019-2021 BIENNIUM TO DATE THROUGH APRIL 2021**

Percentage of Biennium Elapsed 92%

Program Title	Fund Type	Legislatively Approved Budget	Actuals as of APRIL 2021	Budget Balance	Percentage of Budget Spent
<b>AGENCY ADMINISTRATION</b>	General Fund	9,123,310	4,010,328	5,112,982	43.96%
	Other Funds	37,642,908	33,275,492	4,367,416	88.40%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	4,666,940	3,394,781	1,272,159	72.74%
	<b>AGENCY ADMINISTRATION TOTAL</b>	<b>51,433,158</b>	<b>40,680,601</b>	<b>10,752,557</b>	<b>79.09%</b>
<b>CAPITAL IMPROVEMENT</b>	General Fund	0	0	0	0.00%
	Other Funds	4,783,787	687,519	4,096,268	14.37%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>CAPITAL IMPROVEMENT TOTAL</b>	<b>4,783,787</b>	<b>687,519</b>	<b>4,096,268</b>	<b>14.37%</b>
<b>DEBT SERVICE</b>	General Fund	16,418,449	16,418,414	35	100.00%
	Other Funds	603,234	603,234	27	100.00%
	Lottery Funds	2,543,451	2,543,445	6	100.00%
	Federal Funds	0	0	0	0.00%
	<b>DEBT SERVICE TOTAL</b>	<b>19,565,134</b>	<b>19,568,836</b>	<b>68</b>	<b>100.00%</b>
<b>EQUIPMENT POOL</b>	General Fund	0	0	0	0.00%
	Other Funds	18,033,946	13,208,118	4,825,828	73.24%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>EQUIPMENT POOL</b>	<b>18,033,946</b>	<b>13,208,118</b>	<b>4,825,828</b>	<b>73.24%</b>
<b>FAMADA OPERATIONS</b>	General Fund	0	0	0	0.00%
	Other Funds	5,642,619	2,135,957	3,506,662	37.85%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	0	0	0	0.00%
	<b>FAMADA OPERATIONS TOTAL</b>	<b>5,642,619</b>	<b>2,135,957</b>	<b>3,506,662</b>	<b>37.85%</b>
<b>PRIVATE FORESTS</b>	General Fund	20,581,904	16,549,561	4,032,343	80.41%
	Other Funds	13,699,474	9,262,140	4,437,334	67.61%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	14,246,693	8,759,525	5,487,168	61.48%
	<b>PRIVATE FORESTS TOTAL</b>	<b>48,528,071</b>	<b>34,571,227</b>	<b>13,956,844</b>	<b>71.24%</b>
<b>PROTECTION FROM FIRE</b>	General Fund	116,677,862	104,834,045	11,843,817	89.85%
	Other Funds	205,132,034	183,014,519	22,117,515	89.22%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	17,924,645	7,799,558	10,125,087	43.51%
	<b>PROTECTION FROM FIRE TOTAL</b>	<b>339,734,541</b>	<b>295,648,122</b>	<b>44,086,419</b>	<b>87.02%</b>
<b>STATE FOREST LANDS</b>	General Fund	5,000	5,000	0	100.00%
	Other Funds	109,117,608	81,570,320	27,547,288	74.75%
	Lottery Funds	0	0	0	0.00%
	Federal Funds	928,679	799,687	128,992	86.11%
	<b>STATE FOREST LANDS TOTAL</b>	<b>110,051,287</b>	<b>82,375,007</b>	<b>27,676,280</b>	<b>74.85%</b>
<b>AGENCY-WIDE</b>	<b>All General Funds</b>	<b>162,806,525</b>	<b>141,817,349</b>	<b>20,989,176</b>	<b>87.11%</b>
	<b>All Other Funds</b>	<b>394,655,610</b>	<b>323,757,300</b>	<b>70,898,337</b>	<b>82.04%</b>
	<b>All Lottery Funds</b>	<b>2,543,451</b>	<b>2,543,445</b>	<b>6</b>	<b>100.00%</b>
	<b>All Federal Funds</b>	<b>37,766,957</b>	<b>20,753,550</b>	<b>17,013,407</b>	<b>54.95%</b>
	<b>Total All Fund Types / Programs</b>	<b>597,772,543</b>	<b>488,871,644</b>	<b>108,900,926</b>	<b>81.78%</b>



Agenda Item No.:	G
Work Plan:	Administrative
Topic:	Human Resources Dashboard
Date of Presentation:	June 9, 2021
Contact Information:	Tricia Kershaw, Human Resources Manager (503) 945-7296 or <a href="mailto:patricia.e.kershaw@oregon.gov">patricia.e.kershaw@oregon.gov</a>

**SUMMARY**

The purpose of this consent agenda item is to provide an update on the Oregon Department of Forestry Human Resources Program.

**CONTEXT**

The Board has received periodic updates on human resources and safety-related metrics since 2016 with the last Human Resources Dashboard presented in June 2020. A PowerPoint will be included prior to the Board meeting and will consist of the Human Resource metrics for the period of January 2020-December 2020. The data will provide various metrics of the department’s workforce, including topics of agency positions and classifications; retirement rates; succession planning; workforce diversity, equity, and inclusion; and safety-related metrics.

**RECOMMENDATION**

This agenda item is for information only.

**NEXT STEPS**

Updates from our agency’s Human Resources Program is anticipated to be on an annual basis with the next presentation occurring in June 2022. Feedback and direction provided by the Board will guide further editions of this report.

**ATTACHMENTS**

- (1) Human Resources Dashboard PowerPoint (available before meeting)

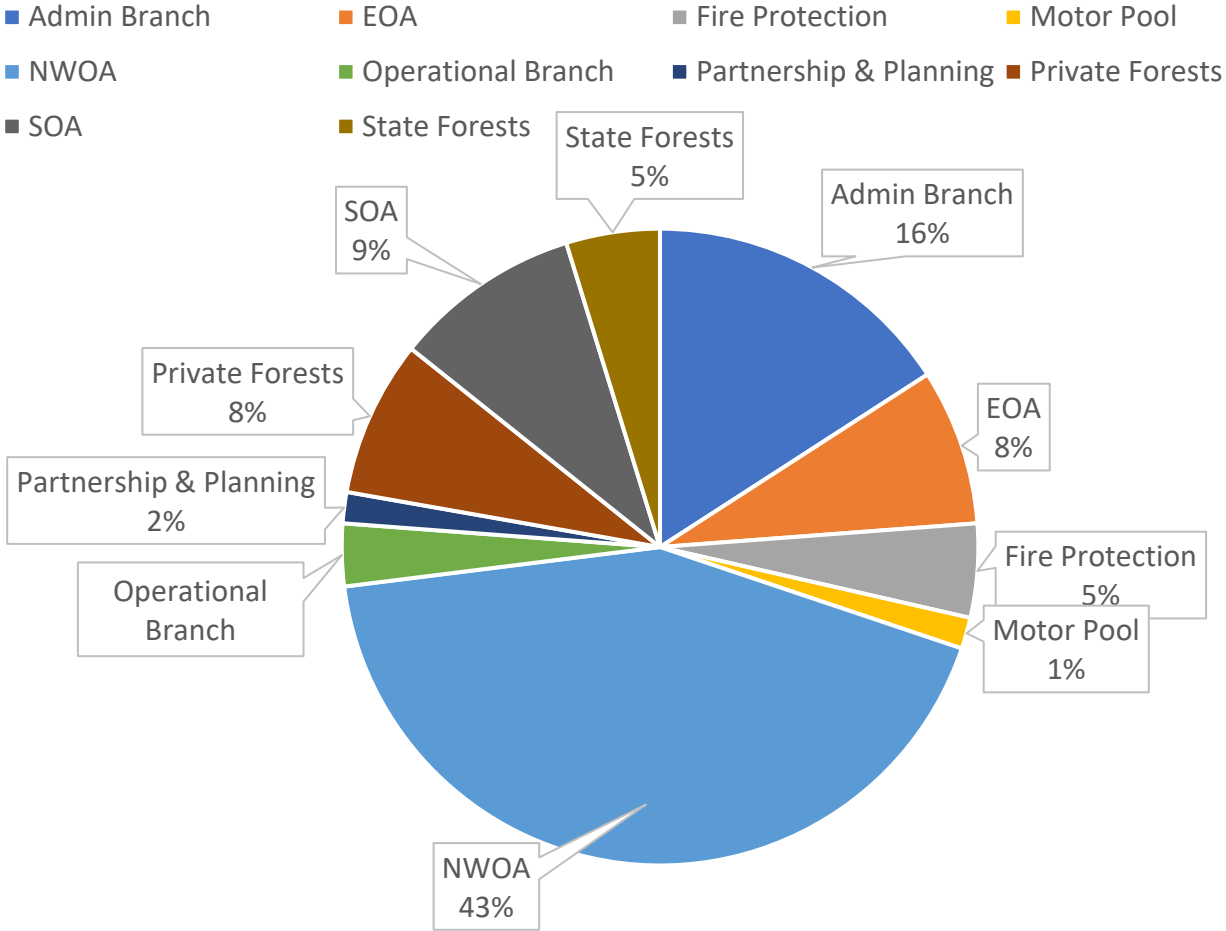
# Human Resources Update

# Organizational Snapshot

- 675 Head Count as of 12/31/2020
  - 548 Permanent Positions
  - 66 Seasonal
  - 32 Temporary
  - 29 Limited Duration
- 1106 Head Count during season
  - 551 Permanent Positions
  - 489 Seasonal
  - 38 Temporary
  - 28 Limited Duration

# Retirements

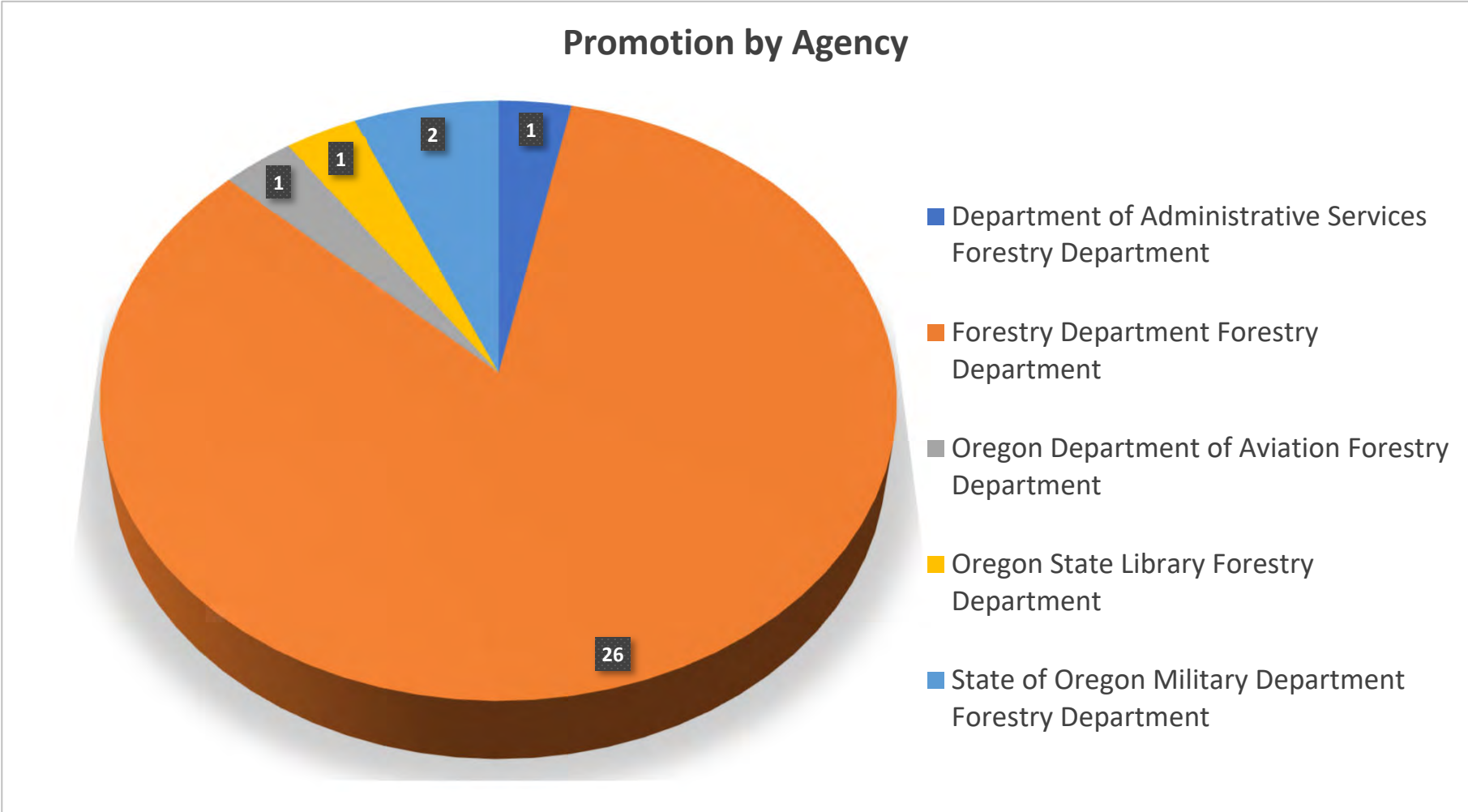
Eligible to Retire as of 12/31/2020



# Succession Planning

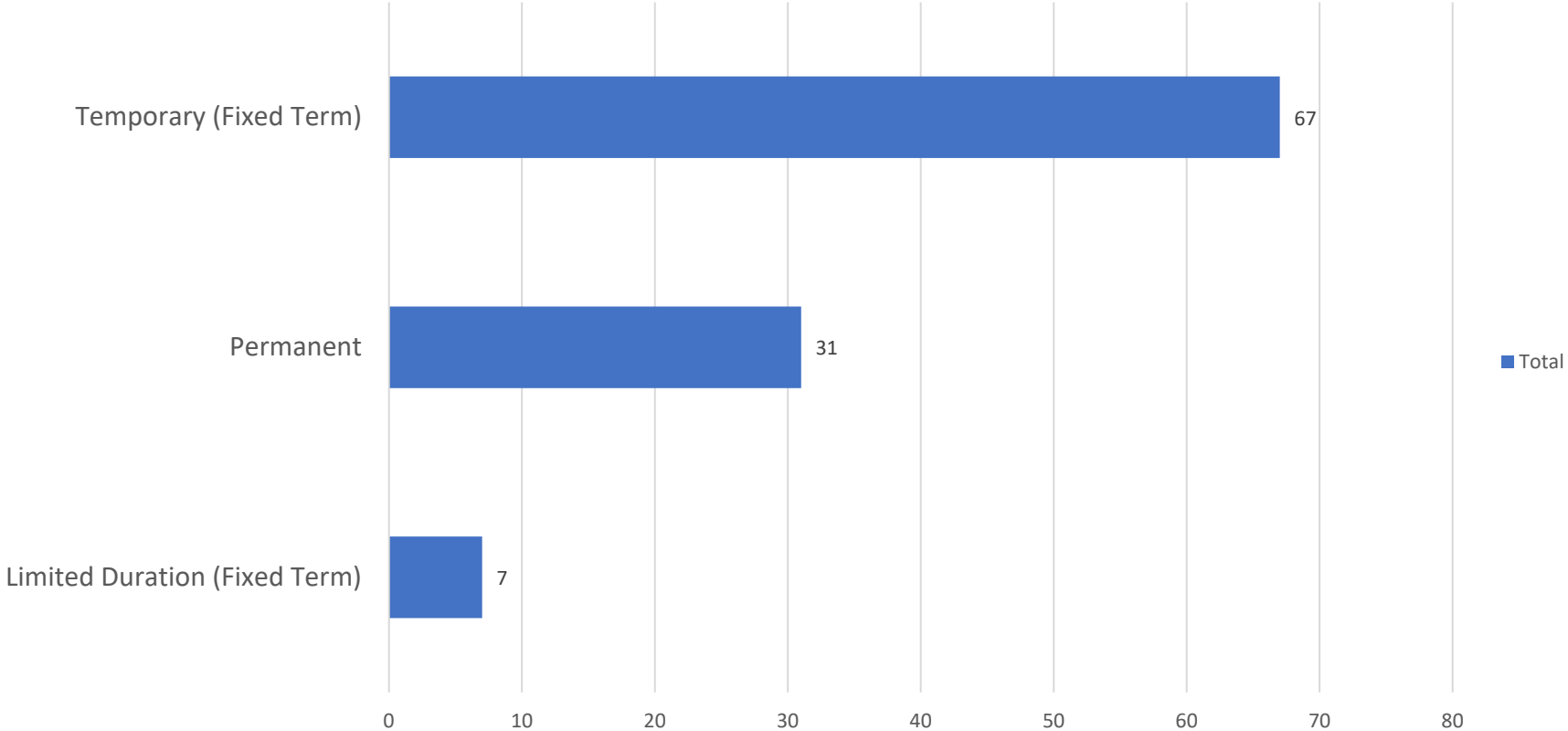
- Opportunities to resume 2021
  - External Leadership Trainings
  - DAS Enterprise Trainings
  - Agency Leadership Training (ALP)
- Utilization of Workday features
  - Opportunity Graph
  - Utilization of Development Plans
- Continuing Developmental and Work Out of Class Opportunities

# Promotions

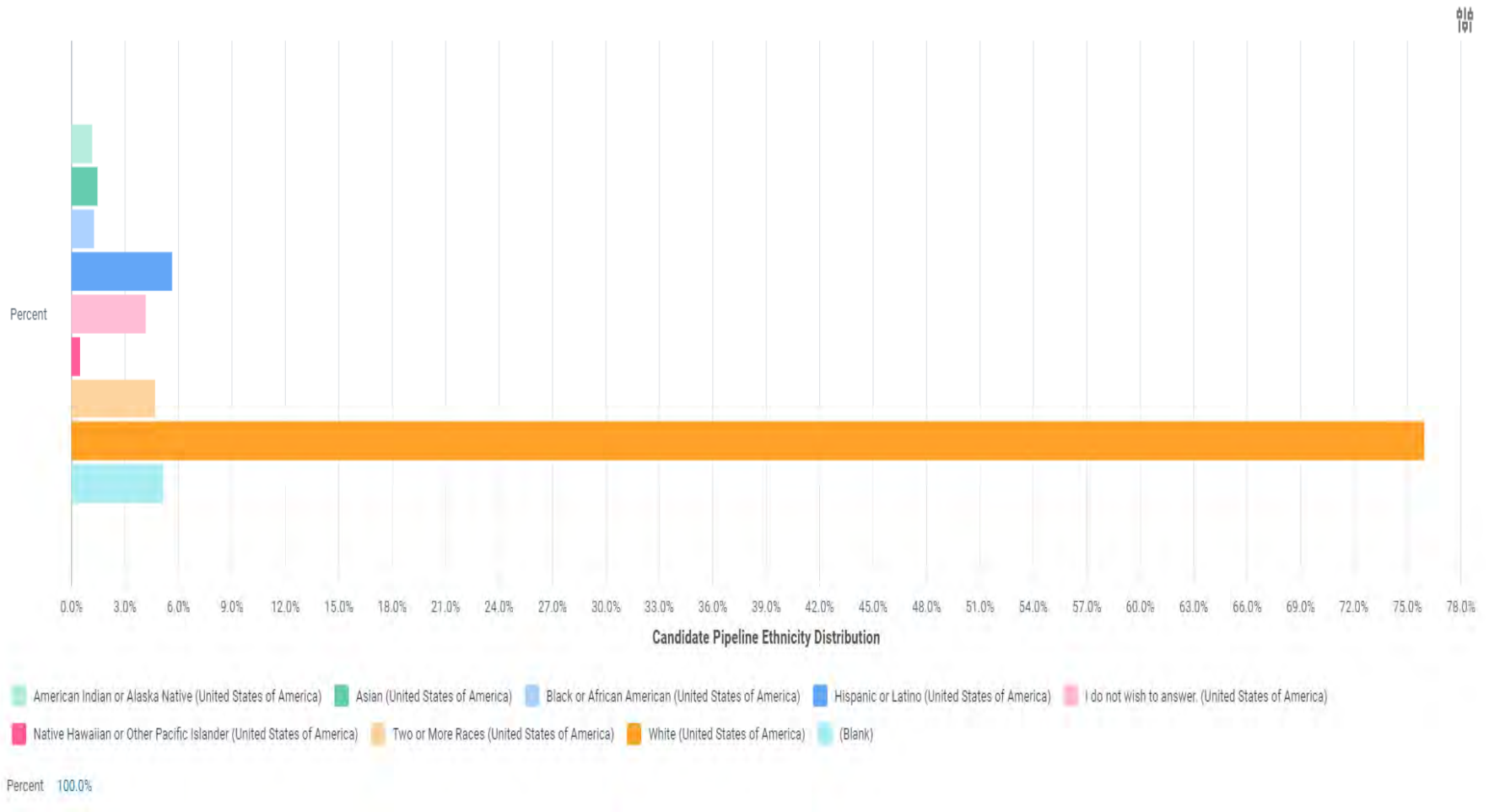


# Recruitments

Hires in 2020  
Excludes Seasonal



# Candidate Diversity Metrics

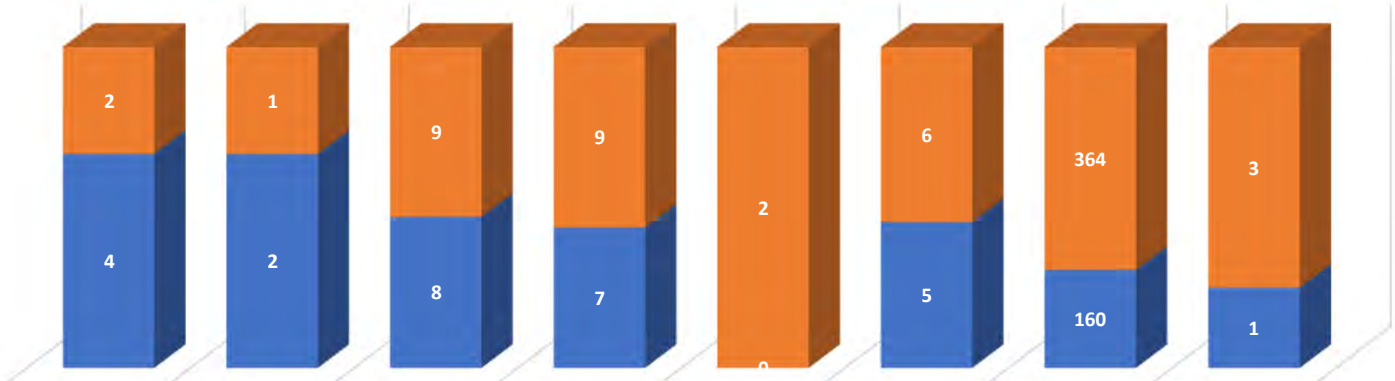




# DEI Demographics

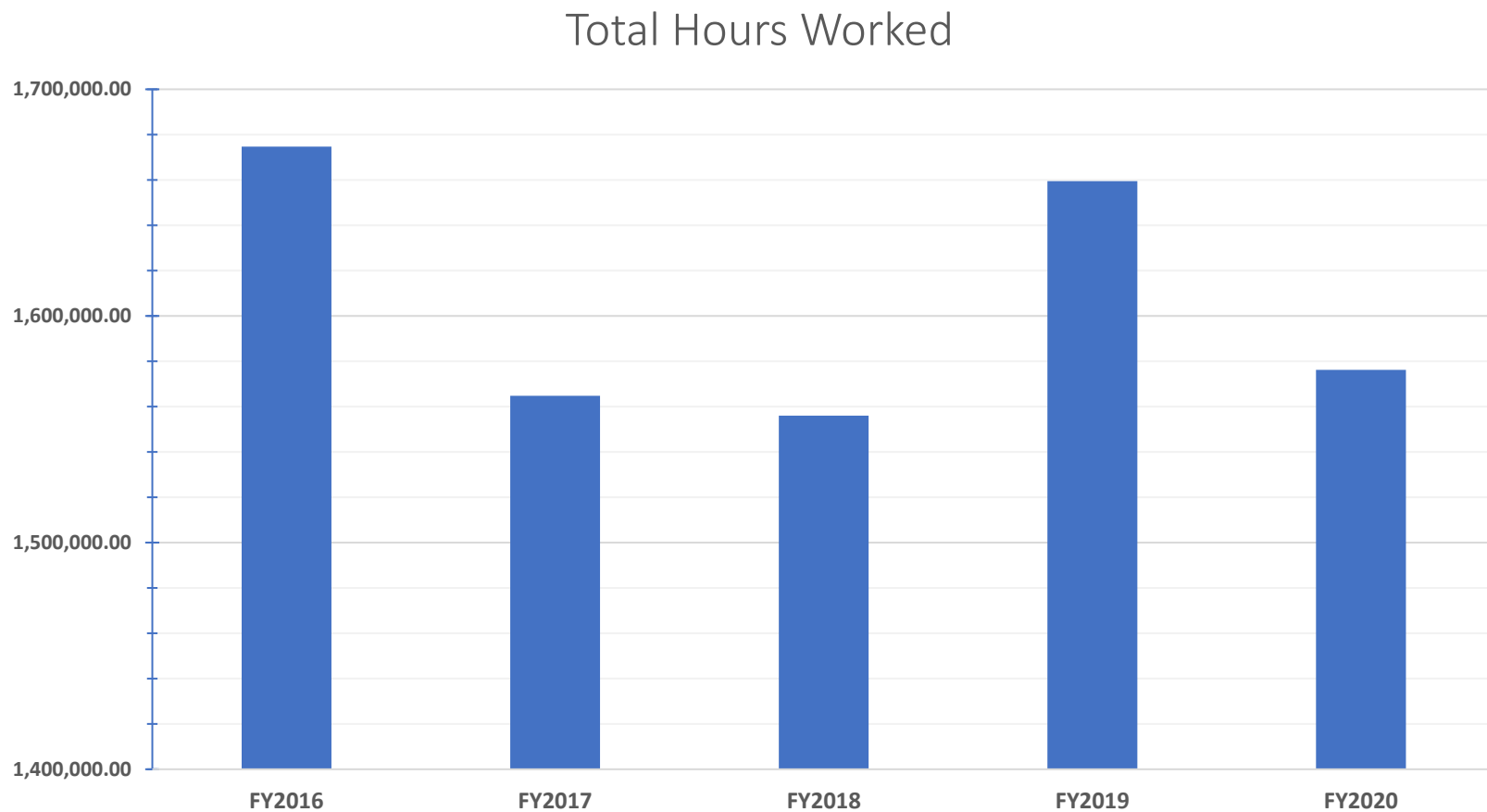
Current Workforce

■ Female ■ Male

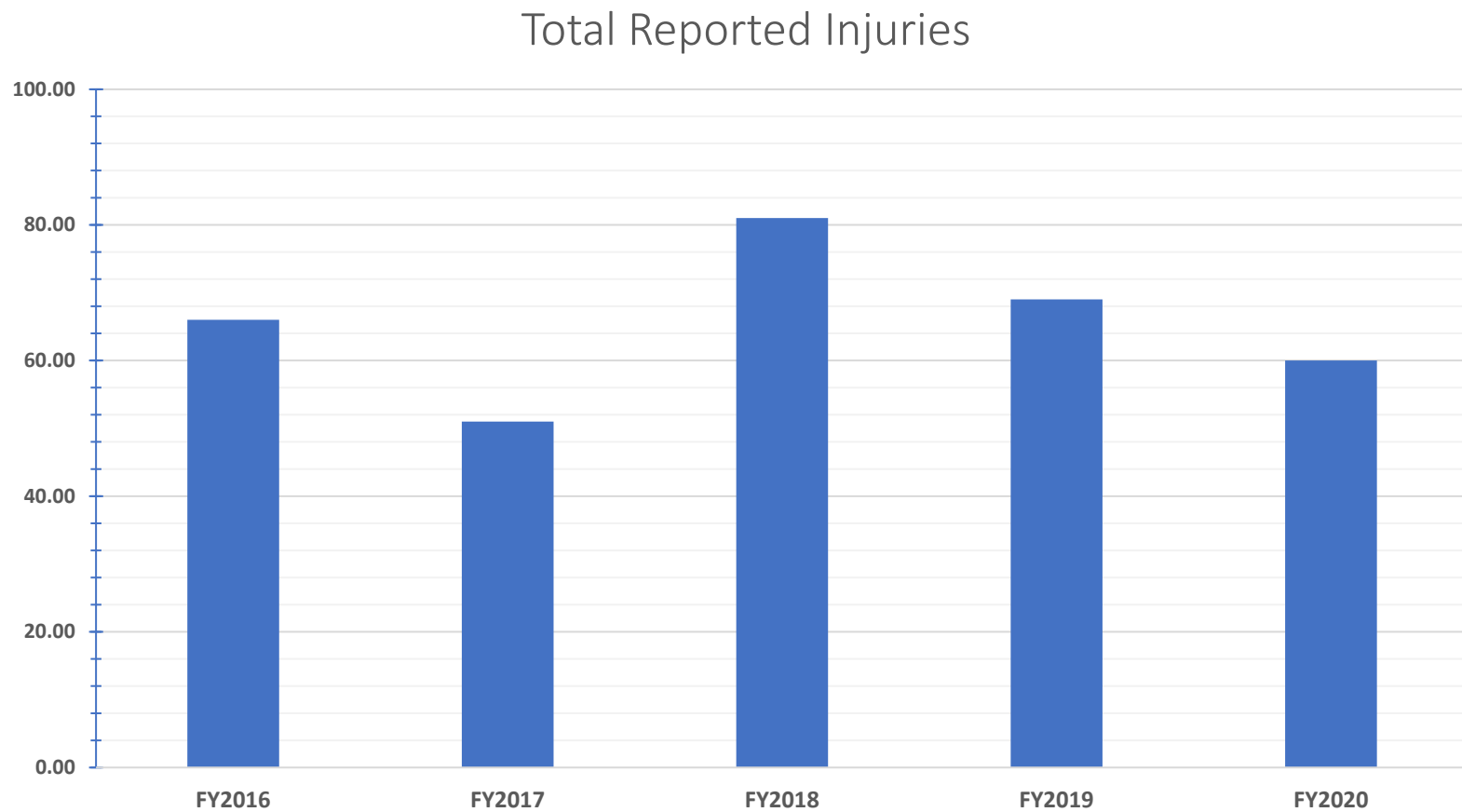


	American Indian or Alaska Native (United States of America)	Asian (United States of America)	Hispanic or Latino (United States of America)	I do not wish to answer. (United States of America)	Native Hawaiian or Other Pacific Islander (United States of America)	Two or More Races (United States of America)	White (United States of America)	(Blank)
■ Male	2	1	9	9	2	6	364	3
■ Female	4	2	8	7	0	5	160	1

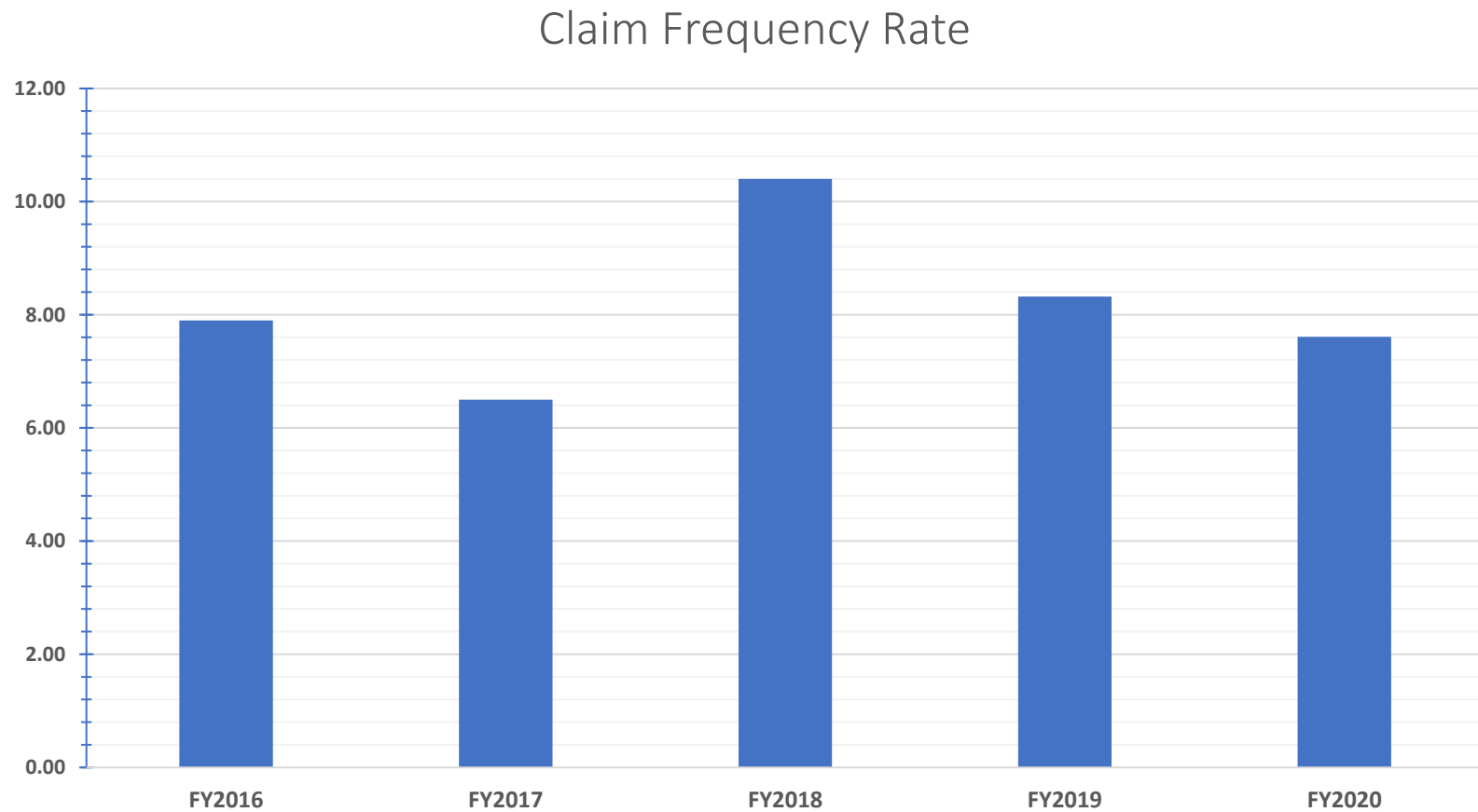
# Statewide Safety Statistics



# Statewide Safety Statistics



# Statewide Safety Statistics



Agenda Item No.:	H
Work Plan:	Administrative
Topic:	Facilities Conditions and Capital Management Plan
Date of Presentation:	June 9, 2021
Contact Information:	D. Chris Stewart, Facilities Manager (503) 302-3018 or <a href="mailto:david.c.stewart@oregon.gov">david.c.stewart@oregon.gov</a>

**SUMMARY AND CONTEXT**

The purpose of this agenda item is to provide the Board with an overview of the current status and condition of the agency’s facilities statewide, the recurring and deferred maintenance needs, and investment strategy to manage the extensive network of facilities in Salem and the field to effectively meet long-range capital planning initiatives.

**BACKGROUND AND ANALYSIS**

The Department manages over 400 structures in a network of Salem and field office buildings, storage warehouses, housing facilities, communication sites, and miscellaneous infrastructure. The update to the Board includes:

<b>FACILITIES PORTFOLIO</b>	Portfolio statistics (2021 UPDATE)
	Portfolio replacement value (2021 UPDATE)
	Metric to measure condition and investment progress
	Portfolio condition and functionality
	Strategic planning: projected needs, sustainability, space use efficiency, asset protection, programming effectiveness, site master planning, and infrastructure modernization.
	Facilities Operations and Capital Investment (FOCIA): adoption of a recurring facilities capital investment account model to facilitate long-term capital renewal, operating costs, and deferred maintenance reduction (see Attachment 1).
	Administrative infrastructure planning and investment strategy to recover facilities operations, maintenance, deferred maintenance reduction, capital improvement/renewal, and capital construction costs.
	Policy, governance, and program capacity
AUTH: ORS <a href="#">276.227</a>   ORS <a href="#">276.280</a>   ORS <a href="#">276.285</a>   SB <a href="#">1067</a>   SB <a href="#">1044</a>   EO <a href="#">10-11</a>   EO <a href="#">12-17</a>   EO <a href="#">17-21</a>   Dir. 0-4-3-002	

**STAFF REPORT**

<b>CAPITAL PROJECTS</b>	West Oregon District: Toledo Unit Office Relocation Project (2021 UPDATE)
	North Cascade District: Santiam Unit Administrative Office Capital Recovery Project (NEW)
	Deferred Maintenance Backlog Investment (GRB 2021)
AUTH: ORS <a href="#">276.227</a>   ORS <a href="#">276.280</a>   ORS <a href="#">276.285</a>   SB <a href="#">1067</a>   SB <a href="#">1044</a>   EO <a href="#">10-11</a>   EO <a href="#">12-17</a>   EO <a href="#">17-21</a>   Dir. 0-4-3-002	

<b>STAFFING UPDATE</b>	Construction Project Manager 2 (NEW)
	Policy & Operations Analyst 3 (NEW)
AUTH: ORS <a href="#">276.227</a>   ORS <a href="#">276.280</a>   ORS <a href="#">276.285</a>   SB <a href="#">1067</a>   SB <a href="#">1044</a>   EO <a href="#">10-11</a>   EO <a href="#">12-17</a>   EO <a href="#">17-21</a>   Dir. 0-4-3-002	

<b>FACILITIES STRATEGIC CAPITAL PLANNING</b>	Portfolio Mgmt. Software – Asset Works (NEW)
AUTH: ORS <a href="#">276.227</a>   ORS <a href="#">276.280</a>   ORS <a href="#">276.285</a>   SB <a href="#">1067</a>   SB <a href="#">1044</a>   EO <a href="#">10-11</a>   EO <a href="#">12-17</a>   EO <a href="#">17-21</a>   Dir. 0-4-3-002	

<b>SUSTAINABLE FACILITIES</b>	Electric Vehicle Charging Station Infrastructure – Salem Campus Pilot Project (NEW)
	Strategic Energy Mgmt. (ON-GOING)
AUTH: ORS <a href="#">276.227</a>   ORS <a href="#">276.280</a>   ORS <a href="#">276.285</a>   SB <a href="#">1067</a>   SB <a href="#">1044</a>   EO <a href="#">10-11</a>   EO <a href="#">12-17</a>   EO <a href="#">17-21</a>   Dir. 0-4-3-002	

**RECOMMENDATION**

This agenda item is for information only.

**NEXT STEPS**

Facilities management information is anticipated to be reported to the Board on an annual basis with the next presentation occurring in **June 2022**. Feedback and direction provided during this preliminary discussion will guide further updates.

**ATTACHMENTS**

1. Facilities Operations and Capital Investment Account Overview and Rate Plan
2. Facilities Portfolio Performance Statistics



## Administrative Branch - Facilities Capital Management Facilities Operation and Capital Investment Account (FOCIA)

### ISSUE

1. Statewide ODF deferred maintenance backlog and lack of long-term strategic vision with respect to facilities' capital renewal needs.
2. Lack of a consistent funding stream to invest in ODF's buildings and structures.
3. The lack of a broad understanding of the differences between Building Maintenance and Capital Renewal.
4. General Fund monies cannot be appropriated or made available for Capital Renewal investments.

### SOLUTION

1. Implementing a district rental rate that is deposited into FOCIA to facilitate the funding of:
  - a. Recurring operations costs.
  - b. Recurring maintenance needs.
  - c. Reduction of the backlog of deferred maintenance load.
  - d. Investing in future capital renewal projects.
  - e. Recurring facilities related operating costs (3-year average).
2. Leveraging the data collected during the statewide assessment of ODF's building portfolio to:
  - a. Determine facilities' needs (long and short-term) to lower the Facility Condition Index (FCI). The measurement of overall facility health.
  - b. Provide dynamic data on funding needs to include into the rental rates overtime and future legislative funding requests.

### BACKGROUND

1. In 1995 the Legislature enacted ORS 276.285 allowing agencies that own and operate real property to establish a dedicated account at the State Treasury. The fundamental concept of this account was to establish a rental program where districts would pay themselves to use the facilities with the proceeds deposited into the fund to operate, maintain, repair, and plan for the replacement of facilities.
2. Once a district pays the rent with the full mixture of district funds, that rent can be deposited into a district specific FOCIA account, including General Fund monies tied to administrative costs.

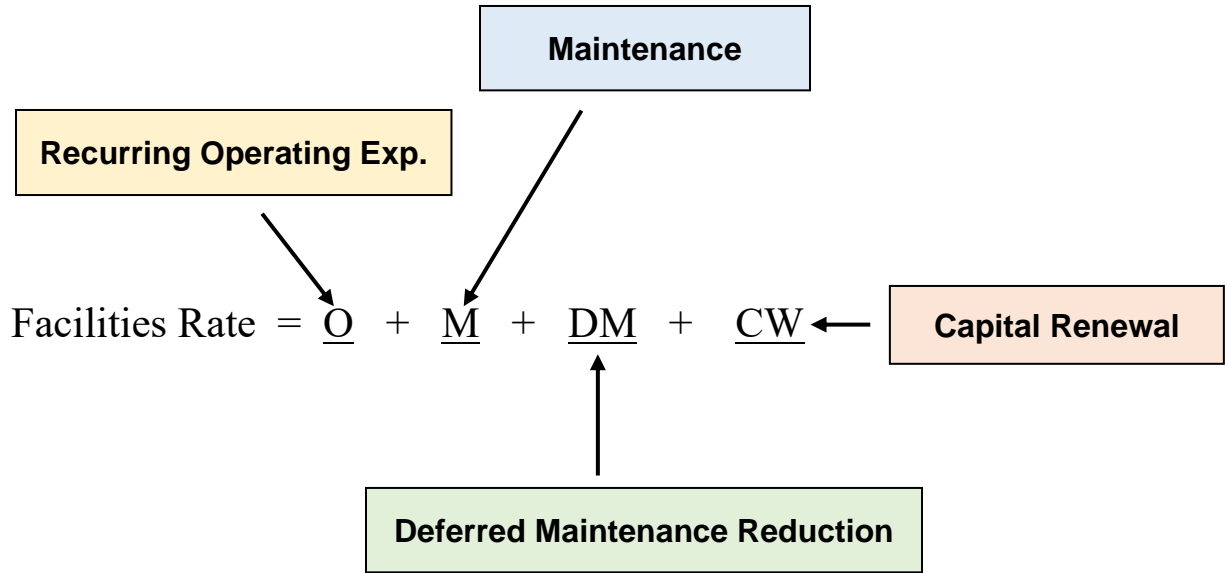
### BENEFITS

1. Helps facilitate a better projection of future budgetary needs.
2. Enables the matching of all funding sources, if applicable.
3. FOCIA fund balances carry over biennia and accrue interest.
4. More consistent tracking of funds.
5. Supports ODF's long-term strategic capital planning efforts.

### IMPLEMENTATION

1. Develop pilot projects with a few districts to test rate plan policy concept.
2. **2021 UPDATE** → 6 Districts have adopted the FOCIA funding model to-date.

## FOCIA RATE PLAN FORMULA CONCEPT



Variable	Description	Calculation & Methodology
<b>O</b>	Recurring Operating Exp.	<u>Base Costs</u> = Fixed Expenses <ul style="list-style-type: none"> <li>• Debt Service (principal + interest)</li> <li>• Other</li> </ul> + <u>Variable Costs</u> = 3-year averaged recurring operating expense costs
<b>M</b>	Maintenance Expenses.	1 - 3% of CRV <sup>1</sup> or other
<b>DM</b>	Deferred Maintenance Reduction Investment	1 - 3% of CRV <sup>1</sup> or other
<b>CW</b>	Capital Renewal Investment	1% CRV or as anticipated / planned
<sup>1</sup> CRV = Current Replacement Value		





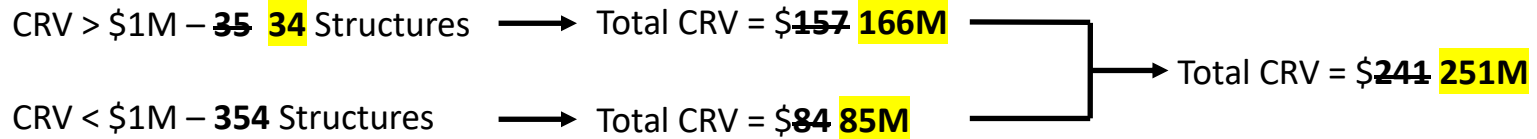
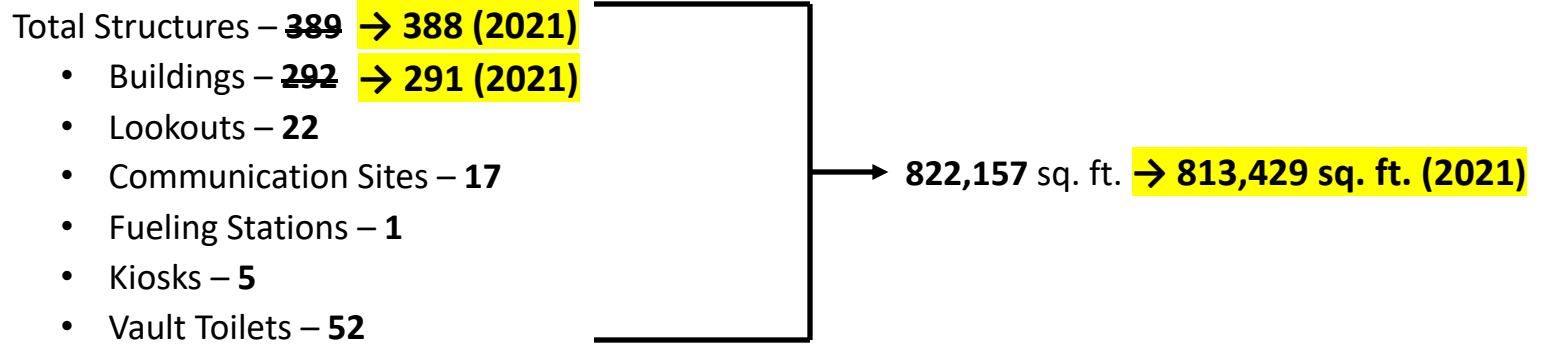
# Administrative Branch

## FACILITIES – Performance Portfolio Statistics



Administrative Branch  
 FACILITIES – Performance Portfolio Stats

PORTFOLIO STATS



CRV = Current Replacement Value



Administrative Branch  
 FACILITIES – Performance Portfolio Stats

METRIC

$$\text{Facility Condition Needs Index (FCNI or FCI)} = \frac{\text{Deferred Maintenance + Capital Improvement}}{\text{Current Replacement Value (CRV)}}$$

Condition	Definition	Percentage Value	
GOOD	In a new or well-maintained condition, with no visual evidence of wear, soiling or other deficiencies.	0% to 5%	← Goal
FAIR	Subject to wear and soiling but is still in a serviceable and functioning condition.	5% to 10%	
POOR	Subjected to hard or long-term wear. Nearing the end of its useful or serviceable life.	Greater than 10%	← ODF Avg.
V-POOR	Subjected to hard or long-term wear. Has reached the end of its useful or serviceable life. Renewal now necessary.	Greater than 60%	←

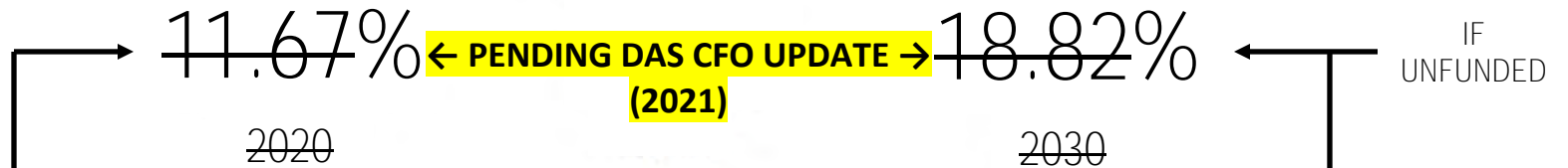
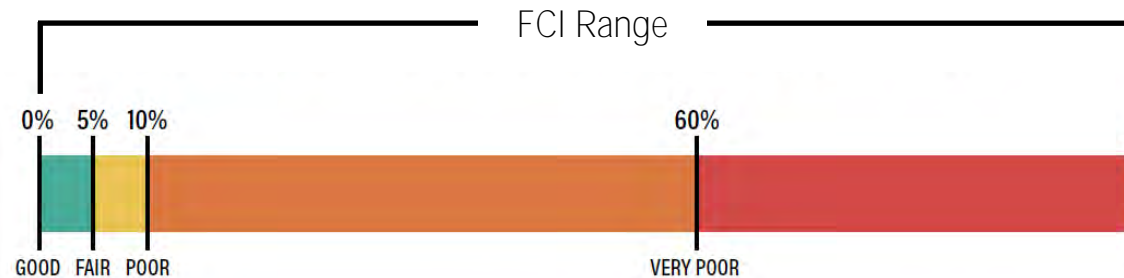
FCI  
↓

If the FCNI is 60% or greater then replacement of the asset should be considered instead of renewal.



Administrative Branch  
 FACILITIES – Performance Portfolio Stats

2020 PORTFOLIO METRICS → PENDING DAS CFO UPDATE (2021)



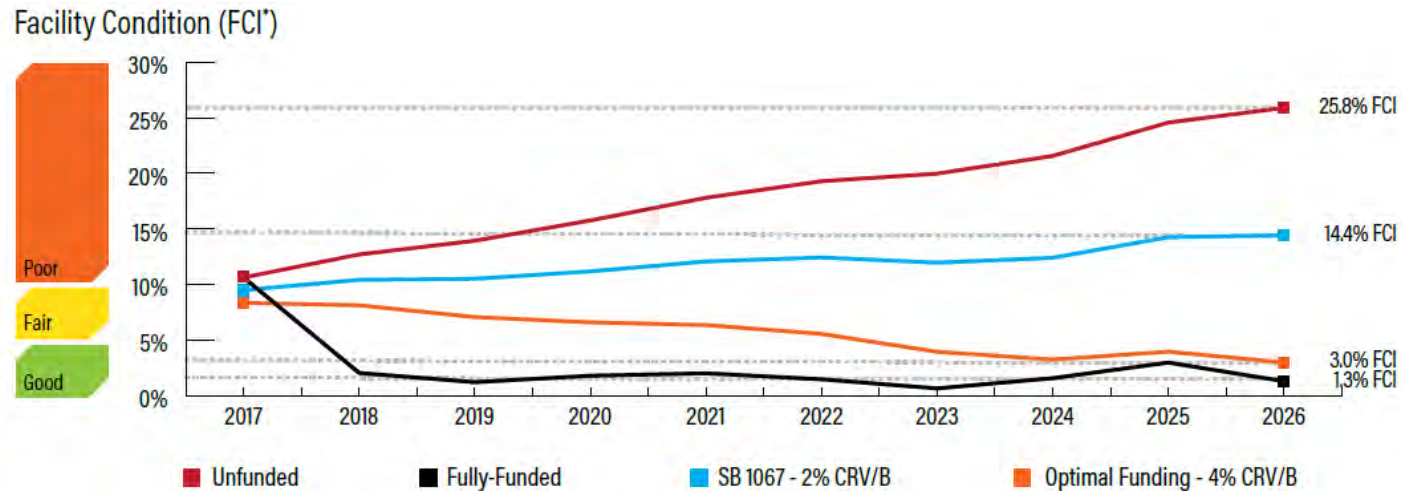
Condition	Definition	Percentage Value
GOOD	In a new or well-maintained condition, with no visual evidence of wear, soiling or other deficiencies.	0% to 5%
FAIR	Subject to wear and soiling but is still in a serviceable and functioning condition.	5% to 10%
POOR	Subjected to hard or long-term wear. Nearing the end of its useful or serviceable life.	Greater than 10%
V-POOR	Subjected to hard or long-term wear. Has reached the end of its useful or serviceable life. Renewal now necessary.	Greater than 60%



Administrative Branch  
 FACILITIES – Performance Portfolio Stats

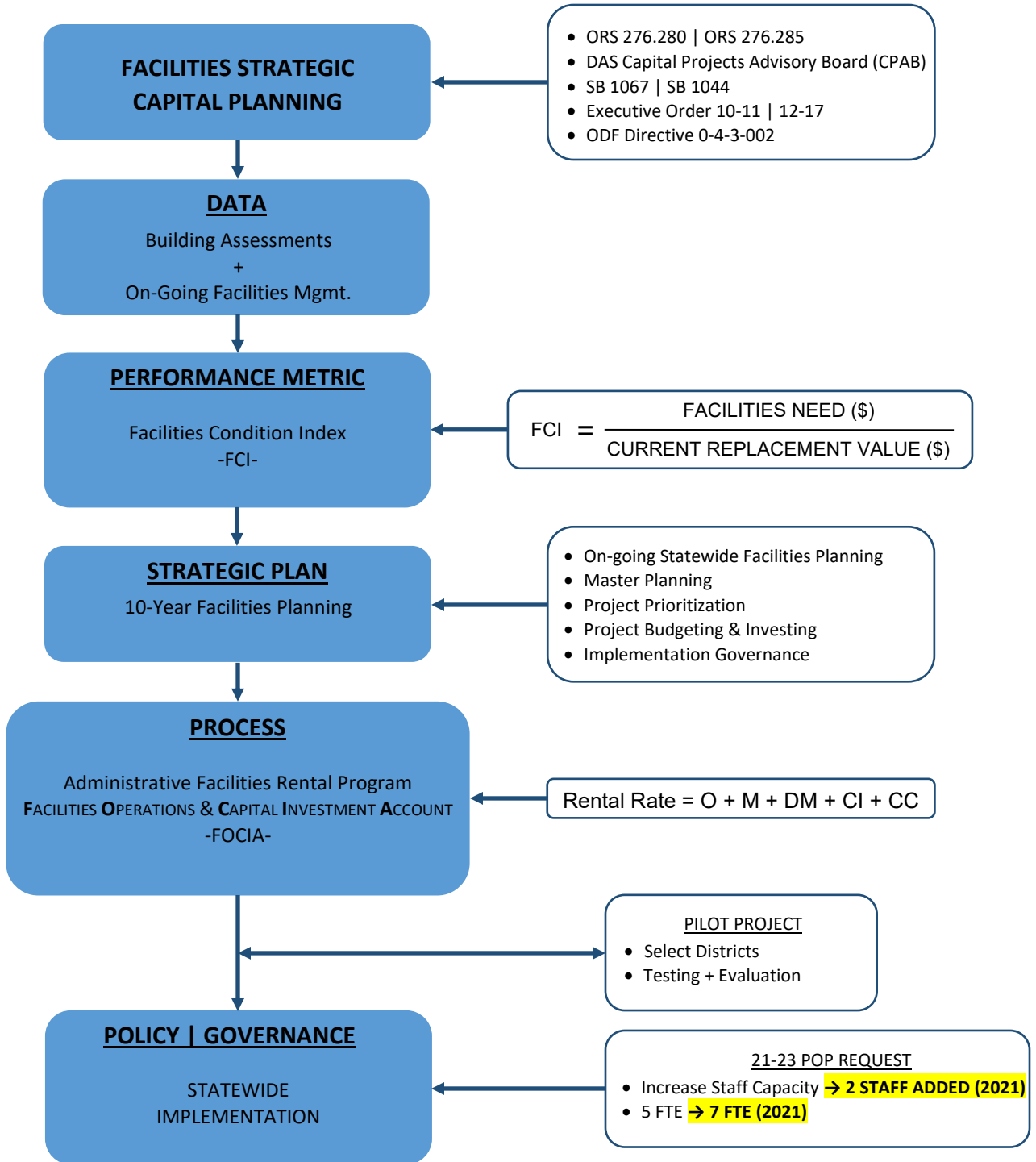
2018 CONDITION PROJECTIONS

- Unfunded - do nothing → 10-year FCI of 25.8% (poor - very poor)
- 2% of Portfolio CRV – \$5.0M/Biennium → 10-year FCI of 14.4% (poor)
- 4% of Portfolio CRV – \$9.2M/Biennium → 10-year FCI of 3.0% (good)





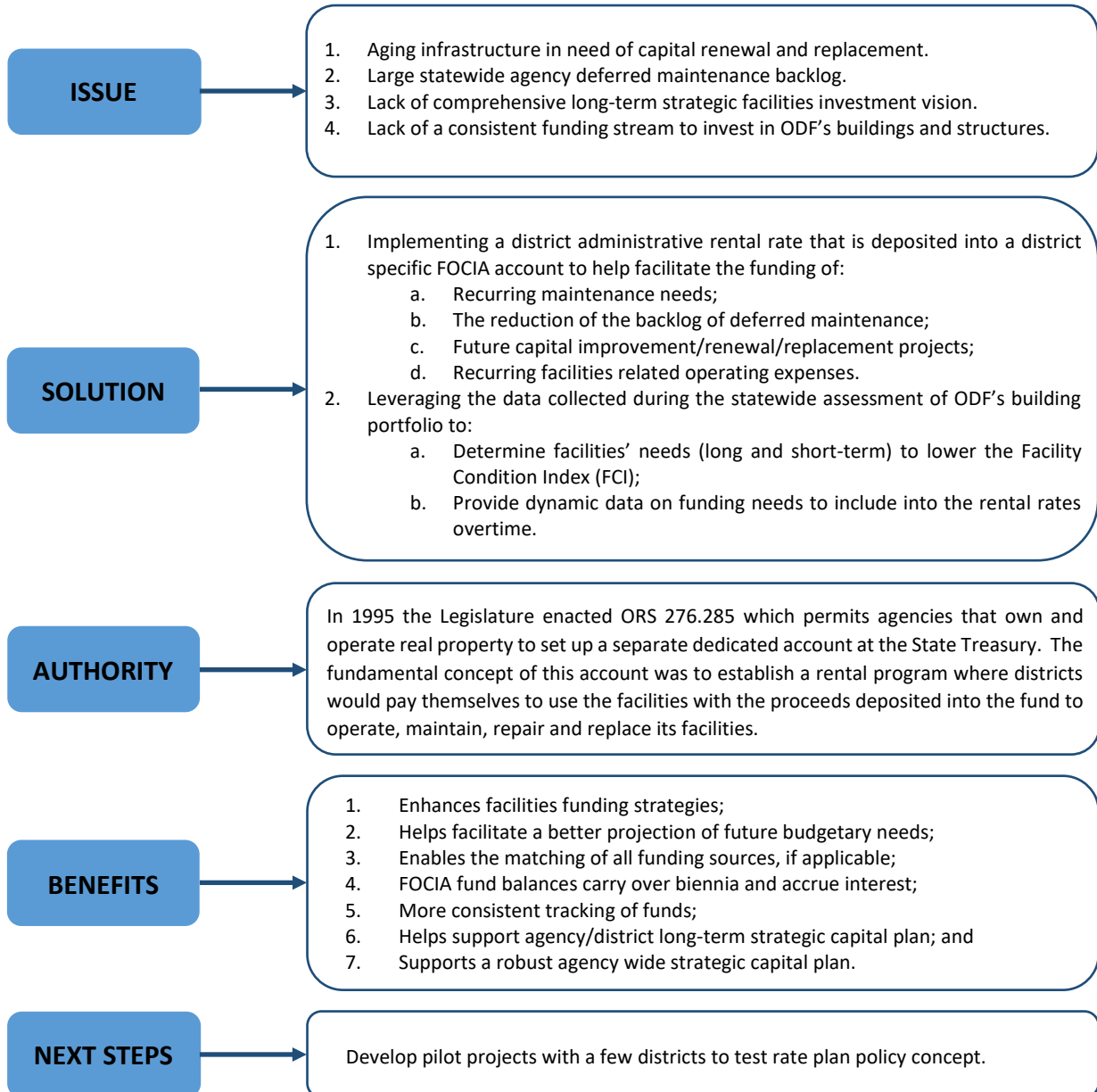
# Administrative Branch FACILITIES – Performance Portfolio Stats





# Administrative Branch FACILITIES – Performance Portfolio Stats

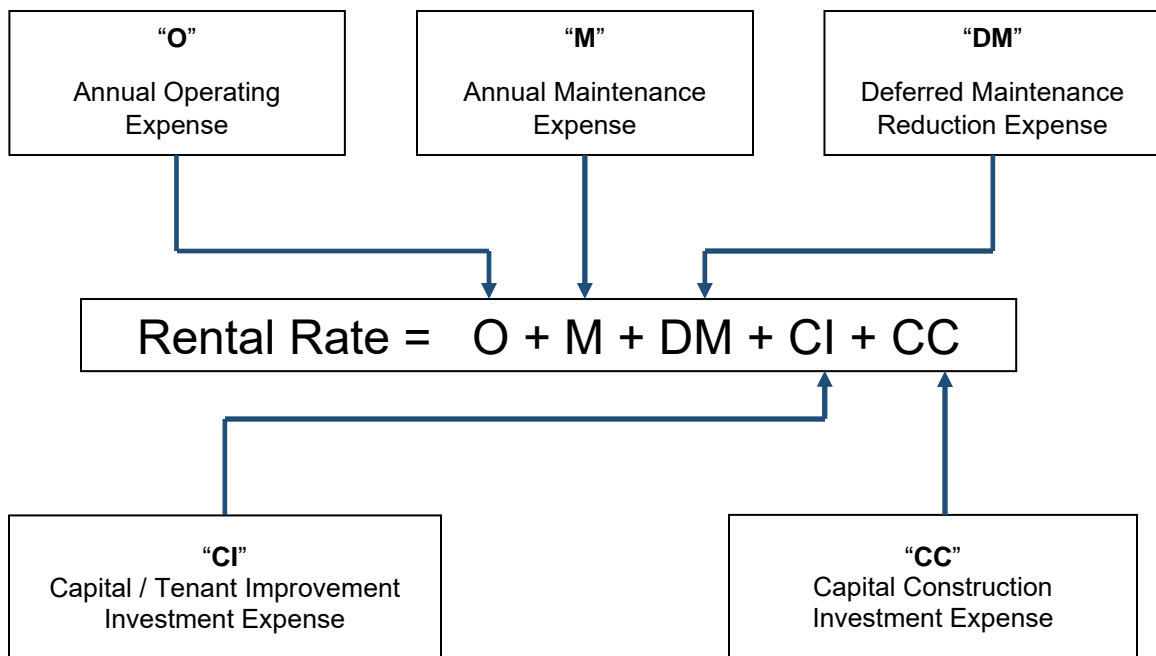
## STATUS





Administrative Branch  
FACILITIES – Performance Portfolio Stats

### FOCIA FORMULA

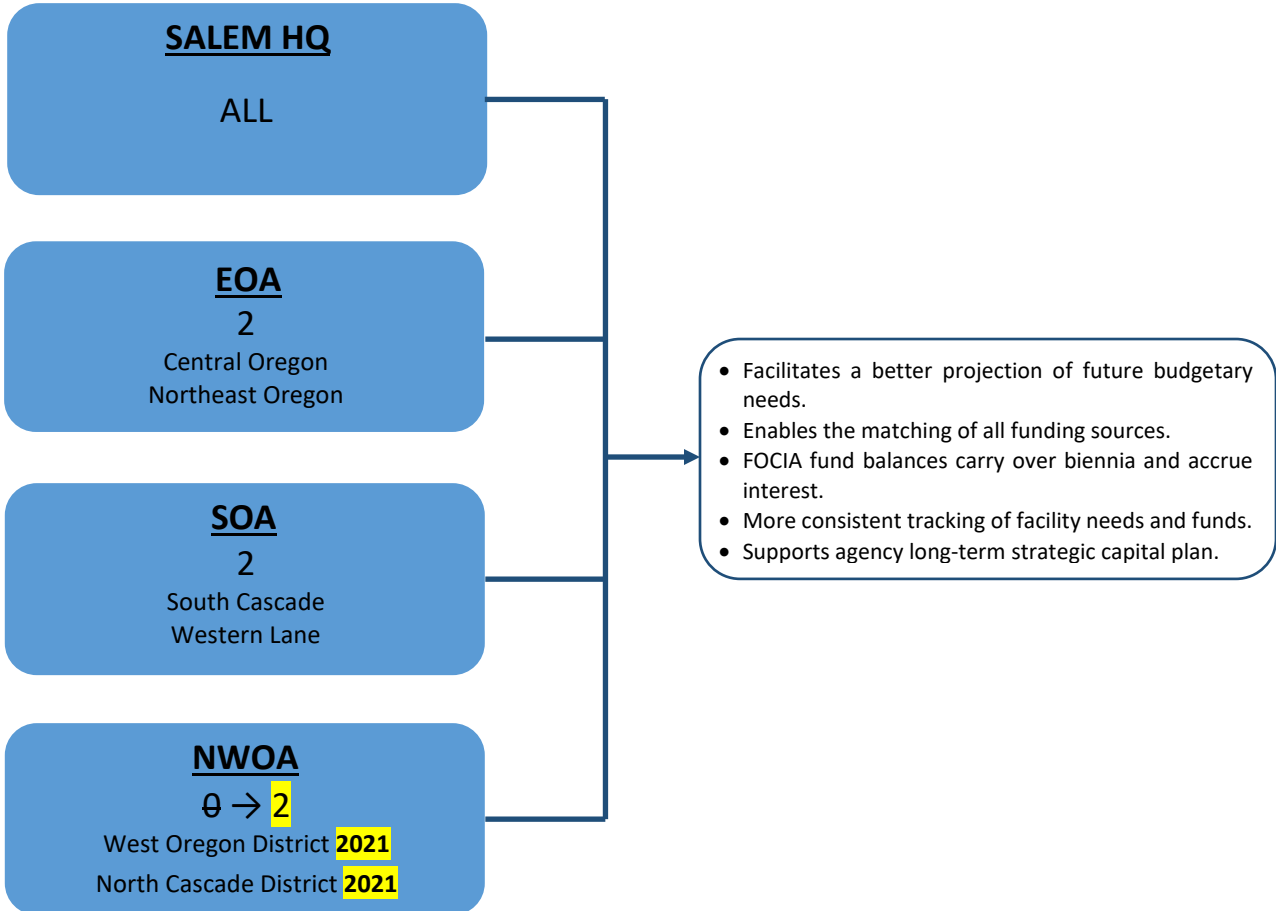






Administrative Branch  
FACILITIES – Performance Portfolio Stats

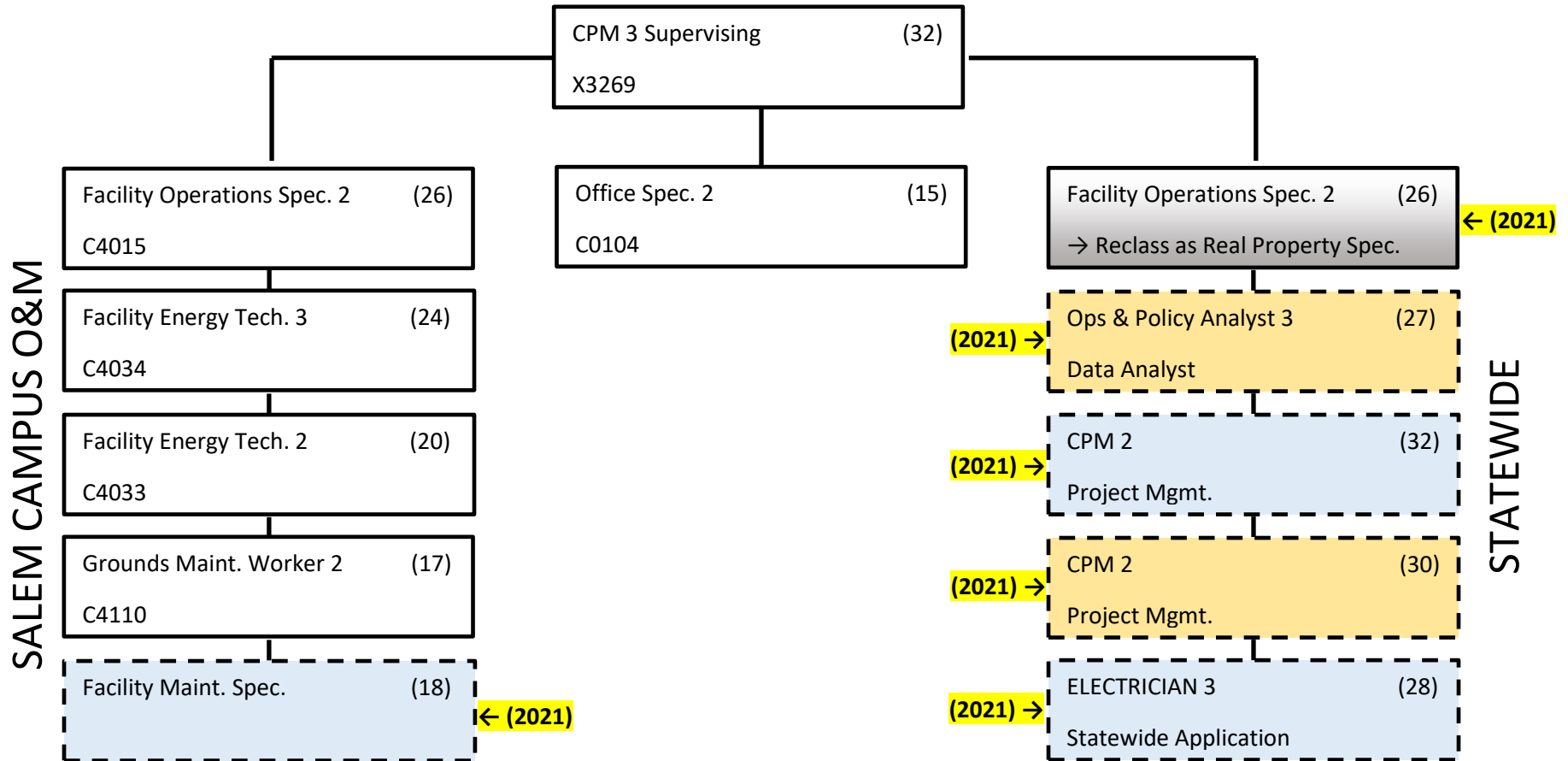
PILOT PROJECTS





Administrative Branch  
 FACILITIES – Performance Portfolio Stats

21-23 GRB



EXISTING FTE

POSITION RECLASSIFICATION (In-Process)

GRB/E-BOARD

FUTURE CONCEPT



Administrative Branch  
FACILITIES – Performance Portfolio Stats

## CAPITAL PROJECTS

1. West Oregon District: Toledo Unit Office Relocation Project **(2021)**

- Viable land located for further study.
- Architectural / Engineering due diligence work is in-process.

2. North Cascade District (NCD): Santiam Unit Administrative Office Recovery Project **(2021)**

- Temporary move of NCD operations to Salem HQs.
- Administration (Facilities) working with DAS to locate available property in the greater Stayton/Lyons area to move NCD staff closer to existing operations center.
- Master planning effort initiated to study current NCD's operations to facilitate and support long term planning initiative.
- Next Steps:
  - Leadership review of master plan study to determine most effective strategic plan for rebuilding.
  - Capital construction planning.

3. Deferred Maintenance Backlog Investment **(2021 GRB)**



Administrative Branch  
FACILITIES – Performance Portfolio Stats

## FACILITIES CAPITAL PLANNING

1. Facilities Portfolio Mgmt. Software Implementation – Asset Works **(2021)**



Administrative Branch  
FACILITIES – Performance Portfolio Stats

## SUSTAINABLE FACILITIES

1. Electric Vehicle Charging Station Infrastructure – Salem Campus Pilot Project **(2021)**
2. Strategic Energy Mgmt. **(ON-GOING)**

Agenda Item No.:	I
Work Plan:	Administrative
Topic:	Public Affairs Report
Date of Presentation:	June 9, 2021
Contact Information:	Joy Krawczyk, Public Affairs Manager (503) 945-7487 or <a href="mailto:joy.p.krawczyk@oregon.gov">joy.p.krawczyk@oregon.gov</a>

**SUMMARY**

The purpose of this agenda item is to provide an overview of the Department of Forestry’s Public Affairs Program and report on some of the department’s most common types of requests for information.

**CONTEXT**

During the Board of Forestry’s 2019 annual planning retreat, the Board expressed interest in the number of “public information requests” the department receives and the associated workload to respond to those requests. An initial report was provided at the Board’s June 3, 2020 meeting. The report focused on public records requests, the fulfillment of which is dictated by Oregon’s Public Records Law. It also provided an overview of the other most common types of requests received by the department via its headquarters in Salem.

**BACKGROUND**

The Public Affairs Program resides organizationally within the Administrative Branch and includes eight full-time equivalent positions that provide internal and external communications support to the department. This support includes strategic communications and outreach and engagement planning; media relations; and management of the department’s web, social media, and public records functions.

Department staff statewide regularly communicate with and respond to inquiries from the general public, stakeholders, and customers in a number of ways. The primary ways information is requested of the department:

- Phone calls.
- In-person interactions.
- Emails.
- Social media messages and comments.

The numbers provided in the attached report represent inquiries from the public that are handled by the Public Affairs Program in Salem. Additionally, responses to questions are only a small part of the information sharing that happens on a daily basis throughout the department, especially in the field, where engaging with the public is central to much of their work.

Most media inquiries are handled by Public Affairs Program staff. There are also a few field public information officers at the district level who respond to media inquiries about district-level

activities. We do not currently track the number of media inquiries received, but we are considering options for tracking that activity in the future.

Individuals, organizations, and members of the media can also request records from the department through the process provided under Oregon's Public Records Law. The department's public records function is coordinated through the Public Affairs Program.

Oregon Public Records Law (ORS Chapter 192) guides the agency's protection, retention, and disclosure of public records. More details can be found in the *2019 Attorney General's Public Records and Meetings Manual* on Oregon Department of Justice's website at <https://www.doj.state.or.us/oregon-department-of-justice/public-records/attorney-generals-public-records-and-meetings-manual/>.

### **RECOMMENDATION**

This agenda item is for information only.

### **NEXT STEPS**

This reporting will continue to occur annually. Feedback and direction provided by the Board will guide further editions of this report.

### **ATTACHMENT**

- (1) Public Information Requests Report

# Public Information Request Report

Joy Krawczyk

AGENDA ITEM I  
Attachment 1  
Page 1 of 5



# Requests for Information, Generally (PA Program only)

Method	2019	2020	Change	Time allocated per position description
Phone calls fielded (ODF's main info line only)	315/month (avg.)	469/month (avg.)	+48.9%	10% of 1 position 196 hours/year 16 hours/month
Responses to emails (ODF's main info address only)	421	523	+24.2%	
Social media—Responses to comments	263	284	+8%	10% of 1 position + 5% of 2 positions 392 hours/year 33 hours/month
Social media—Responses to direct messages	245	555	+126.5%	
Public records requests	77	65	-15.6%	10% of 3 positions 588 hours/year 49 hours/month

# Notable for 2020

During the **Labor Day fire event**, the number of inquiries handled by the Public Affairs Program skyrocketed.

## Calls to main phone line

2 staff fielded **+500 calls in the first week** following Labor Day and **+350 the following week**. Call volumes stayed above average for the remainder of September.

## Media inquiries

2 staff fielded **nearly 100 media requests for information and interviews in the first two weeks of September**.

# Public Records Requests

Standard requests	2019	2020
Number of requests receiving standard waiver only (\$50)	66	59
Estimated hours to fulfill	198	177
Estimated cost to fulfill (if not waived; assuming clerical-level work only)	\$4,950	\$4,425
Complex requests	2019	2020
Number of requests with fulfillment charges	11	6
Estimated hours to fulfill	275	301
Estimated cost to fulfill	\$15,931	\$13,548
Amount waived <i>(standard waiver, reduced fee schedule, and full or partial waivers as per DAS policy)</i>	\$5,470	\$300
Total cost to requesters	\$10,461	\$13,248
Amount paid (complex requests are not fulfilled until paid for)	<b>\$1,287</b> (5 requests)	<b>\$988</b> (5 requests)

## Summary for 2020

**Requests:** 65 (standard and complex)

**Total staff time (est.):**  
478 hours

**Cost of work (est.):**  
\$18,273

**Total waived (est.) =**  
\$4,725 or 189 hours of staff time

AGENDA ITEM I

Attachment 1

Page 4 of 5 4

# Improvement opportunities in data collection, analysis

1. Explore options to track media inquiries.
  - At a minimum, number received and topic.
  - Will help more accurately quantify media-related workload.
  - Can use to identify cyclical trends in areas of interest and emerging hot topics.
2. Tracking topics and general categories of questions received by phone, email, and in person.
  - Can help us quickly identify trends in questions or concerns.
  - Then we can refine the information we're providing and how we're providing it to better meet the public's needs and expectations.

Agenda Item No.:	J
Work Plan:	State Forests Work Plan
Topic:	State Forests Public Use Rulemaking
Date of Presentation:	June 9, 2021
Contact Information:	Liz Dent, State Forests Division Chief 503-945-7351, <a href="mailto:Liz.F.Dent@Oregon.gov">Liz.F.Dent@Oregon.gov</a> Justin Butteris, Policy Analyst 503-945-7481, <a href="mailto:Justin.Butteris@Oregon.gov">Justin.Butteris@Oregon.gov</a>

## CONTEXT

The State Forests Division has promulgated a set of Oregon Administrative Rules (OARs) governing the public use of state forest lands, found in Chapter 629, Division 025 ([OAR 629-025-0000 to 629-025-0099](#)). These rules are intended to cover all aspects of public use within state forest lands, with a focus on forest resource protection and reducing conflicts between users. Two updates are being pursued currently to address implementation of forest access restrictions and recreational immunity.

### Forest Access Restrictions

On September 6th, 2020 a weather event resulting in high temperatures, low humidity, and easterly winds created an extreme fire situation that led to rapid expansion of the Beachie Creek Fire, consuming 130,000 acres in one night. The fire grew to 190,000 acres by September 17th, and ultimately burned 193,573 acres. Of this total, 24,284 acres are in the Santiam State Forest, which is more than half of the total acreage of the Santiam State Forest. The fire has resulted in hazardous conditions across the forest, with recreational use of the forest likely to result in further adverse resource impacts to forest lands. Deficiencies in the current rules were uncovered when the Department implemented closures of the Santiam State Forest. Specifically, no rules existed to guide the Department's implementation of closures of the Santiam State Forest lands that are likely to be adversely impacted by public use, or to clearly articulate the penalty associated with violation of the closure.

### Recreational Immunity

Recent Supreme and Appellate Court rulings (*McCormick v. State Parks and Recreation Dept.*, 366 Or 452, 466 P3d 10 (2020)) have provided some clarity on the applicability of recreational immunity when a recreationalist has paid a fee for parking on public land. Most recently the Court of Appeals ruled in *McCormick v. State of Oregon* that the State was entitled to recreational immunity in a situation where a recreational user of an Oregon State Park paid a \$5 parking fee then was injured while swimming. The Supreme Court had reversed the Appellate Court ruling that the public trust doctrine waived recreational immunity and remanded the case back to the Court of Appeals to rule on other disputes of material fact. At issue was whether the payment of the parking fee waived recreational immunity. The Court ruled that recreational immunity was not waived, and this finding was supported by the administrative rule that established the parking fee containing the language that the fee "is a parking fee and not a charge for recreational purposes under ORS 105.672 to ORS 105.696".

## **BACKGROUND AND ANALYSIS**

### *Forest Access Restrictions*

There is appreciable and imminent risk to both the health and safety of the public and to forest resources due to the catastrophic wildfire on the Santiam State Forest. Forest roads, culverts, trails, and recreation infrastructure have been damaged throughout the area. Trees killed or damaged by the fire could fall unpredictably.

The State Forester has broad authority over state forest lands under ORS 530.050(13) to “do all things and make all rules, not inconsistent with law, necessary or convenient for the management, protection, utilization and conservation of the lands.” Implementing an immediate forest-wide closure of the Santiam State Forest became necessary to protect forest resources while the Division repairs forest infrastructure and restores the forest. While the authority to close the forest exists and the Department has existing rules for the closure of roads and campgrounds, the Division had not promulgated rules to describe the implementation process when closing other areas of the forest, or to make clear the penalties associated with violation of the closure order. In the interest of full transparency on the implementation of the closure and to ensure the Department had a clear enforcement mechanism, the Department adopted a temporary rule as Oregon Administrative Rule (OAR) 629-025-0091 in November 2020. This temporary rule expired in mid-May.

### *Recreational Immunity*

The State Forests Division has two parking fees established in current OARs. The first applies to campers who bring additional vehicles to camp sites and the second is a parking fee at designated parking areas. The latter situation is analogous to the situation found in the McCormick case. The Division seeks to amend the rule to adopt the language used by Oregon Parks and Recreation Department in order to strengthen the recreational immunity defense, should legal action be taken against the Department.

The Department is not seeking to change the fees or the policies associated with parking on State Forests at this time.

### *Permanent Rulemaking*

The Board directed the Division to initiate permanent rulemaking at its March 2021 Board meeting. The Division began the formal rulemaking process with the Secretary of State’s office on April 1, 2021 (Attachment 1). The public comment period was held from April 1 to April 30, 2021, with two hearings held on April 15. One of the hearings was held after typical business hours, and the other was held during business hours to provide flexible options for comment.

No comment was received during the comment period and no one provided comment at either of the hearings. The Division has made no changes to the rules that were initially adopted as temporary rules and subsequently proposed as permanent rules (Attachment 1).

## **RECOMMENDATION**

- Direct the State Forest Division to finalize rulemaking and to adopt OAR 629-025-0091 and OAR 629-025-0030, as amended, as permanent rules.

## **NEXT STEPS**

- The Division will complete the rulemaking process with the Secretary of State's office.

## **ATTACHMENT**

1. OAR 629-025-0091 and 629-025-0030 – permanent rulemaking filing

OFFICE OF THE SECRETARY OF STATE  
SHEMIA FAGAN  
SECRETARY OF STATE  
  
CHERYL MYERS  
DEPUTY SECRETARY OF STATE



ARCHIVES DIVISION  
STEPHANIE CLARK  
DIRECTOR  
  
800 SUMMER STREET NE  
SALEM, OR 97310  
503-373-0701

**NOTICE OF PROPOSED RULEMAKING**  
INCLUDING STATEMENT OF NEED & FISCAL IMPACT

CHAPTER 629  
DEPARTMENT OF FORESTRY

**FILED**  
03/24/2021 2:20 PM  
ARCHIVES DIVISION  
SECRETARY OF STATE

FILING CAPTION: State Forest public access restrictions.

LAST DAY AND TIME TO OFFER COMMENT TO AGENCY: 04/30/2021 11:55 PM

*The Agency requests public comment on whether other options should be considered for achieving the rule's substantive goals while reducing negative economic impact of the rule on business.*

CONTACT: Justin Butteris  
503-945-7481  
odf.sfcomments@oregon.gov

2600 STATE ST BLDG D  
SALEM, OR 97310

Filed By:  
Hilary Olivos-Rood  
Rules Coordinator

HEARING(S)

*Auxiliary aids for persons with disabilities are available upon advance request. Notify the contact listed above.*

DATE: 04/15/2021

TIME: 1:00 PM - 2:00 PM

OFFICER: ODF State Forests Representative

ADDRESS: Virtual Public Hearing

2600 STATE ST

SALEM, OR 97310

SPECIAL INSTRUCTIONS:

Hearing registration and instructions available online.

<https://www.oregon.gov/odf/aboutodf/Pages/proposedlawsrules.aspx>

DATE: 04/15/2021

TIME: 6:00 PM - 7:00 PM

OFFICER: ODF State Forests Representative

ADDRESS: Virtual Public Hearing

2600 STATE ST

SALEM, OR 97310

SPECIAL INSTRUCTIONS:

Hearing registration and instructions available online.

<https://www.oregon.gov/odf/aboutodf/Pages/proposedlawsrules.aspx>

NEED FOR THE RULE(S):

The Department of Forestry currently does not have rules for the implementation of forest closures. These rules are important for ensuring there is a transparent process for closing State Forest lands. Clearly stating the penalty associated with violation of a forest closure is also important for law enforcement and the public.

DOCUMENTS RELIED UPON, AND WHERE THEY ARE AVAILABLE:

Santiam State Forest webpage: <https://www.oregon.gov/odf/recreation/Pages/santiam-state-forest.aspx>

FISCAL AND ECONOMIC IMPACT:

The Department determined there is no fiscal or economic impact associated with these rules.

COST OF COMPLIANCE:

(1) Identify any state agencies, units of local government, and members of the public likely to be economically affected by the rule(s). (2) Effect on Small Businesses: (a) Estimate the number and type of small businesses subject to the rule(s); (b) Describe the expected reporting, recordkeeping and administrative activities and cost required to comply with the rule(s); (c) Estimate the cost

AGENDA ITEM J

Attachment 1

Page 1 of 4



of professional services, equipment supplies, labor and increased administration required to comply with the rule(s).

(1) The only agency expected to have any economic impact associated with these rules is the Department of Forestry.

(2) These rules do not establish a policy on forest closure or close any forests to access, so there are no impacts expected on small businesses. Implementation of the closure requires action only by the Department of Forestry.

---

DESCRIBE HOW SMALL BUSINESSES WERE INVOLVED IN THE DEVELOPMENT OF THESE RULE(S):

Small businesses were not involved in the development of these rules.

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WAS AN ADMINISTRATIVE RULE ADVISORY COMMITTEE CONSULTED? NO IF NOT, WHY NOT?

An Administrative Rule Advisory Committee was not consulted. The amendment to OAR 629-025-0030 adopts language related to parking fees that was subject to litigation. Adoption of OAR 629-025-0091 makes permanent a temporary rule that was previously promulgated. Significant outreach was done with stakeholders following the adoption of the temporary rule to seek feedback prior to initiating the permanent rulemaking.

---

RULES PROPOSED:

629-025-0030, 629-025-0091

AMEND: 629-025-0030

RULE SUMMARY: Establishes the fees for camping at the various types of state forest camping areas. Establishes the fees for parking in campgrounds and designated parking areas. Clarifies the fees paid for parking are for parking only and not for recreational use.

CHANGES TO RULE:

629-025-0030

Other Fees ¶¶

(1) A Person must pay the applicable fee for use of Campgrounds, Camping Areas and other listed facilities and services.¶¶

(2) Payment of Fees: Unless posted otherwise, payment of fees must be made prior to receipt of the permit or use of the facilities and services. Permit fees are non-refundable. Overnight camping fees are for the use of facilities until 1:00 p.m. of the following day.¶¶

(3) Established Fees: Specific fees for permits, facilities and services, are as follows:¶¶

(a) Camping in a Campground at a:¶¶

(A) Vehicle site: \$20 per night;¶¶

(B) Walk-in site: \$15 per night;¶¶

(C) Designated Camping Area: \$5 per night per Motor Vehicle.¶¶

(b) Camping at a group site: \$50 per night.¶¶

(c) A fee of \$5 per night, per Motor Vehicle must be paid by a Person who allows more than two automobiles or four motorcycles to be parked overnight at a Designated Campsite reserved by that Person.¶¶

~~(d) Parking in a designated parking area: \$5 per vehicle per 24 hour period. This charge is a parking fee and not a charge for recreational purposes under ORS 105.672 to ORS 105.696. The immunities provided under ORS 105.682 apply to use of state forest land for recreational purpose. ¶¶~~

(d) Parking in a designated parking area: \$5 per vehicle per 24 hour period. This charge is a parking fee and not a charge for recreational purposes under ORS 105.672 to ORS 105.696. The immunities provided under ORS 105.682 apply to use of state forest land for recreational purpose. ¶¶

(4) Firewood: Where conditions permit, firewood may be sold by the Forester.

Statutory/Other Authority: ORS 530.050

AGENDA ITEM J

Attachment 1

Page 2 of 4

Statutes/Other Implemented: ORS 530.010 - 530.040

ADOPT: 629-025-0091

RULE SUMMARY: Establishes how the State Forester may close all or portions of State Forest lands to public access and use. Establishes the notification requirements, enforcement, and penalties for violations for State Forest closures. Delegates State Forester's authority to close or limit use of State Forest lands temporarily to Department employees.

CHANGES TO RULE:

629-025-0091

Closures and Access Restrictions

- (1) The State Forester may establish portions of State Forest land that are closed or limited to specific uses or activities by the public. These may differ from State Forest land to State Forest land and from time-to-time, but shall be indicated on the Department website, and on posted signs at the State Forest land that is closed.
- (2) Closures will be identified by signs at major points of entry to the restricted portions of the forest and notices placed on the Department's website.
- (3) A person may not enter or occupy State Forest land that has been ordered closed by the State Forester.
  - (a) A person engaging in work under contract with the Department of Forestry may be exempt with written permission from the Forester or their designee.
  - (b) This restriction does not apply to state employees or law enforcement officers in the performance of their official duties.
- (4) A Department employee may seek compliance from the public with a State Forest closure, and may order a person that enters closed lands to leave State Forest land.
- (5) A peace officer may seek compliance from the public with a State Forest closure, and may order a person that enters closed lands to leave State Forest land.
- (6) The State Forester may designate to Department employees the authority to protect forest resources under section (1). This authority includes actions that may:
  - (a) Permit or limit specific activities or uses in designated portions of State Forest land;
  - (b) Designate a location within a State Forest for a single use to avoid conflicts between users;
  - (c) Restrict access to or close an entire State Forest land;
  - (d) Restrict access to or close a portion of State Forest land; or
  - (e) Exclude a person from State Forest land.
- (7) A person excluded from State Forest land may contest the exclusion notice by filing a written appeal within seven days of the exclusion date. The person excluded must submit the appeal to the District Forester responsible for the State Forest land where the notice of exclusion was issued.
- (8) The following situations are criminal trespass in the second degree, a Class C misdemeanor, per ORS 164.245:
  - (a) A person ordered to leave State Forest land that remains present;
  - (b) A person excluded from State Forest land that enters or remains present;
  - (c) A person enters a closed or restricted portion of State Forest land; and
  - (d) A person engages in an activity that has been specifically prohibited or restricted on State Forest land or a portion of State Forest land.

Statutory/Other Authority: ORS 530.050

Statutes/Other Implemented: ORS 530.050

Agenda Item No.:	K
Work Plan:	Private Forests
Topic:	Department of Forestry and Department of Environmental Quality Collaboration Quarterly Update
Date of Presentation:	June 9, 2021
Contact Information:	Kyle Abraham, Chief, Private Forests Division, 503-945-7482, <a href="mailto:Kyle.Abraham@Oregon.gov">Kyle.Abraham@Oregon.gov</a>

## **SUMMARY**

The Department of Forestry (ODF) and the Department of Environmental Quality (DEQ) have engaged in an interagency collaborative effort with the objective of ensuring alignment between the two agencies' water quality responsibilities and processes. This effort seeks to create understanding and interagency processes that support achievement of state and federal water quality requirements and improved water quality outcomes.

This information item will provide an overview of these collaboration efforts and the anticipated outcomes for the agencies' water quality programs.

## **CONTEXT**

The Board of Forestry's (Board) 2011 *Forestry Program for Oregon* supports an effective, science-based, and adaptive Oregon Forest Practices Act (FPA) as a cornerstone of forest resource protection on private lands in Oregon (Objective A.2). The discussion of Goal A recognizes that the FPA includes a set of best management practices designed to ensure that forest operations would meet state water quality standards adopted under the federal Clean Water Act. Similarly, the discussion of Goal D recognizes that the FPA is designed to protect soil and water resources, including aquatic and wildlife habitat (Objective D.6). The Board's guiding principles and philosophies includes a commitment to continuous learning, evaluating and appropriately adjusting forest management policies and programs based upon ongoing monitoring, assessment, and research (Value Statement 11).

## **BACKGROUND AND ANALYSIS**

The Board directed the department to conduct a review of streamside protections on small and medium fish-bearing streams in the Siskiyou region focusing on stream temperature, shade, and riparian desired future conditions, starting with a literature review. During that process, the Board requested the Department to work closely with DEQ on the relationship of Total Maximum Daily Loads (TMDLs) and how the information and analysis can be used in determining sufficiency of forest practice rules.

ODF and DEQ have responsibilities and requirements associated with carrying out water quality protection for the state of Oregon. The agencies have a need to specify how agency programs and processes will accomplish their respective requirements while working to continue achieving water quality outcomes in Oregon.

To that end, ODF and DEQ have been collaborating with the objective of clarifying ODF's role and responsibilities as watershed management plans, also known as Total Maximum Daily Loads (TMDLs), are developed, and implemented, and reported. Additionally, the agencies are collaborating on how TMDLs and associated information and analysis can be used in determining sufficiency of forest practice rules.

In March, the Oregon Department of Justice provided advice explaining the respective authorities and obligations of the Environmental Quality Commission (EQC) and the Board for the protection of water quality on nonfederal forestland. This advice explains those roles, broadly, as EQC and DEQ assess waters and establish the water quality standards and TMDLs, while the Board and ODF then establish forest practices to achieve those standards.

An important outcome from this collaboration is the development of an interagency Memorandum of Understanding (MOU) that will articulate how the agencies will work together to implement their respective programs and achieve these objectives. The existing MOU between ODF and DEQ is over 20 years old and does not reflect the agencies' current program requirements and operations, nor does it reflect current technical and scientific analyses and understandings of the relationship between landscape conditions and water quality.

Based on collaborative discussions to date, ODF and DEQ have begun drafting a new MOU to address the relationship between the agencies' water quality programs and how the agencies will work together in the future to implement their respective programs. The agencies seek to delineate processes that build upon the agencies' respective areas of expertise, meet state and federal requirements, are collaborative in nature, and reduce redundancy where possible. A draft outline of this new MOU was presented to the Board and EQC at their joint meeting in March.

The agencies are drafting a plan and timeline for completing the MOU. Additionally, technical staff are discussing a TMDL under development as a case-study to develop new business processes for interagency collaboration.

## **RECOMMENDATION**

This agenda item is informational only.

## **NEXT STEPS**

The department will provide approximately quarterly updates on this interagency effort.

**Board Member and Public Comments**

Agenda Item No.:	2
Work Plan:	Administrative
Topic:	State Forester Recruitment
Presentation Title:	State Forester Recruitment and Selection Process Discussion
Date of Presentation:	June 9, 2021
Contact Information:	John Paschal, Department of Administrative Services <a href="mailto:john.paschal@oregon.gov">john.paschal@oregon.gov</a> Anika Marriott, Department of Justice <a href="mailto:anika.e.marriott@doj.state.or.us">anika.e.marriott@doj.state.or.us</a> Sylvia Van Dyke, Department of Justice <a href="mailto:sylvia.vandyke@doj.state.or.us">sylvia.vandyke@doj.state.or.us</a> Tricia Kershaw, Oregon Department of Forestry <a href="mailto:patricia.e.kershaw@oregon.gov">patricia.e.kershaw@oregon.gov</a>

## SUMMARY

The Board of Forestry (Board) will meet to discuss the recruitment and selection process for a new State Forester, the chief executive officer for the Oregon Department of Forestry (ODF).

## CONTEXT

Presiding State Forester Peter Daugherty stepped down as State Forester effective May 31, and pursuant to ORS 526.031, the Board of Forestry shall appoint a new State Forester. The Board will discuss the desired attributes for a State Forester and commence development of (1) a recruitment plan; (2) an explanation of job position: duties, minimum qualifications, and desired attributes; and (3) generate a job announcement. More documents may be produced to describe the Board's intent, goals, and processes, as necessary, following this discussion. The Department of Administrative Services Executive Recruiter and Department of Justice General Counsel will be present to answer any questions from the Board.

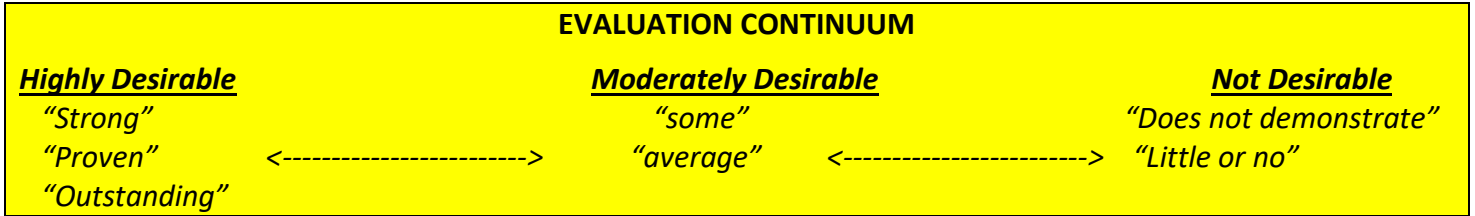
The intent for this discussion is to formally initiate the process of recruitment for the Oregon State Forester and request public comment on same. The Board will discuss desired attributes for the position and identify the potential next steps for the hiring and appointment processes after considering public comment provided in advance of meeting and during public testimony.

All documents provided as attachments will be provided to the public, and open for public comment through June 23, 2021. Submit all written comment to the Board by email, [BoardofForestry@oregon.gov](mailto:BoardofForestry@oregon.gov) or by mail, 2600 State Street, Salem, OR 97310. Attachments one through four are sample items from the last iteration of the State Forester recruitment process. Attachment five outlines the State Forester's statutory obligations and authority.

## ATTACHMENTS

- (1) 2016 State Forester Desired Attributes
- (2) 2018 State of Oregon Position Description for Principal Executive/Manager H classification
- (3) 2016 State of Oregon Principal Executive/Manager H (State Forester) Job Posting with minimum qualification and desired attributes
- (4) 2016 State Forester Recruitment Plan
- (5) Principle statutory obligations for the State Forester

DESIRED ATTRIBUTES | Oregon State Forester  
BOF Approved Version, 6-28-16



1. Proven leadership, vision and commitment to forests and forest ecosystems, the development and implementation of forest policy, and the various communities that depend upon the social, economic and environmental resources associated with forests;
2. Proven success in providing leadership and vision to and forming collaborative, productive partnerships with a diverse set of stakeholders and staff;
3. Experience with or understanding of Oregon fire protection, forest management and conservation, and natural resource protection regulation;
4. Outstanding communicator who is considered forthright, honest, fair and timely among employees, partners and stakeholders;
5. Experience in the development, management and evaluation of budgets with diverse revenue sources and funding mechanisms;
6. Awareness and understanding of Oregon Department of Forestry policy and operations, and the current opportunities and challenges facing the agency;
7. Demonstrated skill at managing conflict and decision-making; willing to make difficult or unpopular decisions; commitment to and experience with science and data-based decision making.
8. Proven experience leading a complex agency or organization to maximize the potential of its personnel and internal processes.
9. Experience in engaging with legislators, stakeholders, boards and staff to develop and implement policy, statute and administrative rule.
10. Experience in the development, implementation and periodic evaluation of strategic initiatives, policies, and long- and short-range plans to position the agency 5-10 years in the future.
11. Demonstrated ability to foster an agency culture of service, workforce diversity and strong internal communication and alignment.





**STATE OF OREGON  
POSITION DESCRIPTION**

**Position Revised Date: Sept 2018**

**Agency:** Oregon Department of Forestry

**Facility:**

New  Revised

**This position is:**

- Classified
- Unclassified
- Executive Service
- Mgmt Svc - Supervisory
- Mgmt Svc - Managerial
- Mgmt Svc - Confidential

**SECTION 1. POSITION INFORMATION**

<p><b>a. Classification Title:</b> <b>Principal Executive/Manager H</b></p> <p><b>c. Effective Date:</b> September 19, 2016</p> <p><b>e. Working Title:</b> <b>State Forester</b></p> <p><b>g. Section Title:</b> State Forester's Office</p> <p><b>h. Employee Name:</b></p> <p><b>i. Work Location (City-County):</b> Salem - Marion</p> <p><b>j. Supervisor Name (optional):</b></p>	<p><b>b. Classification No:</b> Z7014</p> <p><b>d. Position No:</b> 0000001</p> <p><b>f. Agency No:</b> 62900</p>								
<p><b>k. Position:</b></p> <table style="width: 100%;"> <tr> <td><input checked="" type="checkbox"/> Permanent</td> <td><input type="checkbox"/> Seasonal</td> <td><input type="checkbox"/> Limited duration</td> <td><input type="checkbox"/> Academic Year</td> </tr> <tr> <td><input checked="" type="checkbox"/> Full Time</td> <td><input type="checkbox"/> Part Time</td> <td><input type="checkbox"/> Intermittent</td> <td><input type="checkbox"/> Job Share</td> </tr> </table>		<input checked="" type="checkbox"/> Permanent	<input type="checkbox"/> Seasonal	<input type="checkbox"/> Limited duration	<input type="checkbox"/> Academic Year	<input checked="" type="checkbox"/> Full Time	<input type="checkbox"/> Part Time	<input type="checkbox"/> Intermittent	<input type="checkbox"/> Job Share
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<input type="checkbox"/> Yes									
<input checked="" type="checkbox"/> No									

**SECTION 2. PROGRAM AND POSITION INFORMATION**

- a. Describe the program in which this position exists. Include program purpose, who's affected, size, and scope. Include relationship to agency mission.**
- The State Forester is appointed by and reports to the Oregon State Board of Forestry; no other position reports directly to the Board. The Forester also fulfills the role of Secretary to the Board, setting agendas and following up to ensure that action is taken on Board decisions. The Board meets approximately every six weeks. In the area of timber sales, the State Forester does not report to the Board, but has independent and sole authority, subject to legislative direction. The State Forester is responsible to the Board for the agency meeting the Board's mission and objectives. Approximately 1,217 positions (864 FTE) and a budget of \$499 million are managed biennially.
- b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement: The primary purpose of this position is to:**
- Carry out the goals and objectives of the Board of Forestry through executive leadership of the Department of Forestry in accordance with the Board of Forestry's strategic plan, the Forestry Program for Oregon. In general the Board provides overall policy and direction that serves as a framework within which the Department develops and administers its programs. The State Forester assures agency operations are in alignment with the Board of Forestry vision, and develops collaborative working relationships with stakeholder groups, the legislature, and other state, national, international and tribal governments.
- The primary duties of the State Forester are outlined as directed by Oregon Revised Statutes (ORS) 526.041 these include, but are not limited to: 1) Promulgate rules for the enforcement of the state laws relating to the protection of forestland and the conservation of forest resources; 2) Appoint and instruct fire wardens; 3) Direct the improvement and protection of forestland owned by the State of Oregon; 4) Collect data relative to forest conditions; 5) Take action authorized by law to prevent and extinguish forest, brush and grass fires; 6) Enforce all laws pertaining to forestland and prosecute violations of such laws; 7) Cooperate with landowners, political subdivisions, private associations and agencies and others in forest protection; 8) Advise and encourage reforestation; 9) Publish such information on forestry

## SECTION 2. PROGRAM AND POSITION INFORMATION

as the forester determines to be in the public interest; 10) Enter into contracts and cooperative agreements pertaining to experiments and research in forestry; 11) Sell, exchange or otherwise dispose of any real property acquired by the board for administrative purposes and no longer needed; 12) Coordinates with other participants any activities of the Department related to a watershed enhancement project approved by the Oregon Watershed Enhancement Board; and 13) Set uniform state standards for certification of wildland fire training courses and educational programs.

The Department of Forestry administers three principal programs: 1) Fire Protection; 2) Private lands assistance and regulation; and 3) State Forests, management. There are also two smaller program areas: 1) Resources Planning; and 2) Urban and Community Forests. The Department supports its programs with these additional functions: 1) Information Technology; 2) Planning and Policy Development; 3) Business Services; 4) Human Resources; 5) Equipment and Capital Improvements; 6) Agency Affairs; and 7) Partnership Development/Grant Management.

All of these programs are vital to the economic, social, and environmental well-being of the Oregonians. Lack of appropriate and responsible program planning and administration in any of these areas would result in substantial financial, social and/or environmental losses to the State.

## SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark "N" for new duties, "R" for revised duties or "NC" for no change in duties. Indicate whether the duty is an "Essential" (E) or "Non-Essential" (NE) function.

% of time	N/R/NC	E/NE	DUTIES
10%		E	<p><b>Secretary to Board of Forestry:</b> Advises the Board in setting priorities, apprises the Board of emerging issues, and ensures that the Board functions in compliance with state law. Reviews and submits minutes for Board approval. Assists and represents the Board in identifying and resolving policy issues and in working with interest groups, the state legislature and others.</p>
30%		E	<p><b>Policy Administration and Direction:</b> Directs all activities of the Department. Determines policy, priorities, and the utilization of resources in order to carry out the goals and objectives mandated by Oregon law and policies of the Board of Forestry. These decisions potentially have significant consequences. The State Forester is regularly faced with major fire emergencies, mismanagement could result in catastrophic resource and economic loss, and threats to public safety. Improper harvest management on state-owned forestland would impact funds available to schools and/or counties and could cause loss of valuable forest resources. Determines Department policy. Analyzes all pertinent issues and information, assesses the impact of proposed policy, and determines the resources necessary to implement such policy in order to ensure the efficient and effective delivery of services. Reviews national forestry issues, keeps current on potential impacts to forestry in Oregon, and coordinates mitigating measures as necessary. Sets Department program priorities. Evaluates the needs of forest landowners and the general public and assesses the availability of human, fiscal and capital resources in order to implement policy effectively.</p>
20%		E	<p><b>Program Administration and Direction:</b> Directs the administration of Department programs: a) evaluates the quality of services provided through review of reports and conferences with reporting staff, landowners, legislators, interest groups, and the Governor's Executive Staff; b) considers the input of statutorily formed and ad hoc advising groups; c) explores solutions to problems and selects the best alternatives; d) authorizes the redistribution of available resources to meet changing program needs; e) resolves conflicts between Areas and Divisions on matters of shared responsibilities; f) establishes reporting relationships and administrative controls over program operations; and g) coordinates activities with other agencies in areas of mutual concern in order to ensure compliance with established policies, objectives, program priorities and applicable laws, rules and regulations. Maintains adequate administration support (Business Services, Human Resources, Information Technology, and Facilities) to support the business of the agency.</p>

### SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark "N" for new duties, "R" for revised duties or "NC" for no change in duties. Indicate whether the duty is an "Essential" (E) or "Non-Essential" (NE) function.

% of time	N/R/NC	E/NE	DUTIES
10%		E	<p><b>Agency Budget Management:</b> Directs, reviews and approves, through subordinate managers, the preparation of the Department's biennial and fiscal budgets. Determines priorities among requests from Areas and Divisions. Champions the needs for additional resources with appropriate parties such as the Department of Administrative Services, the Governor, and the Legislature in order to effectively implement programs and carry out legal mandates. Implements and manages, through subordinate managers, the agency's legislatively-approved budget.</p>
15%		E	<p><b>Agency Relations and Leadership:</b> Establishes, cultivates and maintains relationships with key Department stakeholders. Leads, participates in, or coordinates interagency or interstate committees and task forces; provides expert consultation to the Governor, the Legislature or other high-level officials; addresses professional organizations and citizen groups to advocate and explain policy and the needs of target populations served; conducts and/or attends meetings and conferences.</p>
15%		E	<p><b>Supervision:</b> Directly supervises the agency executive team. Provides leadership direction for agency strategic planning, performance management, decision-making, and communications. Establishes the agency's policies to select, train, develop, motivate and/or assign people so that the agency's mission is achieved in a cost-effective manner. Oversees the progressive discipline process in conjunction with Human Resources. Completes and reviews performance appraisals and position descriptions for direct report staff. Serves as the Department's primary appointing authority.</p> <p>Responsible for implementing and accomplishing the Department's Affirmative Action goals in the recruitment and selection of protected class individuals. Promotes and supports the value the Department places on Equal Employment Opportunity, Affirmative Action, diversity and the internal working guidelines through individual actions and interactions with employees, applicants, stakeholders, and community partners.</p> <p>Creates a working environment that encourages all employees to achieve their full potential. This includes addressing career development opportunities, developing individual learning plans, and by reviewing employee training and career plans to determine appropriate developmental assignments.</p> <p>Maintains a professional attitude and an inclusive work environment, free of intimidation, harassment and other forms of discrimination that enhances employee perception of ODF as their "employer of choice."</p>
100%			

### SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

Position requires frequent overnight travel within Oregon and the United States, and occasional international travel to attend meetings and conferences. Frequently requires long work days under stressful situations and tight deadlines. Strives for collaboration among public interest and stakeholder groups with conflicting interests related to politically sensitive, complex and controversial topics and issues. Requires decision making under stressful circumstances.

## SECTION 5. GUIDELINES

- a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.

The State Forester position uses state laws, administrative rules and policy, federal law and regulations, the Forestry Program for Oregon, collective bargaining agreements, and generally accepted principles of executive leadership.

- b. How are these guidelines used?

To assure the Department is well run, serves the citizens of Oregon, and has the trust and credibility of Oregonians. These are used daily to conduct business, provide direction to assure compliance. They are also used to review, analyze, develop and execute policy recommendations or draft legislation for the Board of Forestry and Governor.

## SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Who contacted	How	Purpose	How Often?
Board of Forestry - Chair	Person/Telephone	Information sharing/check-in/update	Daily/Weekly
Board of Forestry	Person/Telephone	Receive direction/information sharing	Weekly/Monthly
Governor & Staff	Person/Telephone	Receive direction/information sharing	As needed
Other State Foresters	Person/Telephone	Information sharing/coordination	As needed
Federal Executives	Person/Telephone	Information sharing/coordination	As needed
Agency Personnel	Person/Telephone	Give direction/coordination	Daily
Legislators	Person/Telephone	Coordination/testify (during Session)	As needed
Members of Congress	Person/Telephone/Written	Information sharing/coordination	As needed
Interest Group Leaders	Person/Telephone/Written	Information sharing/coordination	Daily/Weekly
Other State Agency Directors	Person/Telephone/Written	Information sharing/coordination	As needed
Media and Press Leaders	Person/Telephone	Information sharing	As needed

## SECTION 7. POSITION RELATED DECISION MAKING

Describe the typical decisions of this position. Explain the direct effect of these decisions.

In addition to directing the agency, the State Forester makes decisions that assure the stewardship management of forest land in Oregon through effective coordination, management, and delivery of Department programs. Effective leadership decisions ensure maintaining public support for the Agency, viable and effective relationships with legislators and stakeholders, and effective policy direction for the Board and the Agency. Effective management decisions ensure appropriate and efficient expenditure of funds, management of operational risk, setting appropriate tone and expectations for the Agency, and maintaining high morale of Department employees.

Decisions impact statewide human, financial and physical assets for operations required to protect and manage forest resources. Fire, and insect and disease plans and allocation decisions impact timber supply, local economies, recreation and business access, risk of fire, loss of resource values and growth. Timber sale plans and allocations impact state and local government revenues, private business operations, and management of forest resources over time. Human resource plans and allocations impact effectiveness of the agency work force and program accomplishments on a statewide basis. Environmental plans and allocations impact livability and environmental values on a statewide basis.

In addition to interpreting laws, rules, regulations, and policies, makes decisions that assure that department policies allow a decentralized organization to operate in a legal, cost-effective manner that yields a high level of quality service to the public and department customers.

**SECTION 8. REVIEW OF WORK**

Who reviews the work of the position?

Classification Title	Position Number	How	How Often	Purpose of Review
Board of Forestry		Formally/Informally	Annually and as needed	Reviews are made during meetings to check progress and annually one-on-one to discuss overall performance.

**SECTION 9. OVERSIGHT FUNCTIONS**

- a. How many employees are directly supervised by this position? 10  
 How many employees are supervised through a subordinate supervisor? 1,217

b. Which of the following activities does this position do?

- |                                                             |                                                                              |
|-------------------------------------------------------------|------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Plan work               | <input checked="" type="checkbox"/> Coordinates schedules                    |
| <input checked="" type="checkbox"/> Assigns work            | <input checked="" type="checkbox"/> Hires and discharges                     |
| <input checked="" type="checkbox"/> Approves work           | <input checked="" type="checkbox"/> Recommends hiring                        |
| <input checked="" type="checkbox"/> Responds to grievances  | <input checked="" type="checkbox"/> Gives input for performance evaluations  |
| <input checked="" type="checkbox"/> Disciplines and rewards | <input checked="" type="checkbox"/> Prepares & signs performance evaluations |

**SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION**

ADDITIONAL REQUIREMENTS: List any knowledge, skills, certificates and licenses needed at time of hire that are not already required in the classification specification:

ORS 526.031 specifies that the Board of Forestry shall appoint a State Forester, who must be a practical forester familiar with western conditions and experienced in organization for the prevention of forest fires.

The State Forester directs the Department of Forestry in carrying out the policies of the State of Oregon and directives of Oregon forest laws, serves as Secretary to the Board of Forestry, and manages State of Oregon forest lands in accordance with the legislature's direction. ORS 526.041 establishes general duties of the State Forester in compliance with ORS 183.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

The State Forester has authority to commit all monies appropriated by the Legislative Assembly. Current biennial limitation and appropriation total approximately \$499 million of General Funds, Other Funds, Federal Funds, and Lottery Funds.

Operating Area	Biennial amount (\$00000.00)	Fund type
Statewide	\$499,000,000	All Types

**SECTION 11. ORGANIZATIONAL CHART**

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, and employee name and position number.

**SECTION 12. SIGNATURES**

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

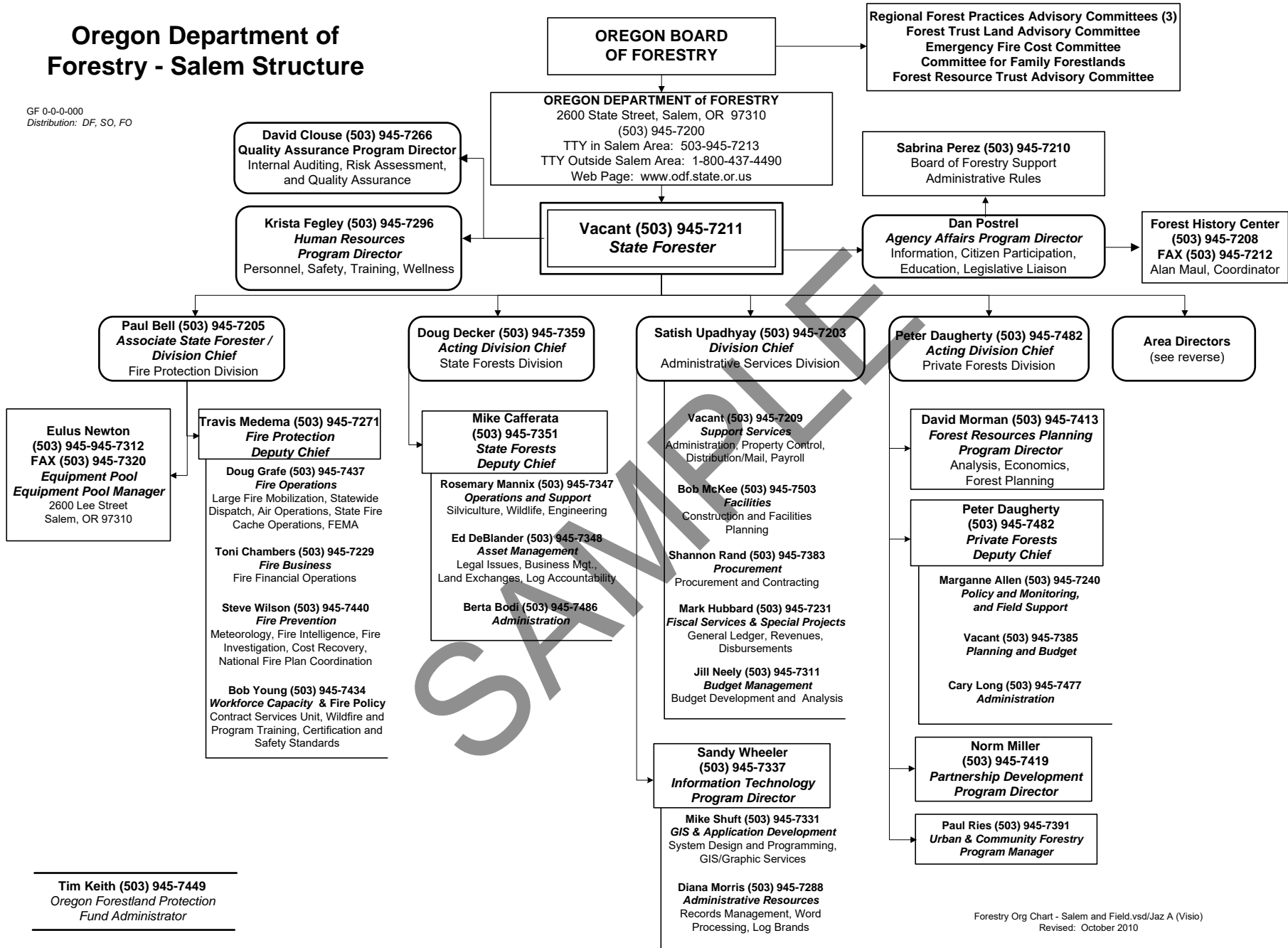
\_\_\_\_\_  
Appointing Authority Signature

\_\_\_\_\_  
Date

SAMPLE

# Oregon Department of Forestry - Salem Structure

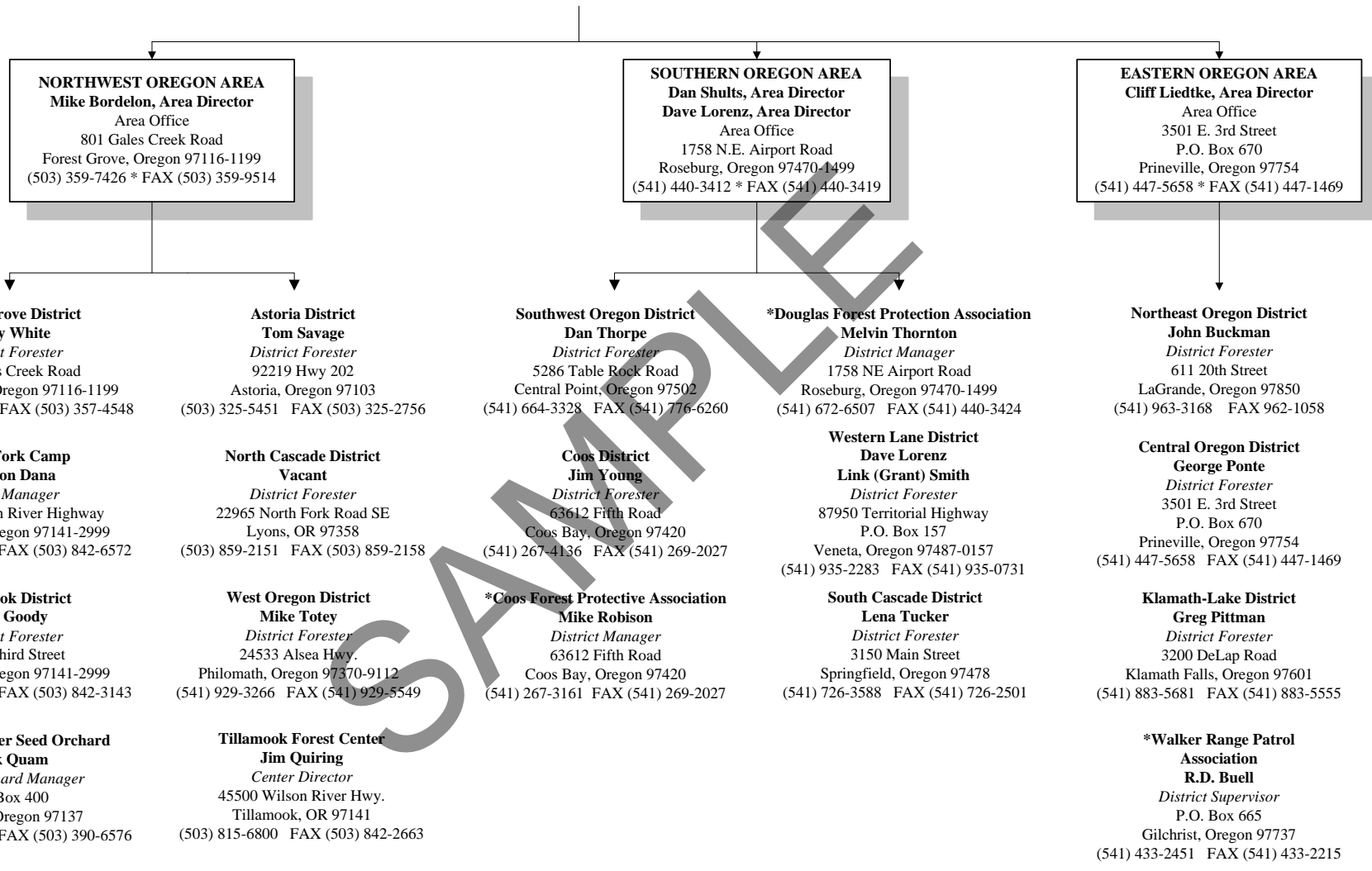
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Distribution: DF, SO, FO



Forestry Org Chart - Salem and Field.vsd/Jaz A (Visio)  
Revised: October 2010

# Oregon Department of Forestry - Field Structure

Vacant (503 945-7211)  
STATE FORESTER



\* Designated activities in Fire Protection Program

Forestry Org Chart - Salem and Field.vsd/Jaz A (Visio)  
Revised: October 2010





STATE OF OREGON  
invites applications for the position of:

# Principal Executive/Manager H (State Forester)

JOB CODE: ODF16-0123  
OPENING DATE/TIME: 07/06/16 12:00 AM  
CLOSING DATE/TIME: 08/03/16 11:59 PM  
SALARY: \$100,728.00 - \$148,572.00 Annually  
JOB TYPE: Permanent  
LOCATION: Salem, Oregon  
AGENCY: Forestry-Salem Headquarters

DESCRIPTION:



The state of Oregon has an opportunity for an experienced leader to serve as the State Forester at the Oregon Department of Forestry. This is a full-time, Executive Service position located in Salem, Oregon. If you are hired you will become the Department's Chief Executive Officer and will be appointed by and shall serve at the pleasure of the seven-member Board of Forestry. For specific questions regarding this position, please contact Doug Decker, State Forester, at (503) 945-7211 or [Doug.S.Decker@oregon.gov](mailto:Doug.S.Decker@oregon.gov).

The Department

The Oregon Department of Forestry (ODF) was established in 1911. The Department's mission, under the direction of the State Forester, who is appointed by the Oregon Board of Forestry, is to serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability. Oregon's Revised Statutes (ORS) direct the State Forester to act on all matters pertaining to forestry, including collecting and sharing information about the conditions of Oregon's forests, protecting forestlands and conserving forest resources.

Specific duties identified in Oregon statute (ORS 526.041) include:

- fire protection for 16 million acres of private, state and federal forests;
- regulation of forest practices (under the Oregon Forest Practices Act) and promotion of forest stewardship;
- implementation of the Oregon Plan for Salmon and Watersheds;

- detection and control of harmful forest insect pests and forest tree diseases on 12 million acres of state and private lands;
- management of 848,000 acres of state-owned forestlands;
- forestry assistance to Oregon's 166,000 non-industrial private woodland owners;
- forest resource planning; and
- community and urban forestry assistance.

#### The COMMUNITY and the CITY

Salem, Oregon, is a growing community located in the heart of the Willamette Valley. The Willamette Valley is one of the most fertile and agriculturally productive regions in the world. The area is dotted with cities, farms, and forests and is considered one of the most livable areas of the country, offering a low cost-of-living, quality schools, and mild weather. The city covers 47 square miles and has a population of approximately 147,215. Salem, the state capital, is one of the valley's oldest cities and the second largest city in Oregon. The principal industries are agriculture, government, food processing, lumber, manufacturing, education, and tourism. Salem has both private and public schools, pre-school through university level. There are four universities and two community colleges within a 30-mile radius.

The Salem area is rich with parks, rivers, lakes, and recreational activities, including hiking, fishing, biking, boating, equestrian trails, organized children's sports and activities, Saturday artisan markets, theatre, museums, art fairs, music fairs, and the Oregon State Fair. A short driving distance to the east is world class skiing in the Cascade Mountains. To the west are many beautiful public beaches on the Pacific Ocean. To the north is Portland, Oregon's cultural hub and largest city, and to the south are the rivers and canyons of the beautiful Rogue Valley and the annual Shakespearean Festival in Ashland.

NOTE: The first round of interviews are anticipated to be held during the week of August 22, 2016.

The Oregon Department of Forestry: Serving Oregonians by protecting Oregon's forests.

#### DUTIES & RESPONSIBILITIES:

The person selected for this position will implement the mission and policies of the Board of Forestry and provide overall leadership for the Oregon Department of Forestry. Major duties include, but are not limited to:

- Ensure the goals and objectives of the Board of Forestry are carried out through executive leadership of the Department including the implementation and administration of rules and policies adopted by the board.
- Serve as the Secretary to the Oregon Board of Forestry.
- In compliance with ORS chapter 183, promulgate rules consistent with law for the enforcement of the state forest laws relating directly to the protection of forestland and the conservation of forest resources.
- Appoint and instruct fire wardens as provided in ORS chapter 477.
- Direct the improvement and protection of forestland owned by the State of Oregon.
- Collect data relative to forest conditions.
- Take action authorized by law to prevent and extinguish forest, brush and grass fires.
- Enforce all laws pertaining to forestland and prosecute violations of such laws.
- Cooperate with landowners, political subdivisions, private associations, agencies and others in forest protection.

- Advise and encourage reforestation.
- Publish such information on forestry as the State Forester determines to be in the public interest.
- Enter into contracts and cooperative agreements pertaining to experiments and research in forestry.
- Sell, exchange or otherwise dispose of any real property heretofore or hereafter acquired by the board for administrative purposes and no longer needed.
- Coordinate any activities of the State Forestry Department related to a watershed enhancement project approved by the Oregon Watershed Enhancement Board under ORS 541.375 with activities of other cooperating state and federal agencies participating in the project.
- Prescribe uniform state standards for certification of wildland fire training courses and educational programs.

Working Conditions: Conventional office environment. Frequent overnight in-state and out-of-state and occasional international travel. Frequently requires working extended hours in the evening and on weekends under stressful conditions. Required to drive an assigned vehicle, obeying all traffic laws.

#### QUALIFICATIONS, REQUIRED & REQUESTED SKILLS:

##### Minimum Qualifications:

You must be a practical forester familiar with western conditions and experienced in organization for the prevention of forest fires as required by ORS 526.031; defined as a professional engaged in the science and profession of forestry; AND HAVE

Eight years of management experience in a natural resource public or private organization which included responsibility for ALL of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation.

*In the work experience section of your application, you must clearly describe your experience in each of the (a), (b), (c), (d) areas listed. Failure to provide this information may result in eliminating your application from further consideration.*

##### Desired Attributes

The ideal candidate will possess the following Desired Attributes:

1. Proven leadership, vision and commitment to forests and forest ecosystems, the development and implementation of forest policy, and the various communities that depend upon the social, economic and environmental resources associated with forests;
2. Proven success in providing leadership and vision to and forming collaborative, productive partnerships with a diverse set of stakeholders and staff;
3. Experience with or understanding of Oregon fire protection, forest management and conservation, and natural resource protection regulation;
4. Outstanding communicator who is considered forthright, honest, fair and timely among employees, partners and stakeholders;
5. Experience in the development, management and evaluation of budgets with diverse revenue sources and funding mechanisms;
6. Awareness and understanding of Oregon Department of Forestry policy and operations, and the current opportunities and challenges facing the agency;

7. Demonstrated skill at managing conflict and decision-making; willing to make difficult or unpopular decisions; commitment to and experience with science and data-based decision making.
8. Proven experience leading a complex agency or organization to maximize the potential of its personnel and internal processes.
9. Experience in engaging with legislators, stakeholders, boards and staff to develop and implement policy, statute and administrative rule.
10. Experience in the development, implementation and periodic evaluation of strategic initiatives, policies, and long- and short-range plans to position the agency 5-10 years in the future.
11. Demonstrated ability to foster an agency culture of service, workforce diversity and strong internal communication and alignment.

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TO APPLY

To apply, follow the "Apply" link above and complete the Oregon Employment Application online. All application materials must be received by the closing date/time posted on this announcement.

Interested candidates must:

- Complete the work history sections of the job application to clearly show how you meet the minimum qualifications listed in the Qualifications and Desired Attributes section of this announcement. Failure to do so will result in disqualification of your application.
- Write a cover letter, no more than two pages, that describes why you are interested in this position and how your background closely matches the DESIRED ATTRIBUTES section of this announcement. If you are selected as a finalist for this position your cover letter will be shared with stakeholders as part of the final interview process.
- Provide a list of references that includes at least three people from each of the following categories: supervisor, peer and subordinate.

Attach all of the required materials to the attachment section of your application. Faxed or mailed materials will not be considered with your job application materials.

The screening of candidates will be based on review of the application, cover letter and responses to the supplemental questions. Candidates who meet the minimum qualifications and whose backgrounds most closely match the desired attributes as outlined in this announcement will be invited to interview.

NOTE: This position requires the operation of a State vehicle for the purpose of conducting official State business. An Oregon driving record check will be conducted on the top applicants to ensure a valid license and acceptable driving record. If your license is from outside Oregon, you must submit at least a three year court/DMV printout at the time of interview.

An unacceptable driving record includes:

- Conviction of a major traffic offense within the previous 24 months which includes reckless driving, driving under the influence, failing to perform the duties of a driver, criminal driving while suspended or revoked, fleeing or attempting to elude a police officer, felony hit and run, etc.;
- Felony revocation of driving privileges or felony or misdemeanor license suspension within the previous 24 months;
- More than 3 moving traffic violations in the previous 12 months;
- A careless driving conviction in the previous 12 months;
- A Class A moving traffic violation in the previous 12 months.

ADDITIONAL INFORMATION:  
IMPORTANT NOTICE:

To improve communication with all applicants the State of Oregon requires an e-mail address be provided on all applications. If you do not currently have an e-mail address and do not know where to go to get one, please refer to our Applicant Frequently Asked Questions web page to view several links to internet providers where you can get a free e-mail account. The State of Oregon does not endorse any particular provider.

*To ensure clear communication, please unfilter emails from governmentjobs.com and neogov.com*

This is an Executive service position and not represented by a union. Pay and benefits on all job announcements may change without further notice.

If you require an alternate format in order to complete the employment process, you may call ODF Human Resources at 503-945-7200.

Only complete applications will be considered. Your answers to the supplemental questions must be reflected in the work experience section of your application. Be sure to answer all supplemental questions and attach all required documents. Responses to the supplemental questions will determine if you meet the minimum qualifications, any special qualifications and/or desired attributes for the position. Do not submit a resume in place of completing the Supplemental Questionnaire or the Work Experience section of the application.

Qualified applicants whose responses most closely match the requirements for this position will be invited to interview. Transcripts must be submitted at the time of application to verify educational coursework/degree achieved.

Veterans - If you are an eligible veteran and you meet the minimum qualifications, veterans' preference points will be added to your score. To receive veterans' preference points you MUST attach to your electronic application the following required documentation:

- A copy of the DD214/215 for the five (5) point preference;
- OR A copy of the DD214/215; AND a veteran's disability preference letter from the United States Department of Veterans' Affairs for the ten (10) point preference.

For more information on veterans' preference points visit [www.oregonjobs.org](http://www.oregonjobs.org), and select veterans' preference.

PLEASE NOTE: The Oregon Department of Forestry does not offer visa sponsorships. Within three days of hire, all applicants will be required to complete U.S. Department of Homeland Security form I-9, confirming authorization to work in the United States.

THE OREGON DEPARTMENT OF FORESTRY IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER COMMITTED TO WORK FORCE DIVERSITY

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VISIT OUR AGENCY WEBSITE AT:  
<http://www.oregon.gov/ODE>

Job #ODF16-0123  
PRINCIPAL EXECUTIVE/MANAGER H (STATE  
FORESTER)  
MO

OUR OFFICE IS LOCATED AT:  
2600 State Street  
Salem, OR 97310  
503-945-7200

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#### Principal Executive/Manager H (State Forester) Supplemental Questionnaire

##### Work Experience

The work experience section of your application must include a clear description of your experience in order to determine if you meet the required skills (minimum and special qualifications) and at what level you meet the requested skills (desired attributes). Your answers to supplemental questions about your specific experience must also be supported in the work experience statements in your application form or, if requested, your resume. Supplemental materials such as cover letters and/or a resume will NOT be reviewed or used to determine candidates' qualifications unless the posting specifically states those materials are required from applicants.

##### Supplemental Questions

Your answers to the Supplemental Questions may be reviewed to help determine if you meet the required skills and how you meet the requested skills for the position to which you have applied. This review may include an automated scoring process and/or a manual review of all or some of the responses.

Note: The specific questions and scoring process used are determined by each hiring authority. Only those individuals who meet the required skills and most closely match the requested skills will be invited to an interview.

##### Transcripts

Transcripts are required to be attached to your application if you are using education or coursework to meet the minimum qualifications. Transcripts must be from an accredited institution and clearly show 1) your name; 2) the name and address of the institution; 3) the degree received; and 4) required courses completed with a passing grade. For application purposes, photocopies are acceptable; however official or original documents may be requested to validate education. This (transcript) requirement does not apply to all initial applications for positions with the Oregon Legislature or the Oregon Judicial Department; in those branches the requirement, if any, for transcripts is as indicated on the job announcement.

\* 1. Which of the following best describes your highest related level of education?

- High School Diploma or Equivalent
- Some College Coursework, No Degree Received
- Associate's Degree
- Associate's Degree and additional coursework
- Bachelor's Degree
- Bachelor's Degree and additional coursework
- Master's Degree
- Master's Degree and additional coursework
- Doctorate Degree
- Doctorate Degree and additional coursework
- None of the Above

- \* 2. Which of the following best describes the number of graduate level (500 level or higher) credit hours you have completed? If you have not completed coursework at this level, enter N/A.

- N/A
- 4 Quarter hours/3 Semester hours
- 8 Quarter hours/5 Semester hours
- 12 Quarter hours/8 Semester hours
- 16 Quarter hours/11 Semester hours
- 20 Quarter hours/13 Semester hours
- 24 Quarter hours/16 Semester hours
- 28 Quarter hours/19 Semester hours
- 32 Quarter hours/21 Semester hours
- 36 Quarter hours/24 Semester hours
- 40 Quarter hours/27 Semester hours
- 44 Quarter hours/29 Semester hours
- 45-68 Quarter hours /30-45 Semester hours
- 69-95 Quarter hours /46-63 Semester hours
- 96-143 Quarter hours /64-95 Semester hours
- 144-191 Quarter hours /96-127 Semester hours
- 192-239 Quarter hours /128-159 Semester hours
- 240 or more Quarter hours /160 or more Semester hours

- \* 3. Which of the following best describes the focus of your degree?

- Forestry
- Wildlife Management
- Biology
- Botany
- Plant Pathology
- Forest Engineering
- Business Administration
- Public Administration
- Other Related Degree
- My degree is not related
- I do not have a degree

- \* 4. Which of the following best describes the focus of your graduate level (500 or higher) coursework?

- Forestry
- Wildlife Management
- Biology
- Botany
- Plant Pathology
- Forest Engineering
- Business Administration
- Public Administration
- Other Related Degree
- My degree is not related
- I do not have a degree

- \* 5. If you selected "Other Related Education" in question 3 or 4, please identify the focus of your degree. If you did not, enter N/A.
- \* 6. Describe your experience as a practical forester familiar with western conditions and experienced in organization for the prevention of forest fires. For this purpose a practical forester is defined as a professional engaged in the science and profession of forestry.
- \* 7. Which of the following best describes your level of management experience in a natural resource public or private organization which included responsibility for ALL of the following: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, and d) budget preparation. In the work experience section of your application, clearly describe your experience in each of the (a), (b), (c), (d) areas listed. Failure to provide this information may result in eliminating your application from further consideration.
  - less than 6 months
  - 6 to 11 months
  - 12 to 17 months
  - 18 to 23 months
  - 2 years
  - 3 years
  - 4 years
  - 5 years
  - 6 years
  - 7 years
  - 8 years
  - 9 years
  - 10 years or above
  - None of the above
- \* 8. Please describe your experience providing leadership, vision and commitment to forests and forest ecosystems, the development and implementation of forest policy, and the various communities that depend upon the social, economic and environmental resources associated with forests.
- \* 9. Describe your experience leading a complex agency or organization to maximize the potential of its personnel and internal processes.
- \* 10. Describe your experience with or understanding of Oregon fire protection, forest management and conservation, and natural resource protection regulation.



- \* 11. Describe your knowledge and experience in the development, management and evaluation of budgets with diverse revenue sources and funding mechanisms.
- \* 12. Describe your commitment to and experience with science and data-based decision making.
- \* 13. Describe your experience in engaging with legislators, stakeholders, boards and staff to develop and implement policy, statute and administrative rule.
- \* 14. Do you currently have a valid driver's license in accordance to the driving standards listed in this announcement?
  - Yes
  - No
- \* 15. Did you attach your cover letter describing how your training and experience meets the Desired Attributes listed on the announcement? Failure to do so may eliminate you from the recruitment process.
  - Yes
  - No
- \* Required Question

SAMPLE

**State Forester Recruitment Plan**  
June 2016

*Note: Two week check-ins between Richard Whitman (Governor's Office), Madilyn Zike (Chief Human Resources Officer DAS), Jonathan Herman and Doug begin July 13<sup>th</sup> and run through mid-September.*

**Roles**

Doug Decker and Jonathan Herman, ODF

1. Coordinate overall process;
2. Maintain close communication and ongoing coordination with agency, Board Chair, GNRO and CHRO;
3. Support Board in development and finalization of desired attributes;
4. Conduct recruitment, support Board selection process;

GNRO – CHRO

1. Review and refine desired attributes;
2. Oversee and participate as desired in recruitment process;

<b>Task</b>	<b>Who</b>	<b>Completion Date</b>	<b>Comment</b>
1. Draft desired attributes and prepare for Board action on June 28.	Doug to draft, circulate with GNRO & CHRO prior to Board action	Circulate draft to CHRO/GNRO by Monday 6-20	Reviewed DA's for other agency recruitments; shared early drafts with ODF ET/LT
2. Draft recruitment announcement	Doug to prepare	GNRO – CHRO receive draft by Friday 6-24	Recruitment open for four weeks
3. Revise Position Description	Doug prepare; circulate to CHRO- GNRO and Board Chair	Share draft by Friday, July 1	
4. Board approval of Desired Attributes	Doug prepare; Board consider, improve, approve	Board meeting (via phone) Tuesday 6-28	
5. Outreach and circulation to candidates and networks of interest	ODF to distribute announcement; encourage BOF and others to circulate	Announcement rolled out by Friday 7-1, open until 7-29.	
6. Develop interview questions and forums	Doug to lead; coordinate with CHRO- GNRO and BOF Chair on forums	Questions and process plans in place by Friday 7-15.	

Task	Who	Completion Date	Comment
7. Establish timelines, save-the-dates and logistics for forums and interviews	Jonathan and HR Team	Begin by Friday 7-15 and complete by Friday 7-29	To be finalized at coordination meeting on Wednesday 7-13
8. Processing of applications and applicant summary	Jonathan Herman and ODF HR team	Completed by Friday 8-12	
9. First Interview	Conducted by BOF	Target week of August 22	Optional if necessary to reduce to 2-3 finalists.
10. Employee and Stakeholder forums	Facilitated by ODF HR and Doug	Target week of August 29	
11. Potential Governor meeting	Board Chair and RW introduce finalists to GKB, 15 minute conversation	Target week of August 29	Input provided directly to BOF Chair
12. Board final interview (in executive session) and selection decision (in open session)	Board of Forestry	Already scheduled Board of Forestry meeting on Wednesday, September 7 <sup>th</sup>	
13. New State Forester on Board		By September 16 <sup>th</sup> allowing for overlap	

## **Principal Statutory Obligations of the State Forester in ORS 526.041**

- (1) Adopt rules related to enforcement of the state forest laws relating directly to the protection of forestland and the conservation of forest resources;
- (2) Appoint and instruct fire wardens;
- (3) Direct the improvement and protection of State forest lands;
- (4) Collect data relative to forest conditions;
- (5) Take legally-authorized actions to prevent and extinguish forest, brush and grass fires.
- (6) Enforce and prosecute violations of all laws pertaining to forestland;
- (7) Cooperate with landowners, political subdivisions, private associations and agencies and others in forest protection;
- (8) Advise and encourage reforestation;
- (9) Publish such information on forestry as the forester determines to be in the public interest;
- (10) Enter into contracts and cooperative agreements pertaining to experiments and research in forestry;
- (11) Sell, exchange or otherwise dispose of any real property acquired for administrative purposes that is no longer needed;
- (12) Coordinate any activities of the Department related to Oregon Watershed Enhancement Board projects that include activities of other states and federal agencies;
- (13) Prescribe uniform state standards for certification of wildland fire training courses and educational programs;
- (14) Serve as the Governor's authorized representative for the purpose of initiating the fire management assistance declaration process with the Federal Emergency Management Agency and administering Federal Emergency Management Agency fire management assistance grants.

In addition to the above-paraphrased obligations, the State Forester is authorized within his or her discretion to carry out the following actions:

- (1) Protect the lands from fire, disease and insect pests, cooperate with the counties and with persons owning lands within the state in the protection of the lands and enter into all agreements necessary or convenient for the protection of the lands.
- (2) Enter into and administer contracts for the sale of timber from lands owned or managed by the State Board of Forestry and the State Forestry Department.

(3) Enter into and administer contracts for activities necessary or convenient for the sale of timber under subsection (2) of this section, either separately from or in conjunction with contracts for the sale of timber, including but not limited to activities such as timber harvesting and sorting, transporting, gravel pit development or operation, and road construction, maintenance or improvement.

(4) Permit the use of the lands for other purposes, including but not limited to fish and wildlife environment, landscape effect, protection against flood and erosion, recreation and production and protection of water supplies when the use is not detrimental to the purpose for which the lands are dedicated.

(5) Contract with other governmental bodies for the protection of water supplies to facilitate the multiple use of publicly owned water supplies for recreational purposes as well as a source of water for domestic and industrial use.

(6) Grant permits and licenses on, over and across the lands.

(7) Reforest the lands and cooperate with persons owning timberlands within the state in the reforestation and make all agreements necessary or convenient for the reforestation.

(8) Establish a forestry carbon offset program to market, register, transfer or sell forestry carbon offsets. In establishing the program, the forester may:

(a) Execute any contracts or agreements necessary to create opportunities for the creation of forestry carbon offsets; and

(b) Negotiate prices that are at, or greater than, fair market value for the transfer or sale of forestry carbon offsets.

(9) Do all things and make all rules and regulations, not inconsistent with law, necessary or convenient for the management, protection, utilization and conservation of the lands.

(10) Require such undertakings as in the opinion of the State Forester are necessary or convenient to secure performance of any agreement authorized in ORS 530.450 to 530.520.

## STAFF REPORT

Agenda Item No.:	3
Work Plan:	Fire Protection
Topic:	Ongoing Topic; Fire Season Readiness and Forecast
Presentation Title:	2021 Fire Season Outlook and Readiness Report
Date of Presentation:	June 9, 2021
Contact Information:	Doug Grafe, Chief, Fire Protection Division 503-945-7204; <a href="mailto:doug.grafe@oregon.gov">doug.grafe@oregon.gov</a>

### SUMMARY

Oregon revised statutes define the Department's Fire Protection policy, which requires a complete and coordinated system. This system relies on the partnership between the Department and forest landowners with a commitment to ongoing communication and collaboration with many other state and federal agencies. Fire management leaders from the Department will provide a briefing on some of the ongoing coordination and an up-to-date fire season status report during this agenda item. A weather forecast and fire season outlook will also be included in this agenda item.

## STAFF REPORT

Agenda Item No.:	4
Work Plan:	Fire Protection
Topic:	Annual Topic: Approval of Forest Protection Association District Budgets and Rates
Presentation Title:	Approval of the Forest Protection Association District 2022 Fiscal Budgets and Rates
Date of Presentation:	June 9, 2021
Contact Information:	Doug Grafe, Chief, Fire Protection 503-945-7204; <a href="mailto:doug.grafe@oregon.gov">doug.grafe@oregon.gov</a> Ron Graham, Interim Chief, Fire Protection (503) 945-7271; <a href="mailto:ron.graham@oregon.gov">ron.graham@oregon.gov</a>

### SUMMARY

ORS 477.265 requires the Board of Forestry to annually review the forest protection district budgets and pass final approval on all district budgets including the prorated acreage assessment rates.

### CONTEXT

Oregon's wildfire protection system has historically provided an effective and efficient method of addressing the state's fire protection responsibilities – both in initial attack and large fire management needs. The system uses a “complete and coordinated” methodology and is funded through a complex mix of landowner and state general fund dollars. The system provides policy, prevention and suppression activities at the national, statewide and district levels. The delivery of these services are reviewed annually and predominately funded through the development of fiscal protection budgets in which the costs are proportioned on a legislative determined statutory ratio of landowner and general fund dollars.

#### Development Process:

Consistent with statutory direction<sup>1</sup>, each year in January, the state office and districts begin developing a fire protection budget to fund activities for the upcoming fiscal year (July 1<sup>st</sup> – June 30<sup>th</sup>). During the development process, district budget committees analyze and review the draft budget prior to making recommendations to the District Forester. The budget committee then carries the final recommended budget to the Board of Directors of the Forest Protective Association for consideration at the annual spring association meeting. Additionally, each district holds a public budget meeting for any landowners affected by the budget to provide an opportunity for any additional public comments on the budget.

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<sup>1</sup> ORS 477.235 Forester to prepare tentative budget estimates for districts  
ORS 477.240 Advisory and guidance committees  
ORS 477.255 Holding of budget meeting; revision and submission for final approval  
ORS 477.265 Board to deal with budgets annually

The last step in the district fiscal protection budget process is submittal to the State Forester and then official approval by the Board of Forestry in June. Attachment 1 provides a summary of the fiscal year 2022 recommended budgets.

### **BACKGROUND / ANALYSIS**

Throughout the development of the fiscal year 2022 budgets and spring association meetings, landowners have expressed appreciation for the level of protection and service they receive from the Associations and Department. Association meetings have been very collaborative and productive with excellent dialog focusing on important fire protection related topics and all Associations recommended approval of their fiscal year 2022 fire protection budget.

Fiscal Budget development begins with Headquarters developing a budget and drafting instructions to the districts. This process starts in early January to allow adequate time for completion and submittal to the Board of Forestry by June.

### **RECOMMENDATION**

The Department recommends the Board approve all Fiscal Year 2022 district and association protection budgets as presented in Attachment 1.

### **ATTACHMENT**

- (1) 2022 Protection Budget Summary, by District, and Area



## 2022 PROTECTION BUDGET SUMMARY, by DISTRICT and AREA

		FY21 ACRES	FY21 Total Budget	FY22 Total Budget	% Change	FY21 Rate	FY22 Rate	% Change	Private Lands Rate*	Rate w/ WPA Adj**	OFLPF Ass'mt
<b>NORTHWEST OREGON AREA</b>											
Northwest	Timber	1,760,387.88	\$5,356,181	\$5,127,403	-4.3%	\$1.9842	\$2.2876	15.3%	\$1.1438		0.05
West Oregon	Timber	1,084,024.43	\$3,009,829	\$3,225,538	7.2%	\$2.3279	\$2.4593	5.6%	\$1.2297		0.05
North Cascade	Timber	651,115.94	\$2,300,192	\$2,445,601	6.3%	\$2.6143	\$3.3232	27.1%	\$1.6616		0.05
<b>TOTAL FOR NW AREA DISTRICTS</b>		<b>3,495,528.25</b>	<b>\$10,666,202</b>	<b>\$10,798,542</b>	<b>1.2%</b>						
<b>SOUTHERN OREGON AREA</b>											
Southwest	Timber	1,703,075.12	\$8,209,481	\$8,149,279	-0.7%	\$5.0048	\$5.3744	7.4%	\$2.6872		0.05
	Grazing	173,326.71	\$703,884	\$698,654	-0.7%	\$2.9093	\$2.1334	-26.7%	\$1.0667		0.075
Coos FPA	Timber	1,494,437.48	\$5,482,750	\$5,841,923	6.6%	\$3.2716	\$3.4739	6.2%	\$1.7370		0.05
	Grazing	61,147.75	\$167,191	\$178,299	6.6%	\$2.4095	\$2.5523	5.9%	\$1.2762		0.075
Douglas FPA	Timber	1,404,286.00	\$5,903,787	\$6,438,998	9.1%	\$3.9480	\$4.2226	7.0%	\$2.1113		0.05
	Grazing	272,563.75	\$620,725	\$674,144	8.6%	\$1.2749	\$1.9678	54.3%	\$0.9839		0.075
South Cascade	Timber	1,133,871.44	\$4,020,904	\$4,012,963	-0.2%	\$3.2298	\$3.4592	7.1%	\$1.7296		0.05
Western Lane	Timber	785,173.22	\$2,378,273	\$2,517,768	5.9%	\$2.3526	\$2.8086	19.4%	\$1.4043		0.05
<b>TOTAL FOR SW AREA DISTRICTS</b>		<b>7,027,881.47</b>	<b>\$27,486,995</b>	<b>\$28,512,028</b>	<b>3.7%</b>						
<b>EASTERN OREGON AREA</b>											
Central Oregon	Timber	1,014,477	\$5,796,326	\$5,340,266	-7.9%	\$4.2131	\$4.6624	10.7%	\$2.3312	\$2.1152	0.075
	Grazing	1,046,888	\$1,889,342	\$1,788,789	-5.3%	\$1.6748	\$1.7578	5.0%	\$0.8789	\$0.6629	0.075
	Z 1	237,268	\$69,757	\$69,757	0.0%	\$0.3000	\$0.3000	0.0%			
Northeast Oregon	Timber	846,899	\$3,996,829	\$4,026,333	0.7%	\$3.5646	\$3.5801	0.4%	\$1.7901	\$1.5741	0.075
	Grazing	1,088,105	\$1,512,751	\$1,594,560	5.4%	\$1.2516	\$1.2128	-3.1%	\$0.6064	\$0.3904	0.075
Klamath-Lake	Timber	1,015,527	\$4,479,479	\$4,902,175	9.4%	\$3.6540	\$3.6097	-1.2%	\$1.8049	\$1.5889	0.075
	Grazing	488,368	\$857,277	\$937,623	9.4%	\$1.4483	\$1.4317	-1.1%	\$0.7159	\$0.4999	0.075
Walker Range	Timber	183,795	\$716,209	\$793,077	10.7%	\$3.8947	\$3.8565	-1.0%	\$1.9283	\$1.7123	0.075
	Grazing	2,545	\$1,904	\$3,127	64.2%	\$0.5816	\$1.1784	102.6%	\$0.5892	\$0.3732	0.075
<b>TOTAL FOR EO AREA DISTRICTS</b>		<b>5,923,873</b>	<b>\$19,319,874</b>	<b>\$19,455,707</b>	<b>0.7%</b>						
STATEWIDE	Timber	13,077,070	\$51,650,240	\$52,821,324	2.3%	\$3.3573	\$3.6243	8.0%	\$1.812		
STATEWIDE	Grazing	3,132,945	\$5,753,074	\$5,875,196	2.1%	\$1.5395	\$1.5718	2.1%	\$0.786		
STATEWIDE	Z 1	237,268	\$69,757	\$69,757	0.0%	\$0.3000	\$0.3000	0.0%	\$0.000		
<b>STATEWIDE TOTAL</b>		<b>16,447,283</b>	<b>\$57,473,071</b>	<b>\$58,766,277</b>	<b>2.3%</b>						

**NOTES:**

\* Lands not owned by public bodies may not be assessed in excess of 50% of the pro rata cost per acre, per ORS 477.230.

\*\* Wildfire Protection Act (WPA), passed in 2013, in accordance with 477.777, includes Eastside Rate Relief.

Agenda Item No.:	5
Work Plan:	Administrative
Topic:	Macias, Gini & O'Connell (MGO) Recommendations
Presentation Title:	MGO Report and Department Implementation Plan
Date of Presentation:	June 9, 2021
Contact Information:	Bill Herber, Deputy Director for Administration (503) 945-7203 <a href="mailto:bill.herber@oregon.gov">bill.herber@oregon.gov</a> Sabrina Perez, Senior Strategy Manager (503) 945-7311 <a href="mailto:sabrina.perez@oregon.gov">sabrina.perez@oregon.gov</a>

**SUMMARY**

The Department will present results of an independent external review of the agency's financial management structure and processes related to wildfire costs as conducted by Macias, Gini, & O'Connell and an accompanying implementation plan developed to address the recommendations.

**CONTEXT**

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 pursued two primary tasks: 1) hire an independent contractor to provide recommendations for structural changes to expedite and standardize 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. This presentation will focus on the Department's response to the recommendations produced in the first task by the independent contractor.

**BACKGROUND**

Macias, Gini, & O'Connell LLP (MGO), a CPA and advisory firm, was hired by the Department of Administrative Services to perform an assessment of the Department of Forestry's (ODF) fire finance operations, including accounts receivable, accounts payable, and district fire budgeting. MGO began their engagement with ODF in December 2019, conducted onsite visits at our Salem Headquarters office and multiple Field Protection District offices through spring, presented a preliminary set of findings and recommended process improvements in summer, and refined recommendations in late 2020. ODF collaborated with its leadership across the organization to develop management responses to the recommendations and subsequently began efforts to define sequenced implementation actions to address the recommendations and mitigate risk. The external review by MGO was recently completed with a final report published on April 22, 2021 (Attachment 1) and presented to the Oregon Legislature on May 5.

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. 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.

ODF has developed a comprehensive implementation plan 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. 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.

## **RECOMMENDATION**

The Department is seeking the Board's interest in their level of engagement and oversight to its work implementing MGO's recommendations and offers two recommendations for Board consideration:

- 1) Integration of MGO's recommendations as a new issue within the Board's 2020-2022 Administrative Work Plan (Attachment 2) with milestones to include regular status updates and iterative approval of the Department's MGO Implementation Plan.
- 2) Approval of the Department of Forestry MGO Implementation Plan, Version 1(Attachment 3).

## **NEXT STEPS**

Based on Board review and guidance, staff will refine the implementation plan and continue to report on milestone deliverables and progress.

## **ATTACHMENTS**

- 1) Macias, Gini and O'Connell (2021). *Oregon Department of Administrative Services, Oregon Department of Forestry, Review and Assessment Report, April 22, 2021*. Macias, Gini, and O'Connell (MGO).
- 2) Board of Forestry Administrative Work Plan 2020-2022 Revision Draft, June 9, 2021
- 3) Department of Forestry MGO Implementation Plan, Version 1 (*available before meeting*)

**OREGON DEPARTMENT OF  
ADMINISTRATIVE SERVICES**

**OREGON DEPARTMENT OF FORESTRY**

Review and Assessment

April 22, 2021



Certified  
Public  
Accountants

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES  
OREGON DEPARTMENT OF FORESTRY**  
Review and Assessment

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**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
**OREGON DEPARTMENT OF FORESTRY**  
Review and Assessment  
Engagement Summary

**Overview**

Macias Gini & O'Connell LLP (MGO) was engaged by the Oregon Department of Administrative Services (ODAS) to provide an independent third party assessment of the Oregon Department of Forestry's (ODF) current Accounts Receivable (AR) and Accounts Payable (AP) practices. MGO performed the work in accordance with the Statements on Standards for Consulting Services issued by the American Institute of Certified Public Accountants. The objective of the engagement was to review, reconcile, evaluate and make recommendations on ODF's AR and AP functions as a whole; AR and AP policies and procedure; ODF's policy and procedures involving the Federal requirements for submission of claims and reimbursement, focusing on the Federal Emergency Management Agency (FEMA) Fire Management Assistance Grant (FMAG) Program and; the AR and AP statutory and policy structure.

ODF's fire protection activities are performed by three primary groups:

- **ODF Operations:** Responsible for overall execution of fire protection and oversight of the field protection districts and operating associations.
- **ODF Administration:** Responsible for budgeting, financial services, contract and acquisition management, human resources, and information technology.
- **Field Protection Districts and Operating Associations:** Responsible for fire protection and daily operations at the district level.

ODF is an executive branch agency within the state government enterprise, required to follow the same policies as other state agencies but allowed to create enhanced policy standards and associated procedures specific to ODF. This tiered approach to state government policy places overarching Federal Law requirements first, followed by Oregon Revised Statutes, then followed by Oregon Administrative Rules, further implemented by Department of Administrative Services (DAS) statewide policies including the Oregon Accounting Manual and then subsequently followed by ODF policies, directives, procedures, and guidance. MGO considered the statewide policies in effect and have made several recommendations as to additional policies and procedures the Department of Forestry should establish or revise to mitigate risk in Accounts Receivable and Accounts Payable practices related to fire finance.

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

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**Scope and Objectives**

The scope of the engagement of ODF included activity occurring during the period of July 1, 2015, through December 31, 2020. The review focused on the following three areas:

1. Accounts Receivable and Payable Process Evaluation
2. Federal Emergency Management Agency (FEMA) Claims
3. Past and Current Practices and Procedures

The objectives of the areas identified above included the following:

1. Review and evaluate ODF's Accounts Receivable and Payable functions at the twelve fire protection districts; including nine districts inside the ODF department structure and three districts that are independent non-profit entities. Assist with the dispersing of backlogged invoices, preparing invoices, and reviewing documentation related to past transactions that have been paid.
2. Review and evaluate ODF's FEMA Fire Management Assistance Grant (FMAG) Program claim submittals for the past five years to provide ODAS and ODF with an understanding what expenses are eligible for reimbursement under the FMAG program and FEMA's submission requirements for claims.
3. Research, evaluate, and, taking into account the processes, practices and procedures used in each District, enumerate ODF's process for current and past AR and AP practices and procedures including: decision making, timely invoice submittal or payment, planning and policy development.

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**Observation Rating Significance**

The observations are classified by rating significance as defined below:

<b>High</b>	<ul style="list-style-type: none"> <li>• Design of controls is ineffective in addressing key risks or no process exists to manage the risk.</li> <li>• Controls/policies/procedures documentation is incomplete, unclear or outdated, not monitored and/ or does not exist.</li> <li>• Controls are not in operation or have not yet been implemented.</li> <li>• There is non-compliance with laws/regulations/policies/procedures and there are opportunities to develop new controls to provide a more appropriate level of assurance.</li> <li>• Immediate need for corrective and/or improvement actions to be undertaken.</li> </ul>
<b>Medium</b>	<ul style="list-style-type: none"> <li>• Design of controls only partially addresses key risks, and does not provide adequate assurance that all objectives will be achieved.</li> <li>• Controls/policies/procedures are documented, up-to-date, and monitored, but there are some gaps in the documentation relied upon to provide evidence that the key controls are operating effectively.</li> <li>• Controls are not operating consistently and/or effectively, or have not been fully implemented. Identified general compliance with laws/regulations/policies/procedures with a few minor exceptions.</li> <li>• There are some opportunities to improve existing controls, strengthen compensating controls and/or awareness of the controls.</li> <li>• There is a cost/benefit advantage to implement improvement opportunities.</li> </ul>
<b>Low</b>	<ul style="list-style-type: none"> <li>• Design of controls is adequate in addressing key risks, providing a reasonable level of assurance that objectives are being achieved.</li> <li>• Controls/policies/procedures are documented, up-to-date, and monitored.</li> <li>• Controls are fully implemented and operating effectively and efficiently.</li> <li>• Identified high level of compliance with laws/regulations/policies/procedures.</li> <li>• Some improvement opportunities have been identified but not yet actioned.</li> </ul>



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**1. COST SHARE AGREEMENTS**

**Category:** Policies & Procedures

A cost share agreement documents the financial responsibility for incident resources for multi-agency (states and federal) incidents where a decision has been made to share resource costs. Cost share agreements are executed per incident and at the point in time when an incident involves multi-agencies. Cost share agreements identify the period in which costs are shared, the costs to be shared, the method by which costs will be shared, and the costs to be borne by each agency (not shared). Master agreements between agencies address the need for incident-specific agreements and identify agency specific requirements, including format and required signatures.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**RECOMMENDATION:**

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

**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.

**RESPONSIBLE PARTIES:** ODF Operations Branch

**TARGET COMPLETION DATE:** June 30, 2021

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**2. COST SHARE SETTLEMENTS**

**Category:** Policies & Procedures

Once cost share fire incidents are concluded, the costs for each participating agency is determined using incident generated data comprised of actual and estimated expenditures and/or final agency financial data. Cost share reconciliation spreadsheets are utilized to assist in the calculations necessary to finalize expenditure splits between agencies in accordance with the terms of the cost share agreements. Cost share reconciliations are shared with all participating agencies and representatives from each agency meet to review and approve the cost share settlement.

**OBSERVATION:**

**Risk Rating: High**

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).

**IMPACT:**

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.

**RECOMMENDATION:**

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

**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.

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** June 30, 2021

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**3. COST SHARE COLLECTIONS**

**Category:** Policies & Procedures

For incidents, which include multiple agencies, one agency is designated as the “paying agency” at the start of the incident. The paying agency is responsible for the payment of expenditures incurred during the respective multi-agency incident based on terms noted in the cost share agreement. Once the incident has been completed, a cost share reconciliation will occur, and the total expenditures by cost share partner will be determined. In instances where ODF has incurred more expenditures than the total amount due per the cost share reconciliation, an invoice will be remitted to the respective cost share agency for their balance due based upon the expenditures incurred and the terms of the cost share agreement.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** June 30, 2021

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**4. CASH FLOW PROJECTIONS**

**Category:** Policies & Procedures

ODF Administrative Branch is responsible for preparing cash flow statements and cash projections as needed. Cash projections are based on current accounts payable and accounts receivable data, as well as historical cash activity.

**OBSERVATION:**

**Risk Rating: High**

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).

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022

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**5. ACCOUNTS RECEIVABLE COLLECTIONS**

**Category:** Policies & Procedures

Collection efforts related to accounts receivable are performed by the ODF Operations Branch and/ or the Field Protection Districts based on the respective outstanding balance.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** December 31, 2021

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**6. POLICY AND PROCEDURE STORAGE**

**Category:** Information Technology

ODF accounting policies, procedures, desktop manuals and flowcharts are stored in various locations, including ODFnet (ODF intranet), Google docs, and local drives.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022

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**7. COST ESTIMATES**

**Category:** Information Technology

Incident costs are estimated as incidents occur and include four primary cost categories: personnel, equipment, aircraft, and support. Actual costs included in cost estimates are typically only entered for contract resources. Estimated costs are developed based on averages of like resources.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** June 30, 2022

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**8. BRIO REPORT ACCESS**

**Category:** Information Technology

ODF utilizes the Brio query tool as its primary means of retrieving accounting, payroll and other financial information. Real-time access to Brio is limited to the ODF Operations and Administrative Branches. Field Protection Districts are provided with a standardized set of reports from the ODF Administrative Branch on a monthly basis for the prior month.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**RECOMMENDATION:**

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

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022



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**9. ACCOUNTS PAYABLE**

**Category:** Policies & Procedures

Once vendor invoices are received for payment, purchase orders are created within OregonBuys by the Field Protection Districts for payment by the ODF Administrative Branch.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**RECOMMENDATION:**

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

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022

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**10. ELECTRONIC RECORDS**

**Category:** Information Technology

Supporting documentation for expenditures occurred during an incident is primarily hard copy. The hard copy supporting documentation is retained by the Fire Protection Districts within document bins (“fire boxes”). Once the financial data for the incident is complete and reconciled, the supporting documentation is provided to headquarters for the EFCC audit and preparation of the FEMA claim. Once FEMA funds are received, the supporting documentation is returned to the Fire Protection Districts to be maintained for record retention purposes.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022/ TBD

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**11. INFORMATION TECHNOLOGY SYSTEMS**

**Category:** Information Technology

ODF Operations Branch, Administrative Branch, and Field Protection Districts utilize multiple information technology (IT) systems for fire protection related data.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2023/ TBD

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**12. ANNUAL RATE ASSESSMENT**

**Category:** Budget

The Fire Protection Division's (within ODF Operations Branch) funding for forest patrol is based on budgeted costs with a debit/credit carryover to adjust for the previous year's actual costs. The Actual Cost Computations (ACC) reconcile the actual cash transactions that occurred in the closed fiscal year and calculate an ending balance that is used as the beginning balance of the next future fiscal budget rate calculation.

**OBSERVATION:**

**Risk Rating: High**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022

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**13. OVERSIGHT REPORTS**

**Category:** Oversight

ODF Operations and Administrative Branches prepare and review reports including accounting and financial data for oversight of fire protection finance.

**OBSERVATION:**

**Risk Rating:** **Medium**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022

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**14. TRAINING**

**Category:** Oversight

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 system and will be fully integrated with the state's Workday human resource management system. ODF employee onboarding includes statewide procedures focused on human resource related requirements. Ad-hoc training is provided by ODF personnel as related to the positions filled and their respective roles/ responsibilities.

**OBSERVATION:**

**Risk Rating:** **Medium**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022

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**15. FIELD PROTECTION DISTRICTS OVERSIGHT**

**Category:** Oversight

The ODF Fire Protection Unit consist of ODF Operations and twelve Field Protection Districts, nine of which have contracted with the State Forester to maintain a system for the prevention and suppression of fires. A District Forester, whom is appointed by the State Forester and reports to ODF Operations, directs the activities of the Field Protection Districts. Three Field Protection Districts are separate operating associations and were described in #25.

**OBSERVATION:**

**Risk Rating:** **Medium**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** June 30, 2022

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**16. BOARD OF FORESTRY OVERSIGHT**

**Category:** Oversight

The Oregon Board of Forestry (BOF) is a seven-member citizen board appointed by the Governor and confirmed by the State Senate. The mission of the BOF is to lead Oregon in implementing policies and programs that promote sustainable management of Oregon's public and private forests. Their primary responsibilities are to supervise all matters of forest policy within Oregon, appoint the State Forester, adopt rules regulating forest practices, and provide general supervision of the State Forester's duties in managing ODF.

**OBSERVATION:**

**Risk Rating:** **Medium**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch and the BOF

**TARGET COMPLETION DATE:** October 31, 2021



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**17. DISTRICT FINANCE/ ACCOUNTING OVERSIGHT**

**Category:** Oversight

Field Protection Districts' organizational structure includes a District Business Manager position, who is responsible for finance and accounting related responsibilities within their respective district. The District Business Manager reports directly to the District Forester, who reports to ODF Operations (headquarters).

**OBSERVATION:**

**Risk Rating:** **Medium**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** December 31, 2021

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**18. CHANGE MANAGEMENT**

**Category:** Oversight

After an incident's financing is reconciled and seasonal after-action reviews are performed to identify areas for improvement, field audits are conducted by staff of the EFCC to review the financial data for eligibility for EFCC funding. The Fire Protection Division performs a secondary review of the incident's financial data for General Fund purposes and to file FEMA claims.

**OBSERVATION:**

**Risk Rating: Medium**

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.

**IMPACT:**

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 Filed Protection Districts.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** June 30, 2022

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**19. INVOICING**

**Category:** Policies & Procedures

The ODF Administrative Branch is responsible for the generation of invoice numbers. In addition to the ODF Administrative Branch, Field Protection Districts have the ability to create and send invoices to vendors, once provided with an invoice number from the ODF Administrative Branch.

**OBSERVATION:**

**Risk Rating: Medium**

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.

**IMPACT:**

The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** December 31, 2021

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**20. FINANCE/ ACCOUNTING RESOURCES**

**Category:** Finance/ Accounting Resources

ODF positions with State of Oregon Position Classification Titles related to accounting and finance report to the ODF Operations or Administrative Branch, based on the position filled and current operational structure. Examples include Accounting Techs and Fiscal Analysts.

**OBSERVATION:**

**Risk Rating: Medium**

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.

**IMPACT:**

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.

**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.

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**20. FINANCE/ ACCOUNTING RESOURCES (CONTINUED)**

**MANAGEMENT RESPONSE:**

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

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** June 30, 2023

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**21. FINANCE/ ACCOUNTING SKILLSETS**

**Category:** Finance/ Accounting Resources

State of Oregon job classifications utilized by ODF include pre-defined minimum qualifications based on Classification Titles. Certain general government positions have financial responsibilities, in addition to clerical and administrative functions, all with varying minimum requirements.

**OBSERVATION:**

**Risk Rating: Medium**

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

**IMPACT:**

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

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2023

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**22. ODF ONLINE FINANCIAL REPORTING SYSTEM**

**Category:** Information Technology

ODF is in the process of internally developing an Online Financial Reporting System (OFRS), for the purposes of centralizing accounting and finance related data for reporting and oversight purposes. OFRS provides for automatic data aggregation of various enterprise datasets to enable end-users access to information in summary or detail form. Access to comprehensive ODF financial information is simplified with OFRS through the use of standardized reporting as well as much of the data being provided contextually through interaction with the system.

**OBSERVATION:**

**Risk Rating:** **Medium**

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.

**IMPACT:**

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.

**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.

**MANAGEMENT RESPONSE:**

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

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022

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**23. BUDGETING REQUIREMENTS**

**Category:** Budgeting

The ODF Administrative Branch is required to prepare an agency wide budget on a biennial basis in accordance with legislative requirements. Field Protection Districts prepare annual budgets based on the requirement to provide an adequate level of fire protection through the local district's budgeting process.

**OBSERVATION:**

**Risk Rating:** **Medium**

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

**IMPACT:**

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

**RECOMMENDATION:**

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

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022/ TBD



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**24. BUDGETING RECONCILIATION**

**Category:** Budgeting

ODF agency wide budget to total actuals (sum of ODF headquarters and the Field Protection Districts) are performed on a biennial basis.

**OBSERVATION:**

**Risk Rating:** **Medium**

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.

**IMPACT:**

Inconsistencies between the ODF agency wide and Field Protection Districts' budgets could lead to potential revenue and cash shortfalls.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2022/ TBD

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**25. OPERATING ASSOCIATIONS ADVANCES**

**Category:** Policies & Procedures

In three forest protection districts, Coos, Douglas and Walker Range, the local forest protective associations actively provide fire protection services for their members (“operating associations”). As a matter of administrative efficiency, these three associations, by agreement, also provide for the protection of all other forestlands in the district, which would otherwise be protected by the State Forester. These agreements (Fire Protective Association Agreements), establish the terms under which the associations provide this service for the State Forester, including the actions to be taken, reports and records required, how budgets are developed and approved, administrative matters such as payments, liability, insurance and how issues under the agreement are resolved. As part of the Fire Protective Association Agreements, ODF provides general fund advances to the local forest protective associations, which once received, are under the direction and control of the association.

**OBSERVATION:**

**Risk Rating: Low**

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.

**IMPACT:**

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.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** June 30, 2022

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**26. FEMA CLAIM STATUS REPORTING**

**Category:** Policies & Procedures

FEMA Fire Management Assistance Grant (FMAG) claims are processed and submitted by personnel within the ODF Operations Branch (FEMA team). The ODF FEMA team produces weekly progress reports that are presented to the Fire Protection Division leadership within the ODF Operations Branch and the Deputy State Forester.

**OBSERVATION:**

**Risk Rating: Low**

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.

**IMPACT:**

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.

**RECOMMENDATION:**

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

**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.

**RESPONSIBLE PARTIES:** ODF Operations and Administrative Branches

**TARGET COMPLETION DATE:** December 31, 2021

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**27. OREGONBUYS**

**Category:** Information Technology

OregonBuys is a web-based solution provided by Periscope, Inc. that offers complete end to end eProcurement processing. The procurement process within OregonBuys includes workflows and approvals, solicitations, bidding, purchase orders, contract management, invoicing (interface with R\*STARS), and reporting.

**OBSERVATION:**

**Risk Rating: Low**

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

**IMPACT:**

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

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Field Protection Districts, Operations and Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2021

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**28. ENCUMBRANCES**

**Category:** Budgeting

Encumbrances are not required to be utilized by ODF. Encumbrances are a budget/ accounting process where purchases of goods or services are recorded in the accounting system when the funds are committed (i.e. contracts or purchase orders are executed) to reserve the funds prior to the actual expenditures occurring. Encumbrances are used to help control and prevent overspending.

**OBSERVATION:**

**Risk Rating: Low**

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.

**IMPACT:**

The lack of utilizing encumbrances could result in underestimated budgeted expenses and inaccurate cash flow projections.

**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.

**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.

**RESPONSIBLE PARTIES:** ODF Administrative Branch

**TARGET COMPLETION DATE:** June 30, 2023/ TBD

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
**OREGON DEPARTMENT OF FORESTRY**  
Review and Assessment

**SCHEDULE OF CASH FLOWS**  
(dollars in thousands)

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Projected 2021</b>
<b>CASH - BEGINNING</b>	\$ 29,525	19,309	6,396	\$ 63,676
<b>SOURCES OF CASH</b>				
General Fund	55,234	78,494	81,551	83,573
Emergency Fire Costs	25,279	28,388	77,334	138,000
Landowner Assessed Fees	25,317	25,162	26,908	25,796
Cooperative Fire	2,820	5,943	25,687	11,250
Federal Funds - Fire Protection	(6,555)	(1,348)	14,044	33,750
Protection Other	2,173	28,854	(2,952)	1,310
Private Forests Division	3,560	5,197	4,708	4,488
State Forests Division	63,718	59,328	39,529	64,000
Federal Funds - Other Programs	2,967	3,698	8,617	1,780
Other Programs	24,728	27,244	28,957	31,340
	199,241	260,960	304,383	395,287
<b>USES OF CASH</b>				
Personnel - Salaries	44,927	47,980	49,243	72,734
Personnel - Overtime	6,636	7,337	3,933	4,795
Personnel - Other	28,164	29,421	31,152	50,704
Services & Supplies				
- Professional Services	56,864	112,653	43,368	92,179
Services & Supplies				
- Other	32,294	42,763	42,794	83,715
Capital Outlay	5,443	5,583	5,885	6,262
Special & Other Payments	35,129	28,136	70,728	90,980
	209,457	273,873	247,103	401,369
<b>CHANGE</b>	(10,216)	(12,913)	57,280	(6,082)
<b>CASH - ENDING</b>	\$ 19,309	6,396	63,676	\$ 57,594

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
**OREGON DEPARTMENT OF FORESTRY**

Review and Assessment

ACCOUNTS RECEIVABLE AGING

(as of December 8, 2020)

<u>CLIENT</u>	<u>0-30</u>	<u>31-60</u>	<u>61-90</u>	<u>91-120</u>	<u>Over 120 Days</u>	<u>Total</u>
FEMA		2,509,395			11,218,853	\$ 13,728,248
USDA REGION 6	422,520	31,702	166,935	2,025,513	3,523,315	6,169,984
US FOREST SERVICE - SPRINGFIELD					1,258,844	1,258,844
BUREAU OF LAND MGMT PORTLAND					1,128,771	1,128,771
ROGUE RIVER-SISKIYOU NF				48,614	1,038,099	1,086,713
BUREAU OF LAND MGMT	26,807	27,937			954,862	1,009,606
FRANK LUMBER COMPANY INC		918,822				918,822
UMPQUA NATIONAL FOREST			96,996		570,051	667,047
STATE OF OREGON		541,310				541,310
STATE OF OREGON - DEPARTMENT OF STATE LANDS	477,217	53,504			6,432	537,153
STATE OF OREGON/DEPT STATE LANDS		524,251				524,251
USDA FOREST SERVICE			25,025		461,484	486,509
BOISE CASCADE WOOD PRODUCTS LLC					485,454	485,454
WILLAMETTE NATIONAL FOREST					482,824	482,824
US DEPT OF INTERIOR/BIA/NWRO		235,235			227,173	462,408
B & G LOGGING	423,713	10,754				434,467
OREGON STATE FIRE MARSHALL					308,660	308,660
ROSBORO LUMBER CO. LLC	234,267					234,267
NATURAL RESOURCES CONSERVATION SERVICE		49,143	10		184,901	234,054
CARVER, ROBERT				233,838		233,838
FRES LUMBER COMPANY INC	193,901				0	193,901
ALBERTA AG & FORESTRY/WILDLIFE MANAGEMENT					168,045	168,045
JOSEPHINE COUNTY FORESTRY		167,581				167,581
HOOD RIVER COUNTY		165,758				165,758
WASHINGTON DEPT OF NATURAL RESOURCES					161,912	161,912
INTERFOR PACIFIC INC			161,466			161,466
WESTERN FOREST PRODUCTS US LLC	147,929					147,929
GREEN DIAMOND RESOURCE COMPANY					140,216	140,216
OREGON DEPARTMENT OF TRANSPORTATION			13,652		121,019	134,671
MURPHY COMPANY	133,002					133,002
WEIST LOGGING INC					131,725	131,725
BIA (NEO)					131,287	131,287
DEPARTMENT OF ADMINISTRATIVE SERVICES	1,673	18,011	5,746		103,322	128,752
SOUTHPORT FOREST PRODUCTS LLC		128,216				128,216
NATIONAL PARK SERVICE					127,639	127,639
SWANSON GROUP MFG LLC	126,586					126,586
MALHEUR NATIONAL FOREST					119,878	119,878
BIGELOW, GARY					109,436	109,436
CAMPFIELD, JESSICA G					104,768	104,768
MT HOOD NATIONAL FOREST					101,951	101,951
SUM OF REMAINING CLIENTS WITH BALANCES <\$100K	184,463	819,779	23,844	108,657	1,549,241	2,685,984
<b>TOTAL</b>	<b>\$ 2,372,077</b>	<b>6,201,398</b>	<b>493,675</b>	<b>2,416,622</b>	<b>24,920,161</b>	<b>\$ 36,403,932</b>

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
**OREGON DEPARTMENT OF FORESTRY**  
Review and Assessment

**2021 FIRE SEASON ACCOUNTS PAYABLE**  
(as of December 8, 2020)

<u>Date</u>	<u>Fire Number</u>	<u>Fire Name</u>	<u>Paying Agency</u>	<u>Cost Estimate</u>	<u>Actual Cost Recorded</u>	<u>Outstanding to be Recorded</u>
9/8/2020	20-771-088-21	Holiday Farm	BLM and USFS	\$ 18,679,914	7,143,567	\$ (11,536,347)
9/8/2020	20-582-027-21	Beachie	USFS	10,811,816	710,073	(10,101,743)
9/8/2020	20-711-266-21	S. Obenchain	BLM	25,483,954	16,834,222	(8,649,732)
8/27/2020	20-954-028-21	White River	USFS	6,863,972	554,843	(6,309,129)
9/8/2020	20-581-042-21	Riverside	USFS	6,369,752	627,742	(5,742,010)
9/7/2020	20-733-300-21	Archie Creek	USFS	13,818,664	8,413,648	(5,405,016)
8/18/2020	20-955-049-21	Green Ridge	USFS	7,010,241	1,901,576	(5,108,665)
9/11/2020	20-712-475-21	Illinois Valley  Slater	BLM and USFS	11,547,844	7,011,561	(4,536,283)
9/8/2020	20-581-041-21	Clackamas County	BLM	4,229,864	1,834,014	(2,395,850)
9/7/2020	20-982-064-21	Brattain	USFS	3,308,147	1,308,661	(1,999,486)
9/8/2020	20-553-018-21	Echo Mountain Complx	BLM and USFS	4,125,670	2,934,382	(1,191,288)
8/12/2020	20-954-022-21	Mosier Creek	ODF	4,540,089	3,562,963	(977,126)
9/7/2020	20-981-076-21	242 FIRE	USFS	2,682,467	1,857,124	(825,343)
7/21/2020	20-982-007-21	Ben Young	ODF	734,413	182,401	(552,012)
9/8/2020	20-711-259-21	Almeda	ODF	695,203	187,504	(507,699)
8/1/2020	20-954-017-21	Fir Mountain	ODF	3,325,611	2,868,977	(456,634)
7/15/2020	20-981-011-21	Spence 186	ODF	733,995	282,174	(451,821)
8/30/2020	20-781-037-21	Sweet Creek MP2	ODF	4,223,943	3,825,502	(398,441)
9/7/2020	20-511-069-21	Pike	ODF	938,000	563,358	(374,642)
8/18/2020	20-952-064-21	Steet Mtn	ODF	1,763,876	1,438,429	(325,447)
7/20/2020	20-732-058-21	Day's Creek	ODF	440,500	129,048	(311,452)
9/2/2020	20-775-046-21	Green Peter Pennisula	ODF	224,431	6,044	(218,387)
7/3/2021	20-973-001-21	School Craft	ODF	284,945	108,126	(176,819)
8/18/2020	20-952-063-21	Laurel	ODF	1,751,122	1,618,657	(132,465)
9/8/2020	20-531-038-21	Powerline Road	ODF	390,200	279,386	(110,814)
8/19/2020	20-973-032-21	Ensign	ODF	163,400	75,187	(88,213)
8/19/2020	20-973-037-21	Horse	ODF	195,000	110,623	(84,377)
8/21/2020	20-971-032-21	Rysdam Canyon	ODF	105,380	27,166	(78,214)
8/6/2020	20-971-012-21	Stubblefield	ODF	87,762	21,872	(65,890)
7/23/2020	20-733-074-21	Rice Creek Rd	ODF	83,000	22,349	(60,651)
9/8/2020	20-723-095-21	North Bank MM8	ODF	919,266	864,422	(54,844)
9/21/2020	20-952-095-21	Ritter	ODF	118,819	64,131	(54,688)
7/12/2020	20-952-006-21	Deardorff	ODF	77,450	27,754	(49,696)
9/1/2020	20-726-083-21	280 Road Humbug	ODF	88,445	40,128	(48,317)



**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
**OREGON DEPARTMENT OF FORESTRY**  
Review and Assessment

**2021 FIRE SEASON ACCOUNTS PAYABLE CONTINUED**  
(as of December 8, 2019)

<u>Date</u>	<u>Fire Number</u>	<u>Fire Name</u>	<u>Paying Agency</u>	<u>Cost Estimate</u>	<u>Actual Cost Recorded</u>	<u>Outstanding to be Recorded</u>
7/19/2020	20-711-048-21	Memorial	ODF	206,080	158,307	(47,773)
9/8/2020	20-973-045-21	East Fork Butte Creek	ODF	44,971	9,826	(35,145)
8/12/2020	20-721-051-21	Hwy 38 MM16	ODF	234,532	200,757	(33,775)
8/5/2020	20-952-022-21	War Canyon	ODF	216,539	188,426	(28,113)
8/19/2020	20-954-025-21	Sevenmile	ODF	87,850	59,989	(27,861)
8/16/2020	20-954-022-21	Red Rock	ODF	45,508	19,898	(25,610)
7/26/2020	20-711-079-21	Obenchain Complex	ODF	25,968	942	(25,026)
8/16/2020	20-952-046-21	Boneyard	ODF	71,250	47,544	(23,706)
7/28/2020	20-951-008-21	Cat Mountain	ODF	42,695	22,827	(19,868)
7/27/2020	20-951-007-21	Little Grizzly	ODF	51,320	33,746	(17,574)
7/30/2020	20-971-010-21	Meadow Cow	ODF	13,668	4,582	(9,086)
7/1/2020	20-952-001-21	Wagon	ODF	13,030	4,261	(8,769)
8/17/2020	20-954-024-21	Oak Ridge 2	ODF	24,149	15,527	(8,622)
10/25/2020	20-781-072-21	Horton	ODF	49,750	41,448	(8,302)
7/29/2020	20-952-010-21	Sulphur Gulch	ODF	25,734	17,667	(8,068)
7/29/2020	20-952-011-21	Stewarts Crossing	ODF	10,613	8,060	(2,553)
8/19/2020	20-973-031-21	Log Springs	ODF	14,396	12,503	(1,893)
8/1/2020	20-952-016-21	Pine Tree Spring	ODF	4,700	3,674	(1,026)
8/25/2020	20-952-083-21	Black Horse	ODF	10,531	10,271	(260)
7/5/2020	20-952-004-21	East Point	ODF	1,071	922	(149)
						\$ (69,712,716)

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
**OREGON DEPARTMENT OF FORESTRY**  
Review and Assessment

**FIRES TO BE INVOICED**  
(as of 2020 Fire Season)

<b>Fire Season</b>	<b>Fire Name</b>	<b>Estimated Recovery</b>	<b>Counterparty</b>
2015	Stouts Creek	\$ 101,925	FEMA
2015	Krauss Lane	2,910	FEMA
2015	Cornet/Windy	45,454	FEMA
2015	Canyon Creek	16,037	FEMA
2015	Grizzly Bear	39,255	FEMA
2015	Dry Gulch	37,172	FEMA
2015	Admin	42,562	FEMA
2016	Akawana	26,018	FEMA
2016	Gold Canyon	14,422	FEMA
2016	Admin	22,683	FEMA
2017	Pipeline	4,289	FEMA
2017	Milli 0843	5,049	FEMA
2017	Chetco Bar	12,317	FEMA
2017	Eagle Creek	6,346	FEMA
2017	Admin	60,517	FEMA
2018	Graham	16,075	FEMA
2018	Garner	209,600	FEMA
2018	South Valley	20,527	FEMA
2018	Ramsey	76,950	FEMA
2018	Hugo	1,170	FEMA
2018	Substation	1,465	FEMA
2018	Admin	84,948	FEMA
2018	South Valley USFS claim	681,260	FEMA
2018	Hugo	503,692	FEMA
2019	Mile Post 97	108,902	FEMA
2019	Admin	68,537	FEMA
2020	Mosier Creek	3,387,067	FEMA
2020	White River	5,117,334	FEMA

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
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**FIRES TO BE INVOICED CONTINUED**  
(as of 2020 Fire Season)

<b>Fire Season</b>	<b>Fire Name</b>	<b>Estimated Recovery</b>	<b>Counterparty</b>
2020	Two Four Two	1,997,929	FEMA
2020	Beachie/Lionshead	4,884,140	FEMA
2020	Holiday Farm	13,910,012	FEMA
2020	Powerline	292,650	FEMA
2020	Echo Mountain Complex	2,588,259	FEMA
2020	Almeda/Glendower/Greenway	521,402	FEMA
2020	Archie Creek	10,679,792	FEMA
2020	Riverside	4,742,390	FEMA
2020	South Obenchain	8,908,364	FEMA
2020	Pike Road	703,500	FEMA
2020	Slater/IV Support	698,112	FEMA
2020	Clackamas County Complex	2,330,885	FEMA
2020	Brattain	2,494,443	FEMA
2020	Slater (IV Support)	7,625,694	Cost Share Partner
2020	S Obenchain	5,661,653	Cost Share Partner
2020	Laurel Creek Complex / Steet Mtn	718,691	Cost Share Partner
2020	Two Four Two	447,933	Cost Share Partner
2020	Worthington	412,761	Cost Share Partner
2020	Echo Mtn	412,627	Cost Share Partner
2020	Archie Creek	290,607	Cost Share Partner
2020	Grizzly Creek	252,869	Cost Share Partner
2020	Green Peter Peninsula	184,993	Cost Share Partner
2020	Tenmile Creek	108,897	Cost Share Partner
2020	Star Mountain Lane	39,433	Cost Share Partner
		\$ 81,622,518	

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
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**FIRE SEASON 2021 COST ESTIMATES**  
(as of December 8, 2020)

<u>Date</u>	<u>Fire Number</u>	<u>Fire Name</u>	<u>Cost Estimate</u>	<u>Anticipated Cost Recovery</u>	<u>Anticipated FEMA Reimb.</u>	<u>Deductible</u>	<u>Net Claim</u>
9/8/2020	20-711-266-21	S. Obenchain	\$ 25,483,954	11,534,038	9,764,941	-	\$ 4,184,975
9/8/2020	20-771-088-21	Holiday Farm	18,679,914		13,075,940	118,452	5,485,522
9/7/2020	20-733-300-21	Archie Creek	13,818,664		9,673,065	25,000	4,120,599
9/8/2020	20-582-027-21	Beachie	10,811,816		7,568,271	78,099	3,165,446
8/18/2020	20-955-049-21	Green Ridge	7,010,241			-	7,010,241
8/27/2020	20-954-028-21	White River	6,863,972	48,400	4,770,900	-	2,044,672
9/8/2020	20-581-042-21	Riverside	6,369,752		4,458,826	-	1,910,926
8/12/2020	20-954-022-21	Mosier Creek	4,540,089	24,000	3,161,262	24,944	1,329,882
9/8/2020	20-581-041-21	Clackamas County	4,229,864	837,090	2,374,942	-	1,017,832
8/30/2020	20-781-037-21	Sweet Creek MP2	4,223,943			78,368	4,145,575
9/8/2020	20-553-018-21	Echo Mountain Complx	4,125,670	907,647	2,252,616	121,075	844,331
8/1/2020	20-954-017-21	Fir Mountain	3,325,611			88,843	3,236,768
9/7/2020	20-982-064-21	Brattain	3,308,147		2,315,703	-	992,444
9/7/2020	20-981-076-21	242 FIRE	2,682,467		1,877,727	25,000	779,740
8/18/2020	20-952-064-21	Steet Mtn	1,763,876			-	1,763,876
8/18/2020	20-952-063-21	Laurel	1,751,122	841,225		-	909,897
9/4/2020	20-711-238-21	Grizzly Creek	1,400,000	910,000		144,254	345,746
9/11/2020	20-712-475-21	Illinois Valley  Slater	958,471		670,930	-	287,541
9/7/2020	20-511-069-21	Pike	938,000		656,600	191,548	89,852
9/8/2020	20-723-095-21	North Bank MM8	919,266			25,000	894,266
7/30/2020	20-711-102-21	Worthington	793,593			-	793,593
7/21/2020	20-982-007-21	Ben Young	734,413			50,529	683,884
7/15/2020	20-981-011-21	Spence 186	733,995			126,657	607,338
9/8/2020	20-711-259-21	Almeda	695,203		486,642	-	208,561
7/20/2020	20-732-058-21	Day's Creek	440,500			118,083	322,417
9/8/2020	20-531-038-21	Powerline Road	390,200		273,140	25,000	92,060
8/5/2020	20-952-021-21	Buckhorn Creek	337,965			25,000	312,965

**OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES**  
**OREGON DEPARTMENT OF FORESTRY**  
Review and Assessment

**FIRE SEASON 2021 COST ESTIMATES CONTINUED**  
(as of December 8, 2020)

<u>Date</u>	<u>Fire Number</u>	<u>Fire Name</u>	<u>Cost Estimate</u>	<u>Anticipated Cost Recovery</u>	<u>Anticipated FEMA Reimb.</u>	<u>Deductible</u>	<u>Net Claim</u>
7/3/2021	20-973-001-21	School Craft	284,945			81,489	203,457
8/12/2020	20-721-051-21	Hwy 38 MM16	234,532			150,234	84,298
9/2/2020	20-775-046-21	Green Peter Pennisula	224,431	220,840		3,591	-
8/5/2020	20-952-022-21	War Canyon	216,539			-	216,539
7/19/2020	20-711-048-21	Memorial	206,080			19,054	187,025
8/19/2020	20-973-037-21	Horse	195,000			19,979	175,021
8/19/2020	20-973-032-21	Ensign	163,400	17,673		10,604	135,123
9/21/2020	20-952-095-21	Ritter	118,819			-	118,819
8/21/2020	20-971-032-21	Rysdam Canyon	105,380			46,639	58,741
	Sum of Remaining Fires With Costs <\$100K		<u>984,085</u>	<u>33,200</u>	<u>17,500</u>	<u>480,401</u>	<u>452,984</u>
	<b>TOTAL</b>		<b>\$ 130,063,919</b>	<b>15,374,113</b>	<b>63,399,005</b>	<b>2,077,845</b>	<b>\$ 49,212,955</b>

Work Plan:	Administrative
Primary Contact:	Bill Herber, Deputy Director for Administration
Date Approved:	March 4, 2020
Date Revised:	January 6, 2021
Revision Draft:	June 9, 2021

Agency Administration provides leadership and management, policy development and assessment, public outreach and communications, and administrative support to the Board of Forestry and the agency's key operating programs.

The administrative issues that regularly require the Board's attention include: securing the Board's input and approval of the Department's legislative concepts and the Agency Request Budget that is submitted to the Governor and the Department of Administrative Services (DAS) every two years; assisting the Board with its governance performance self-evaluation each year; reporting on the agency's annual Key Performance Measures; and periodic reports on the agency's financial status and administrative programs.

#### Changes to Work Plan

In late 2019, Governor Brown established the Forestry Financial Oversight Team to support the Department in financial management of increasing wildfire season costs, in which an independent contractor, Macias, Gini, & O'Connell (MGO) was subsequently hired to provide recommendations for structural changes to expedite and standardize processing of financial transactions associated with wildfire costs. As the external review has recently completed and a final report published in April 2021, the Department is seeking the Board's interest in level of engagement and oversight to the Department's work implementing the recommended process improvements through integration of MGO's recommendations as a new issue within the Board's Administrative Work Plan with a proposed sequence of milestones and intervals for the duration of this 2020-2022 work plan cycle.

The Board's work planning cycle includes an annual review of the work plans each October and approval of the two-year work plans on a biennial basis.

Administrative Work Plan	2020					2021						2022		
	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
<b>Issue: Development of Legislative Concepts</b>														
<i>Milestones</i>														
❖ Review proposed guiding principles, list of potential concepts														i
❖ Approve the legislative concepts for submission to DAS														D
<b>Issue: Agency Budget Development and Request</b>														
<i>Milestones</i>														
❖ Review proposed guiding principles and provide direction														
❖ Review and provide input on draft budget concepts	i													
❖ Review and provide input on final budget concepts		i												
❖ Approve the 2021-23 Agency Request Budget and approve in concept the Board letter of transmittal to the Governor			D											
<b>Issue: Board Governance Best Practices Self-Evaluation</b>														
<i>Milestones</i>														
❖ Review the annual Board governance self-evaluation criteria						i								i
❖ Review proposed changes to criteria, approve and initiate self-evaluation process	D							D						
❖ Approve summarized evaluation report and metrics of Board governance best practices criteria			D							D				

Administrative Work Plan	2020					2021						2022		
	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
<b>Issue: Key Performance Measures (KPM) Review</b>														
<i>Milestones</i>														
❖ Review the Annual Performance Progress Report summarizing the agency's 14 key performance measures				i						i				
<b>Issue: Financial Dashboard</b>														
<i>Milestones</i>														
❖ Financial Dashboard Projected Design Review			i											
❖ Financial Dashboard Presentations			i		i	i	i	i	i	i	i	i	i	i
❖ Annual Approval of the State Forester's Financial Transactions							D							D
❖ Fire Finance Update														
<b>Issue: Human Resources Dashboard</b>														
<i>Milestones</i>														
❖ Human Resources Dashboard		i							i					
<b>Issue: Facilities Capital Management Plan</b>														
<i>Milestones</i>														
❖ Facilities Capital Management Plan		i							i					
<b>Issue: Public Information Request Report</b>														
<i>Milestones</i>														
❖ Public Information Request Report		i							i					
<b>Issue: Macias, Gini &amp; O'Connell LLP (MGO) Recommendations</b>														
<i>Milestones</i>														
❖ Receive MGO Final Report									i					
❖ Approve ODF Implementation Plan									D		D		D	
❖ Status Update in Financial Dashboard										i	i	i	i	i

**Matrix Key:**  
**TBD** – To be determined  
**I** – Informational item  
**d** – Preceding Decision item  
**D** – Final Decision item

**Color Key:**  
Green – Milestone Completed  
Yellow – Milestone Change  
Magenta – Milestone Tabled or Stopped



# Oregon Department of Forestry



## MGO Review and Assessment Recommendations Implementation Management Plan

**Version 1**

**June 9, 2021**

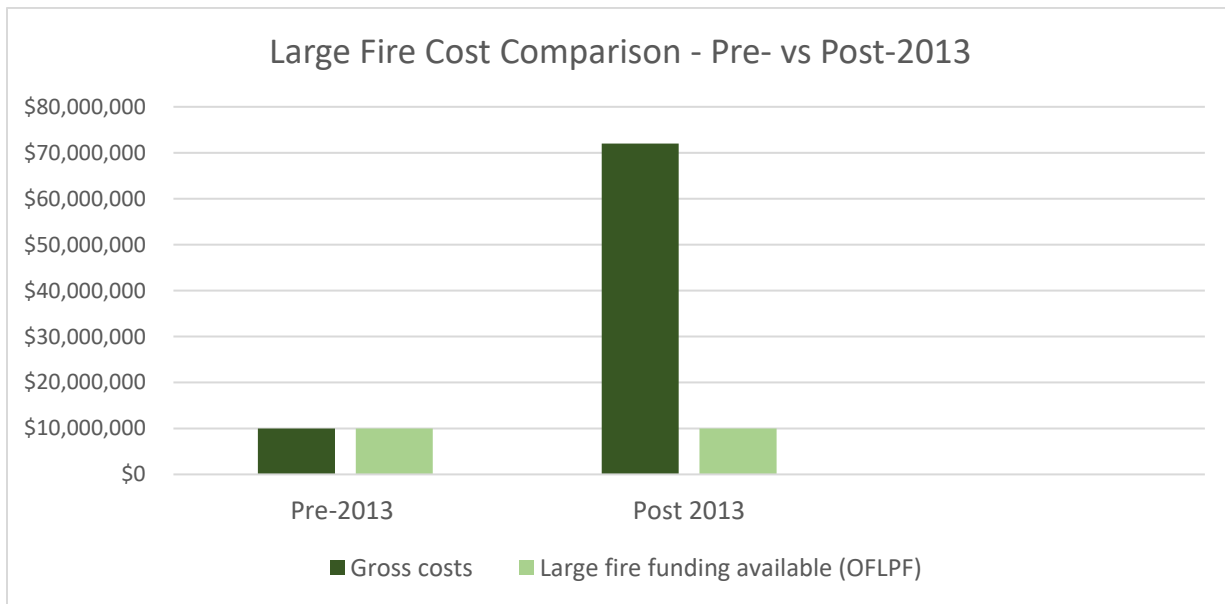
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## Background

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.

## Change Log

This change log will record and identify notable changes to this Implementation Management Plan between versions.

## 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:** 05/26/2021

**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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	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 Agreement
	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
	Cost Share Tracker developed (MGO)	Protection Finance Manager	Done	●	Complete	Fire Protection Chief	n/a	n/a	n/a		Cost Share Tracker
	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
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Procedures (list topic(s), define each)</b>											
	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	06/15/2021	●	Being Initiated	Fire Protection Deputy Chief	n/a	n/a	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	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	●	Being Initiated	Fire Protection Deputy Chief	Jul-21	n/a	n/a		
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	Technical requirements for cost share 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 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:** 05/26/2021

**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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>COMMUNICATION PLANNING</b>											
	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)
	Communicate procedural changes to impacted personnel and supervisors	Protection Training Coordinator	06/30/2021		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	Protection Training Coordinator	06/30/2021		Not Started	Public Affairs Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	Agency Administrator Training Section on Cost Shares updated	Protection Finance Manager	06/01/2021		Being Initiated	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		
	Agency Administrator Seminar conducted June 14, 2021	Protection Training Coordinator	06/14/2021		In Review / Underway	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		
	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

	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:** 05/26/2021

**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 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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	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 Agreement
	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
	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
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Directive 0-2-3-206 Internal Controls over Delegated Authority Rescinded (MGO)	Contract Services Program Manager	06/30/2021	●	In Review / Underway	Deputy Director for Administration	Jul-21	Jul-21	Jul-21		
	ODF Policy - Signature Authority updated w/ cost share authorities defined (MGO)	Contract Services Program Manager	06/30/2021	●	In Review / Underway	Deputy Director for Administration	Jul-21	Jul-21	Jul-21		
<b>ODF Procedures (list topic(s), define each)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Greenbook (list sections, define action needed)</b>											
	Chapter 80 - Cost Share Field Procedures and Appendices - updated w/ authorities, expectations for interdepartmental communications, timing, roles (MGO)	Protection Finance Manager	06/30/2021	●	Being Initiated	Fire Protection Deputy Chief	Jul-21	n/a	n/a		
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>COMMUNICATION PLANNING</b>											
	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)
	Communicate procedural changes to impacted personnel and supervisors	Protection Training Coordinator	06/30/2021	●	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	Protection Training Coordinator	06/30/2021	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		

## 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:** 05/26/2021

**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 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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>TRAINING NEEDS</b>											
	Agency Administrator Training Section on Cost Shares updated	Protection Finance Manager	06/01/2021	●	Being Initiated	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		
	Agency Administrator Seminar conducted June 14, 2021 (annual)	Protection Training Coordinator	06/14/2021	●	In Review / Underway	Fire Protection Deputy Chief	Jun-21	Jun-21	Jun-21		
	Cost Share Reconciliation Training (annual)	Protection Finance Manager	12/01/2021	●	Not Started	Fire Protection Deputy Chief	TBD	TBD	n/a		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		
	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		
	Signature Authority Policy reviewed (as needed)	Assistant Deputy Director for Administration	10/01/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Fire Protection Division Chief

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

**Last Update:** 05/26/2021

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

**Rating:** MGO Recommendation:

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

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

**(MGO) Action Plan:**

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

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

**MGO Observation:**

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

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	Monthly AR/AP aging meetings with key partners (MGO)	Protection Division 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 Division Finance Manager	05/24/2021	●	Complete	n/a	n/a	n/a	n/a		Email
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Procedures (list topic(s), define each)</b>											
	AR Collections on Federal Cost Shares (USFS, BLM, BIA, etc.) Procedures (MGO)	Financial Services Manager	06/30/2021	●	Not Started	Assistant Deputy Director for Admin	Jul-21	Jul-21	n/a		
	AR/AP aging meeting (reconciliation processes, agenda topics) Procedures (MGO)	Financial Services Manager	06/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	n/a	n/a	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	Sage AR Accounts Receivable integrated into collection procedures once deployed	Financial Services Manager	09/30/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
<b>COMMUNICATION PLANNING</b>											
	Follow up on conversations with partners in writing, for clear, broad understanding. Share with appropriate agency leadership	Fire Protection Division Chief	TBD	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Administration Fiscal Year Operating Plan core duties updated	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Protection 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		<b>AGENDA ITEM 5</b>

## 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:** 05/26/2021

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

**Rating:** MGO Recommendation:

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

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

**(MGO) Action Plan:**

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

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

**MGO Observation:**

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

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review			Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>										
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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:** 06/03/2021

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

**Rating:** MGO Recommendation:

High 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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Internal Controls (new) (MGO)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		
	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		
<b>ODF Procedures (list topic(s), define each)</b>											
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	Reconciliation Procedures for open market purchase orders and invoices (MGO)	Disbursements Manager	09/30/2021	●	Not Started	Financial Services Manager	n/a	n/a	n/a		
	Disbursements and Expenditure Procedures updated for OregonBuys (MGO)	Disbursements Manager	09/30/2021	●	Being Initiated	Financial Services Manager	TBD	TBD	TBD		
	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	06/15/2021	●	Being Initiated	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Co-op Tracker Updating Procedure (MGO)	Protection Finance Manager	12/31/2021	●	Not Started	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Active Incident Tracker Updating Procedure (MGO)	Protection Finance Manager	12/31/2021	●	Not Started	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	Jul-22	Jul-22	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		
<b>ODF Greenbook (list sections, define action needed)</b>											
	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	●	Being Initiated	Fire Protection Deputy Chief	Jul-21	n/a	n/a		
	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		
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #4 - Cash Flow Projections

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 06/03/2021

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

**Rating:** MGO Recommendation:

High 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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>IT SYSTEM CONSIDERATIONS</b>											
	Deployment of new OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>COMMUNICATION PLANNING</b>											
	Communicate procedural changes to impacted personnel and supervisors	Deputy Director for Administration	12/30/2021	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	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
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #5 - Accounts Receivable Collections

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 05/30/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

Implement formal policies and procedures related to collections activities, including a definition of the roles and responsibilities and oversight by the ODF Administrative Branch.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)	Financial Services, Operating Programs	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	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	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
<b>ODF Procedures (list topic(s), define each)</b>											
	AR Collections on Federal Cost Shares (USFS, BLM, BIA, etc.) Procedures (MGO)	Financial Services Manager	06/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Jul-21	Jul-21	n/a		
	AR/AP aging meeting (reconciliation processes, agenda topics) Procedures (MGO)	Financial Services Manager	06/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	09/30/2021	●	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	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	AR Collections with all other entities Procedures (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	Sage AR Accounts Receivable integrated into collection procedures once deployed	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	OFRS Interface updated for new application	Admin Modernization Program	12/30/2021	●	Not Started	Deputy Director for Administration	TBD	TBD	n/a		
<b>COMMUNICATION PLANNING</b>											
	Communications with those currently involved with collections. Initially, for information gathering and later for communicating changes to policies and procedures.	Deputy Director for Administration	12/31/2021	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	Policy and procedures as part of Sage training and updates	Financial Services Manager	09/30/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Collection policies and procedures for those responsible for collections	Financial Services Manager	09/30/2021	●	Not Started	Assistant Deputy Director for Admin	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:** 05/30/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

Implement formal policies and procedures related to collections activities, including a definition of the roles and responsibilities and oversight by the ODF Administrative Branch.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

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

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #6 - Policy & Procedure Storage

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 06/04/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

Potential inaccurate, incomplete, duplicative, or missing finance and accounting policies, procedures, desktop manuals and flowcharts could lead to inefficient or incorrect processes performed by staff resulting in inefficiencies and/ or errors in finance reporting.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	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		
<b>ODF Procedures (list topic(s), define each)</b>											
	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		
<b>ODF Greenbook (list sections, define action needed)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	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	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical requirements for document management system defined	Admin Modernization	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Cost analysis for internal / external application development needs	Admin Modernization	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Project(s) formulated for prioritizing within internal application development capacity or for new potential application(s) for ODF compatibility and standards, including storage, security, licensing, and ability to expand scope to other agency business lines (MGO)	Admin Modernization	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for policy storage / management solution (MGO)	Admin Modernization	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for document management system	Admin Modernization	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	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Removal of any alternate / adhoc processes or systems being utilized (MGO)	Admin Modernization	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>COMMUNICATION PLANNING</b>											
	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		
<b>TRAINING NEEDS</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

**AGENDA ITEM 5**

## 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:** 06/04/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

Potential inaccurate, incomplete, duplicative, or missing finance and accounting policies, procedures, desktop manuals and flowcharts could lead to inefficient or incorrect processes performed by staff resulting in inefficiencies and/ or errors in finance reporting.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review			Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>										
	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	
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>										
	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:** 05/27/2021

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

**Rating:** MGO Recommendation:

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

**(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	
<b>MILESTONES</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	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		
<b>ODF Procedures (list topic(s), define each)</b>											
	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		
<b>ODF Greenbook (list sections, define action needed)</b>											
	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	●	Not Started	Fire Protection Deputy Chief	Jul-22	n/a	n/a		
<b>ODF Guidance or Memorandum (list sections)</b>											
	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)
<b>IT SYSTEM CONSIDERATIONS</b>											
	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		
<b>COMMUNICATION PLANNING</b>											
	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		
	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	06/30/2022	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		

## 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:** 05/27/2021

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

**Rating:** MGO Recommendation:

**High** The ODF Executive Team (with the ODF Operations and Administrative Branch) should limit cost estimate generators to e-Suite 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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>TRAINING NEEDS</b>											
	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	●	Not Started	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		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	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:** 06/03/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**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
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	Inventory of existing standard and non-standard reports sent to the field (MGO)	Financial Services Manager	07/30/2021	●	In Review / Underway	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	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		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Policy - Financial Reporting and Oversight	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	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	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	Report designs integrated into OFRS application (MGO)	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>COMMUNICATION PLANNING</b>											
	Deployment of new OFRS Reporting Tool with training opportunities (MGO)	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Feedback mechanism for adaptive response in procedural use or training (MGO)	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	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		
<b>TRAINING NEEDS</b>											
	Training plan for use of the OFRS Reporting Tool (MGO)	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 (MGO)	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		

AGENDA ITEM 5

Attachment 3

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# 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:** 06/03/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

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

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

**MGO Observation:**

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





**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #9 - Accounts Payable

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 06/01/2021

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

**Rating:** MGO Recommendation:

High 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
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	Transition Plan for ORPIN Users to OregonBuys	Contract Services Program Manager	06/01/2021	●	In Review / Underway	Assistant Deputy Director for Admin	Apr-21	Apr-21	n/a		ORPIN User Survey for Transition to OregonBuys 04/21/2021
	OregonBuys eProcurement side of the system launched for ODF use (MGO)	Contract Services Program Manager	07/01/2021	●	In Review / Underway	DAS	Jul-21	Jul-21	n/a		
	Reconciliation of purchase orders in OregonBuys with invoices in SFMS (weekly)	Disbursements Manager	Done	●	Complete	Financial Services Manager	n/a	n/a	n/a		
	Preseason Agreements for fire vendors imputed into OregonBuys as master blanket purchase orders to support ability to accrue expenses	Contract Services Program Manager	06/30/2022	●	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	●	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	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 Active Incident Tracker to capture all unknown liabilities (interim short-term)	Financial Services Manager	12/31/2021	●	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Directive 0-2-5-100 Purchasing Controls Rescinded	Contract Services Program Manager	09/30/2021	●	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	09/30/2021	●	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	09/30/2021	●	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	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Signature Authority updated for inclusion of OregonBuys	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
<b>ODF Procedures (list topic(s), define each)</b>											
	Invoicing and Recording Accounts Receivable Procedures (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	Reconciliation Procedures for open market purchase orders and invoices (MGO)	Disbursements Manager	09/30/2021	●	Not Started	Financial Services Manager	n/a	n/a	n/a		
	Disbursements and Expenditure Procedures updated for OregonBuys (MGO)	Disbursements Manager	09/30/2021	●	Being Initiated	Financial Services Manager	TBD	TBD	TBD		
<b>ODF Greenbook (list sections, define action needed)</b>											
	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 Invoicing procedures (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	n/a	n/a		

AGENDA ITEM 5



## 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:** 06/01/2021

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

**Rating: MGO Recommendation:**

High 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
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>ODF Guidance or Memorandum (list sections)</b>											
	OregonBuys Payment Guidance revised to include new procedures	Disbursements Manager	06/30/2022	●	Not Started	Financial Services Manager	Jul-22	n/a	n/a		
<b>IT SYSTEM CONSIDERATIONS</b>											
	Sage AP module, scope of work, budget and timeline	Financial Services Manager	12/31/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module updated to integrate with business practices	Financial Services Manager	12/01/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
<b>COMMUNICATION PLANNING</b>											
	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		
	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		
<b>TRAINING NEEDS</b>											
	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
	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		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	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:** 06/03/2021

**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	
<b>MILESTONES</b>											
	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)	Protection Finance Manager	09/15/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Fire Finance Document Management permanent resource needs (owner, position, organizational structure) (MGO)	Protection Finance Manager	09/15/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	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	Protection Finance Manager	06/30/2022	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Document classification methodology including grouping and security considerations.	Protection Finance Manager	06/30/2022	●	Not Started	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		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Policy - Fire Finance Document Management (w/implementation of system) (MGO)	Protection Finance Manager	TBD	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	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		
<b>ODF Greenbook (list sections, define action needed)</b>											
	Chapter 40 - Revise Incident Business Management Coordination to define procedures for electronic management of fire finance records (MGO)	Protection Finance Manager	06/30/2022	●	Not Started	Fire Protection Deputy Chief	Jul-22	n/a	n/a		
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	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 compatibility and standards, including storage, security, licensing, and ability to expand scope to other agency business lines. (MGO)	Chief Information Officer	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for electronic fire records solution	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Application development and testing for document management 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		
	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		

AGENDA ITEM 5

Attachment 3

## 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:** 06/03/2021

**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.

v	Deliverable Identification		Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
	Deliverable Name	Owner		Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>COMMUNICATION PLANNING</b>											
	Communication Plan identifying stakeholders, RACI metrics, and change management	Project Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	District Electronic Fire Folders - Incident Finance Training module	Protection Finance Manager	TBD	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	IMT Electronic Process - Incident Finance Training module	Protection Finance Manager	TBD	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Fire Finance Training (annual)	Incident Finance / FEMA Manager	TBD	●	Protection Finance Manager	Deputy Fire Protection Chief	TBD	TBD	TBD		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Metrics on adoption and compliance gathered and monitored	Protection Finance Manager	TBD	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	Metrics on storage usage gathered and monitored	Protection Finance Manager	TBD	●	Not Started	Deputy Fire Protection Chief	TBD	TBD	TBD		
	License renewal and software application updates	Chief Information Officer	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Policy and procedures reviewed and updated (annually)	Protection Finance Manager	TBD	●	Not Started	Fire Protection Deputy Chief	TBD	TBD	TBD		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	LD/Temp Document Technician(s) positions defined for short-term workgroup (MGO)	Protection Finance Manager	10/01/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	LD Project Manager position drafted for 2023-25 budget development (MGO)	Protection Finance Manager	10/01/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Perm Document Manager position drafted for 2023-25 budget development (MGO)	Protection Finance Manager	10/01/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Perm Document Technician position drafted for 2023-25 budget development (MGO)	Protection Finance Manager	10/01/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Document Management System(s) drafted for 2023-25 budget development (MGO)	Protection Finance Manager	10/01/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Strategic Initiatives for 2023-25 budget development	State Forester	10/30/2021	●	Not Started	Board of Forestry	TBD	TBD	TBD		
	Guiding Principles and Direction for 2023-25 budget development (MGO)	State Forester	01/30/2022	●	Not Started	Board of Forestry	TBD	TBD	TBD		
	Input on Budget Concepts for 2023-25 budget development (MGO)	State Forester	04/30/2022	●	Not Started	Board of Forestry	TBD	TBD	TBD		
	Policy Option Packages for 2023-25 budget development (MGO)	State Forester	06/30/2022	●	Not Started	Board of Forestry	TBD	TBD	TBD		
	2023-25 Agency Request Budget	State Forester	07/30/2022	●	Not Started	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:** 06/03/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	Inventory of software and services (identify owners and stewards) (MGO)	Chief Information Officer	08/01/2021	●	Being Initiated	Assistant Deputy Director for Admin					
	Data inventory of software and services (purpose and use of each system) (MGO)	Chief Information Officer	06/30/2023	●	Not Started	Assistant Deputy Director for Admin					
	Software/service roadmap including identification of potential consolidation (MGO)	Chief Information Officer	06/30/2023	●	Not Started	Assistant Deputy Director for Admin					
	Strategic IT roadmap for fire finance IT systems and support	Chief Information Officer	06/30/2023	●	Not Started	Assistant Deputy Director for Admin					
	Software coverage listing (high level data usage)	Chief Information Officer	06/30/2023	●	Not Started	Assistant Deputy Director for Admin					
	Defined software and service "Allow" and "Not-Allow" lists	Chief Information Officer	06/30/2023	●	Not Started	Deputy Director for Administration					
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Policy - I.T. Software and Service Governance (MGO)	Chief Information Officer	06/30/2023	●	Not Started	Deputy Director for Administration					
	ODF Policy - Data Governance	Chief Information Officer	06/30/2023	●	Not Started	Deputy Director for Administration					
	ODF Policy - I.T. Acceptable Use updated	Chief Information Officer	06/30/2023	●	Not Started	Deputy Director for Administration					
	ODF Policy - Mobile Device Acceptable Use updated	Chief Information Officer	06/30/2023	●	Not Started	Deputy Director for Administration					
<b>ODF Procedures (list topic(s), define each)</b>											
	Procedure to request new or updated applications or services (MGO)	Chief Information Officer	06/30/2023	●	Not Started	Deputy Director for Administration					
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	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		
<b>COMMUNICATION PLANNING</b>											
	Communicate procedural changes to impacted personnel and supervisors	Chief Information Officer	06/30/2023	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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:** 06/03/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
n/a		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Status Legend:	
<span style="color: grey;">●</span>	Not Started
<span style="color: red;">●</span>	Being Initiated
<span style="color: orange;">●</span>	In Review / Underway
<span style="color: green;">●</span>	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:** 05/30/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	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)
	Phase 2 of Divergence Project - Further Comparison of Actual Expenditures (MGO)	Fire Protection Chief	06/30/2022	●	Being Initiated	Deputy Director for Administration	n/a	n/a	n/a		
	Phase 2 of Divergence Project - MGO #12 - Scope of work, timeline, integration w/plan (MGO)	Fire Protection Chief	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Phase 2 of Divergence Project - MGO #23 - Scope of work, timeline, integration w/plan	Fire Protection Chief	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Phase 2 of Divergence Project - MGO #24 - Scope of work, timeline, integration w/plan	Fire Protection Chief	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Assessment of Current ACC Rate Calculations	Fire Protection Chief	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	ACC Template - integrate recommended improvements from Divergence Project (MGO)	Fire Business Coordinator	06/30/2022	●	Not Started	Protection Finance Manager	TBD	TBD	TBD		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	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		
<b>ODF Procedures (list topic(s), define each)</b>											
	Actual Cost Computation (ACC) Rate Procedures (MGO)	Fire Business Coordinator	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	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		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## 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:** 05/30/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>IT SYSTEM CONSIDERATIONS</b>											
	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	●	Not Started	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 revised to incorporate new application(s)	Fire Business Coordinator	TBD	●	Not Started	Protection Finance Manager	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		
<b>COMMUNICATION PLANNING</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TRAINING NEEDS</b>											
	ACC Rate Calculations - a review of current ACC rate assessment	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Development, Tracking, and Reconciliation Training	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Established feedback process for use of new budgeting tools to allow for real-time changes or additional training.	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	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:** 06/01/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

- Examples of standardized reports which should be prepared and reviewed on an on-going basis:
1. Payroll coding/ exceptions
  2. Co-op fund classification
  3. Project coding, including large fire coding
  4. Spend against budget limitation
  5. Emergency cost estimate reports
  6. Severity Summary and Dashboard

**MGO Observation:**

Reports compiled for oversight of fire protection finance appear to be ad-hoc, manually manipulated, and prepared on an as needed basis. Formalized policies and procedures related to the preparation and review of fire protection finance related reports do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Operations and Administrative Branches personnel.

**MGO Potential Impact / Risk:**

Use of ad-hoc and manually manipulated reports for oversight of fire protection finance could result in the use of incomplete and inaccurate data for management decisions. Additionally, the lack of formalized policies and procedures and inefficiencies could lead to duplication of efforts.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	Inventory of existing standard and non-standard reports sent to the field (MGO)	Financial Services Manager	07/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	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	10/31/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Accounts Payable Report - reviewed and standards defined (MGO)	Financial Services Manager	10/31/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Cash Flows - new report and standards defined (MGO)	Financial Services Manager	10/31/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
	Fires to Be Invoiced Report - new report and standards defined (MGO)	Protection Finance Manager	10/31/2021	●	Not Started	Fire Protection Deputy Chief	TBD	n/a	n/a		
	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		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Policy - Financial Reporting and Oversight (MGO)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	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	●	Not Started	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		
	Cost Estimate and Cost Share Consolidation Procedures for Protection Finance and Oregon Forestland Protection Fu (MGO)	Protection Finance Manager	06/30/2022	●	Not Started	Oregon Forestland Protection Fund Administrator	Jul-22	Jul-22	n/a		

nd Administrator w/ focus on reports used (M)

AGENDA ITEM 5

Attachment 3

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## 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:** 06/01/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

- Examples of standardized reports which should be prepared and reviewed on an on-going basis:
1. Payroll coding/ exceptions
  2. Co-op fund classification
  3. Project coding, including large fire coding
  4. Spend against budget limitation
  5. Emergency cost estimate reports
  6. Severity Summary and Dashboard

**MGO Observation:**

Reports compiled for oversight of fire protection finance appear to be ad-hoc, manually manipulated, and prepared on an as needed basis. Formalized policies and procedures related to the preparation and review of fire protection finance related reports do not appear to exist based on review of documented finance/ accounting related documents and inquiry with ODF Operations and Administrative Branches personnel.

**MGO Potential Impact / Risk:**

Use of ad-hoc and manually manipulated reports for oversight of fire protection finance could result in the use of incomplete and inaccurate data for management decisions. Additionally, the lack of formalized policies and procedures and inefficiencies could lead to duplication of efforts.

**ODF Management Response:**

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

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

**Status Legend:**

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

## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Human Resources Manager

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

**Last Update:** 06/04/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	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		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Greenbook (list sections, define action needed)</b>											
	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		
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>COMMUNICATION PLANNING</b>											
	Communications on policy/procedural changes to affected personnel and supervisors	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	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		
<b>TRAINING NEEDS</b>											
	Training for hiring managers for requirements in the onboarding of financial positions	Human Resources 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	Human Resources 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		
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	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	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		

## 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:** 06/04/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Training modules modified to reflect any new or changed processes/procedures	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	Training module development capacity to be determined as deliverables progress to consider enhanced implementation through upcoming budget development cycles.	Assistant Deputy Director for Admin	TBD	TBD	TBD	TBD	TBD	TBD	TBD		

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

## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Deputy Director for Operations

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

**Last Update:** 05/29/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Review Planning			Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	
<b>MILESTONES</b>										
	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)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	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	
<b>POLICY AND PROCEDURES</b>										
<b>ODF Policy (list topics and define milestones)</b>										
	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	09/30/2021	●	Being Initiated	Deputy Director for Administration	21-Oct	21-Dec	21-Sep	
	ODF Policy - Procurement (updated/new) (MGO)	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21	
	ODF Policy - Signature Authority (updated) (MGO)	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21	
	ODF Policy - Revenues and Receivables (updated/new) (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Deputy Director for Administration	21-Oct	21-Dec	21-Sep	
<b>ODF Procedures (list topic(s), define each)</b>										
	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	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	
	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	
<b>ODF Greenbook (list sections, define action needed)</b>										
	Chapter 10 - Personnel (new) (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	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	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a	
	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	09/30/2021	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a	
	Chapter 60 - Accident Investigation and Reporting (new) (MGO)	Incident Finance / FEMA Manager	09/30/2021	●	Not Started	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:** 05/29/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Review Planning				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
	Chapter 70 - Claims and Incident Cost Recovery Collection (review/update) (MGO)	Incident Finance / FEMA Manager	09/30/2021	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	Chapter 80 - Cost Accounting and Reporting and Cost Shares (review/update) (MGO)	Protection Finance Manager	06/15/2021	●	Being Initiated	Fire Protection Deputy Chief	Jul-21	Jul-22	n/a		
	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	●	Not Started	Protection Finance Manager	Jul-22	Jul-22	n/a		
	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		
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>COMMUNICATION PLANNING</b>											
	Coordination with agency subject matter experts for review of content as necessary	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	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	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
<b>TRAINING NEEDS</b>											
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	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	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Incident Finance Training modules updated (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #16 - Board of Forestry Oversight

**ET Sponsor:** Deputy Director for Administration

**Due Date:** 10/31/2021

**Last Update:** 06/03/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as:

- AR Aging
- AP Aging
- Cash flow projections
- Exception report summaries
- District fiscal budgets to actual
- District fiscal budget to the bi-annual budget
- Overall ODF agency bi-annual budget to actuals

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	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	●	Not Started	Board of Forestry	n/a	Sep-21	Sep-21		
	21-22 BOF Administrative Work Plan presented for Board of Forestry review	State Forester and Deputy Director for Administration	01/05/2022	●	Not Started	Board of Forestry	n/a	n/a	Dec-21		
	21-22 BOF Administrative Work Plan presented for Board of Forestry approval	State Forester and Deputy Director for Administration	03/09/2022	●	Not Started	Board of Forestry	n/a	n/a	Feb-22		
	Standardized reports identified for review and oversight by the Board of Forestry (MGO)	State Forester and Deputy Director for Administration	TBD	●	Not Started	Board of Forestry	TBD	n/a	n/a		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	Board of Forestry Financial Oversight Policy (MGO)	State Forester	TBD	●	Not Started	Board of Forestry	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	Procedures for Financial Reporting to the Board of Forestry	Deputy Director for Administration	TBD	●	Not Started	Board of Forestry	TBD	TBD	TBD		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	Board of Forestry Reports integrated with OFRS Reporting Interface	Admin Modernization Program	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>COMMUNICATION PLANNING</b>											
	Communicate policy and procedures to impacted personnel and supervisors	Deputy Director for Administration	TBD	●	Not Started	State Forester	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	New Board policy integrated into Board Member Orientation package	Board Administrator	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		

**MGO Recommendation # and Title: #16 - Board of Forestry Oversight**

**ET Sponsor:** Deputy Director for Administration

**Due Date:** 10/31/2021

**Last Update:** 06/03/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

BOF should implement a formal policy regarding their financial oversight of ODF. Additionally, clearly identify a set of standard reports which ODF should provide to the BOF and Forestry Finance Oversight Committee on an ongoing basis, such as:

- AR Aging
- AP Aging
- Cash flow projections
- Exception report summaries
- District fiscal budgets to actual
- District fiscal budget to the bi-annual budget
- Overall ODF agency bi-annual budget to actuals

**MGO Observation:**

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





**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #17 - District Finance Accounting Oversight

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 05/28/2021

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

**Rating:** MGO Recommendation:

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

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

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

**(MGO) Action Plan:**

1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
  - A/R and A/P agings
  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
  - % complete of co-op reconciliation process for each open incident
  - Number of cost share incidents open, settled and closed
  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
  - Open purchase orders

**MGO Observation:**

Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.

**MGO Potential Impact / Risk:**

Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	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	10/01/2021	●	Being Initiated	Deputy Director for Administration	Nov-21	Dec-21	Oct-21		
	Cost Share Tracker developed (MGO)	Protection Finance Manager	Done	●	Complete	Deputy Fire Protection Chief	n/a	n/a	n/a		Cost Share Tracker
	Co-op Tracker developed (MGO)	Protection Finance Manager	06/30/2021	●	Not Started	Deputy Fire Protection Chief	n/a	n/a	n/a		
	Active Incident Tracker developed (MGO)	Protection Finance Manager	12/31/2021	●	Not Started	Deputy Fire Protection Chief	Jan-22	n/a	n/a		
	AR/AP Tracker for external partners (MGO)	Protection Finance Manager	12/31/2021	●	Not Started	Deputy Fire Protection Chief	Jan-22	n/a	n/a		
	Field reporting requirements defined and integrated into policies/procedures (MGO)	Financial Services Manager	12/31/2021	●	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
	Metrics for A/R and A/P agings (MGO)	Financial Services Manager	12/31/2021	●	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	12/31/2021	●	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	12/31/2021	●	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	12/31/2021	●	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	12/31/2021	●	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	12/31/2021	●	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Policy - Organization and Position Management (MGO)	Assistant Deputy Director for Admin	12/30/2021	●	Not Started	Deputy Director for Administration	Jan-22	Mar-22	Dec-21		
	ODF Policy - Disbursements and Expenditures (new) (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Accounting for Revenues and Receivables (new) (MGO)	Financial Services Manager	12/30/2021	●	Not Started	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Procurement (new) (MGO)	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Internal Controls (new) (MGO)	Internal Auditor	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jul-22	Jun-22		

AGENDA ITEM 5

Attachment 3



# 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:** 05/28/2021

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

**Rating:** MGO Recommendation:

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

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

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

**(MGO) Action Plan:**

1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
  - A/R and A/P agings
  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
  - % complete of co-op reconciliation process for each open incident
  - Number of cost share incidents open, settled and closed
  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
  - Open purchase orders

**MGO Observation:**

Field Protection Districts operate with limited oversight as related to finance and accounting, due to the reporting structure in place. The current organizational structure does not include Field Protection Districts reporting to the ODF Administrative Branch, who is responsible for ODF's finance and accounting activities.

**MGO Potential Impact / Risk:**

Lack of oversight of the Field Protection Districts as related to finance and accounting could result in inaccurate and incomplete financial data or delays in identification of errors in financial reporting or poor financial performance.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>ODF Procedures (list topic(s), define each)</b>											
	AR/AP aging meeting Procedures (MGO)	Financial Services Manager	06/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Cost Share Tracker Updating Procedure for Protection Finance Manager (MGO)	Protection Finance Manager	06/15/2021	●	Being Initiated	Fire Protection Deputy Chief	n/a	n/a	n/a		
	Co-op Tracker Updating Procedure (MGO)	Protection Finance Manager	12/31/2021	●	Not Started	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Active Incident Tracker Updating Procedure (MGO)	Protection Finance Manager	12/31/2021	●	Not Started	Fire Protection Deputy Chief	Jan-22	n/a	n/a		
	Financial Metrics Review Procedures (MGO)	Financial Services Manager	12/31/2021	●	Not Started	Assistant Deputy Director for Admin	Jan-22	n/a	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	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	●	Being Initiated	Fire Protection Deputy Chief	Jul-21	n/a	n/a		
	Chapter 50 - Interagency Cooperative Relations (new) (MGO)	Incident Finance / FEMA Manager	09/30/2021	●	In Review / Underway	Protection Finance Manager	Nov-22	n/a	n/a		
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	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		
<b>COMMUNICATION PLANNING</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TRAINING NEEDS</b>											
	Fire Finance Training (annually)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	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	●	Not Started	Protection Finance Manager	May-22	May-22	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:** 05/28/2021

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

**Rating:** MGO Recommendation:

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

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

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

**(MGO) Action Plan:**

1. Define the reporting lines from the Field Protection Districts to the ODF Administrative Branch.
2. Identify reporting requirements for the Field Protection Districts to the ODF Administrative Branch as related to finance/ accounting.
3. Update current policies and procedures to define reporting lines, reporting requirements, and ongoing monitoring from the Field Protection Districts to the ODF Administrative Branch.
4. Establish on-going review procedures of key financial metrics at the Field Protection District level by the ODF Administrative Branch. Metrics should include but are not limited to:
  - A/R and A/P agings
  - Incidents with open finance items by fiscal year and type (i.e. cost share, responsible party, etc.)
  - % complete of cost share reconciliation process (i.e. estimate to actual for open incidents)
  - % complete of co-op reconciliation process for each open incident
  - Number of cost share incidents open, settled and closed
  - Estimated payable invoices still outstanding with federal partners (ex. BLM, USFS)
  - Oaen 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	
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Training modules modified to reflect any new or changed processes/procedures	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

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

**ET Sponsor:** Fire Protection Chief

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

**Last Update:** 05/27/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	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)	Financial Services Manager	06/30/2022	●	Not Started	Oregon Forestland Protection Fund Administrator	Aug-22	Sep-22	n/a		
	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		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	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	09/30/2021	●	Being Initiated	Deputy Director for Administration	21-Oct	21-Dec	21-Sep		
<b>ODF Procedures (list topic(s), define each)</b>											
	EFCC, Operations, Administrative Joint Financial Review Procedures (MGO)	Oregon Forestland Protection Fund Administrator	06/30/2022	●	Not Started	Deputy Director for Administration	Aug-22	Sep-22	n/a		
	EFCC Emergency Fire Claim Procedures updated, if necessary	Oregon Forestland Protection Fund Administrator	06/30/2022	●	Not Started	Deputy Director for Administration	Aug-22	Sep-22	n/a		
	Incident AAR and Financial Review Change Management Procedures (MGO)	Protection Finance Manager	06/30/2022	●	Not Started	Oregon Forestland Protection Fund Administrator	Aug-22	Sep-22	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	Lessons Learned from 2020 Financial Review (MGO)	Protection Finance Manager	08/01/2021	●	Being Initiated	Oregon Forestland Protection Fund Administrator	Aug-21	Aug-21	n/a		
	EFC Audit Prep and Guidelines updated, if necessary	Protection Finance Manager	06/30/2022	●	Not Started	Oregon Forestland Protection Fund Administrator	Aug-21	Aug-21	n/a		
<b>IT SYSTEM CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>COMMUNICATION PLANNING</b>											
	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.	Fire Protection Chief	06/30/2022	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	Fire Finance Training (annually) - Auditing and Emergency Fire Claim modules updated (MGO)	Incident Finance / FEMA Manager	06/30/2022	●	Not Started	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	●	Not Started	Protection Finance Manager	May-22	May-22	n/a		

## 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:** 05/27/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Training modules modified to reflect any new or changed processes/procedures	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		
	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	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:** 05/30/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

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

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Directive 0-2-3-240 Accounting for Revenue, Receivable Transactions Rescinded	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	ODF Directive 0-2-3-204 Internal Controls Over Revenues and Receivables Rescinded	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	ODF Policy - Accounts Receivable (AR) (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	Roles defined for ODF Administration and Operations for recording AR/Revenue (MGO)	Financial Services, Operating Programs	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	Updated policy includes defined responsibilities for ODF Admin and Operations (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	Sep-21		
	ODF Policy - Signature Authority (MGO)	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
<b>ODF Procedures (list topic(s), define each)</b>											
	Invoicing and Recording Accounts Receivable (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	Invoicing process includes supporting documentation and timelines (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	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
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	Sage AR deployed as only system for invoicing, removing manual process (MGO)	Financial Services Manager	09/30/2021	●	Being Initiated	Assistant Deputy Director for Admin	Oct-21	Dec-21	n/a		
	Evaluate interface capabilities with other systems (WALT, DirectBill, Smoke Management, MotorPool/Comms) coordinating with operating divisions	Admin Modernization Program	12/30/2021	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Evaluate interface capabilities with future document management system	Admin Modernization Program	12/30/2021	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>COMMUNICATION PLANNING</b>											
	Communicate procedural changes to impacted personnel and supervisors	Deputy Director for Administration	12/30/2021	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	Policy and procedures as part of Sage training and updates	Financial Services Manager	09/30/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Collection policies and procedures for those responsible for collections	Financial Services Manager	09/30/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		

**AGENDA ITEM 5**

## 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:** 05/30/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

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

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

The manual process to generate invoices and lack of supporting documentation could result in inaccurate or incomplete accounts receivable balances.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Invoicing Procedures reviewed (annually)	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #20 - Finance / Accounting (Org Structure)

**ET Sponsor:** State Forester

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

**Last Update:** 06/07/2021

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

**Rating:** MGO Recommendation:

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

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

**(MGO) Action Plan:**

1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
  - a) Protection Finance - Principal Executive Finance Manager
  - b) Protection Finance - Fiscal Analyst 2 (one position)
  - c) Protection Finance - Accounting Tech 3 (five positions)
2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be report to the Budget Management group as opposed to the Equipment Pool.
3. Based on review of the job descriptions provided by Bill Herber, certain finance/ accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

**ODF Revised Management Response - June 2021:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	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	●	In Review / Underway	Oregon Legislative Assembly	TBD	TBD	TBD		
	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	●	Being Initiated	Deputy Directors for Administration and Operations	TBD	TBD	TBD		
	DRAFT Organizational Chart reflecting proposed reporting structure (9 positions + 4 new) (MGO)	Assistant Deputy Director for Admin	08/01/2021	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	FTE and reporting changes clarified for positions in Legislatively Adopted Budget, if any	Assistant Deputy Director for Admin	08/01/2021	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Technical adjustments implemented in budgeting system and documentation (MGO)	Budget Manager	10/01/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
	Agency's 2021-23 Legislatively Adopted Budget document to Chief Financial Office and Legislative Fiscal Office	State Forester	10/26/2021	●	Not Started	Oregon Legislative Assembly	TBD	TBD	TBD		
	Complete reorganization January 1, 2022, or sooner: the agency is absolutely committed to implementing these changes. The TBD timeline items that follow are contingent upon two key drivers: the actual budget/FTE the agency receives (added capacity/FTE/Positions) to fully implement all the MGO recommendations and the magnitude of the fire season, which requires current capacity to manage finances on assignment to large fires. With these key drivers, we would have organizational implementation by January 1, 2022, possibly sooner.										
	Recruitment processes initiated for new or vacant positions, if any	Assistant Deputy Director for Admin	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Interim analysis of core duties for affected positions specific to Operations Branch	Deputy Director for Operations	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Principles established for strategic and operational support of Operations Branch	Fire Protection Chief	TBD	●	Not Started	Deputy Director for Operations	TBD	TBD	TBD		
	Human Resource Analyst assigned to support implementation	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Transition Plan for implementing organizational change	Deputy Directors for Administration and Operations	TBD	●	Not Started	State Forester	TBD	TBD	TBD		
	Communication Plan for implementing organizational change	Deputy Directors for Administration and Operations	TBD	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		
	Workday Human Resource Profiles reviewed and reporting updated	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

# MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #20 - Finance / Accounting (Org Structure)

**ET Sponsor:** State Forester

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

**Last Update:** 06/07/2021

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

**Rating:** MGO Recommendation:

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

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

**(MGO) Action Plan:**

1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
  - a) Protection Finance - Principal Executive Finance Manager
  - b) Protection Finance - Fiscal Analyst 2 (one position)
  - c) Protection Finance - Accounting Tech 3 (five positions)
2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be reported to the Budget Management group as opposed to the Equipment Pool.
3. Based on review of the job descriptions provided by Bill Herber, certain finance/ accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

**ODF Revised Management Response - June 2021:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
	Position Descriptions reviewed and updated	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	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		
	Facilities space planning and adjacency considerations defined and implemented	Facilities Manager	TBD	●	Not Started	Deputy Director for Administration	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		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Greenbook (list sections, define action needed)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	Onboarding or adjustments required for new or changing positions	Information Technology Manager	TBD	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
<b>COMMUNICATION PLANNING</b>											
	Communications implementing organizational change	Deputy Director for Administration	TBD	●	Not Started	Public Affairs Manager	TBD	TBD	TBD		



## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #20 - Finance / Accounting (Org Structure)

**ET Sponsor:** State Forester

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

**Last Update:** 06/07/2021

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

**Rating:** MGO Recommendation:

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

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

**(MGO) Action Plan:**

1. Based on review of the job descriptions provided by Bill Herber, the following position(s) should report to the ODF Administrative Branch:
  - a) Protection Finance - Principal Executive Finance Manager
  - b) Protection Finance - Fiscal Analyst 2 (one position)
  - c) Protection Finance - Accounting Tech 3 (five positions)
2. Based on review of the Organizational Chart for the ODF Administrative Branch, the Fiscal Analyst should be reported to the Budget Management group as opposed to the Equipment Pool.
3. Based on review of the job descriptions provided by Bill Herber, certain finance/ accounting related job duties which should be reassigned to personnel within the ODF Administrative Branch.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

**ODF Revised Management Response - June 2021:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review			Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	
<b>TRAINING NEEDS</b>										
	Onboarding to the Administrative Branch	Deputy Director for Administration	TBD	●	Not Started	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	
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>										
	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	
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>										
	Strategic Initiatives for 2023-25 budget development	State Forester	10/30/2021	●	Not Started	Board of Forestry	TBD	TBD	TBD	
	Guiding Principles and Direction for 2023-25 budget development	State Forester	01/30/2022	●	Not Started	Board of Forestry	TBD	TBD	TBD	
	Input on Budget Concepts for 2023-25 budget development	State Forester	04/30/2022	●	Not Started	Board of Forestry	TBD	TBD	TBD	
	Policy Option Packages for 2023-25 budget development	State Forester	06/30/2022	●	Not Started	Board of Forestry	TBD	TBD	TBD	
	2023-25 Agency Request Budget	State Forester	07/30/2022	●	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:** 06/04/2021

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

**Rating:** MGO Recommendation:

Medium The ODF Administrative Branch should 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.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	BOF	
<b>MILESTONES</b>											
	Coordinated review of finance position descriptions against classification specs (MGO)	Human Resources Analyst	06/30/2023	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
	If changes in classifications or elimination of positions was to result from review, Collective Bargaining Agreement and notice to employees would be initiated (MGO)	Human Resources Manager	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Procedures (list topic(s), define each)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	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		
<b>COMMUNICATION PLANNING</b>											
	Communications to leadership and employees that position descriptions will be reviewed as per Collective Bargaining Agreement (MGO)	Human Resources Analyst	05/01/2022	●	Not Started	Human Resources Manager	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	Identify gaps in person vs. position, conduct needs assessment 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		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	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		

AGENDA ITEM 5

# 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:** 06/04/2021

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

**Rating:** MGO Recommendation:

Medium The ODF Administrative Branch should 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.

**(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.

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review			Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business Managers	LT	ET	
	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:** 05/27/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

The following are examples of data needed within OFRS in order to ensure proper oversight/ accountability as related to Fire Protection Finance:

1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Suite (daily export/ import)
2. Revenue: Actuals from the state GL system (direct feed) and estimates (system generated calculation based on pending cost-share estimates)
3. General Fund Revenue Estimate: EFCC estimates (generated by EFCC)
4. Accounts Receivable: Actuals from the state GL system
5. Net: Estimate (system generated calculation)
6. Cost Share Estimation: Key data points utilized for cost share agreements such as acres, boots on the ground, etc.
7. Informational Data: Fire code, paying agency, cost share period, FEMA period, fire start date, district, etc.

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	OFRS Total Expenses via SFMA Data Transfer Interface (MGO)	Admin Modernization Program	06/30/2022	●	Being Initiated	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	●	Not Started	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	●	Not Started	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		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	OFRS Reporting Tool Use Procedures	Financial Services Manager	06/30/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	n/a	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
<b>IT SYSTEM CONSIDERATIONS</b>											
	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		

**AGENDA ITEM 5**

## 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:** 05/27/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

The following are examples of data needed within OFRS in order to ensure proper oversight/ accountability as related to Fire Protection Finance:  
 1. Total Expenses: Actuals from the state GL system (direct feed) and cost estimates from FIRES (direct feed) and e-Isuite (daily export/ import)  
 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.

**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.

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>COMMUNICATION PLANNING</b>											
	Deployment of new OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>TRAINING NEEDS</b>											
	Training plan for use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Training module on the use of the OFRS Reporting Tool	Admin Modernization Program	06/30/2022	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	OFRS Reporting Tool updates, upgrades, and maintenance	Admin Modernization Program	06/30/2023	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD		
	Review and update policy/procedures to meet changing needs	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	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:** 05/30/2021

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

**Rating:** MGO Recommendation:

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

Note: This is dependent upon updated legislation.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	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)
	Phase 2 of Divergence Project - Further Comparison of Actual Expenditures (MGO)	Fire Protection Chief/Deputy Director of Administration	06/30/2022	●	Being Initiated	Deputy Director for Administration	n/a	n/a	n/a		
	Phase 2 of Divergence Project - MGO #12 - Scope of work, timeline, integration w/plan	Fire Protection Chief/Deputy Director of Administration	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Phase 2 of Divergence Project - MGO #23 - Scope of work, timeline, integration w/plan (MGO)	Fire Protection Chief/Deputy Director of Administration	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Phase 2 of Divergence Project - MGO #24 - Scope of work, timeline, integration w/plan	Fire Protection Chief/Deputy Director of Administration	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	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		
<b>ODF Procedures (list topic(s), define each)</b>											
	Actual Cost Computation (ACC) Rate Procedures	Fire Business Coordinator	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	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		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

## 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:** 05/30/2021

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

**Rating:** MGO Recommendation:

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

Note: This is dependent upon updated legislation.

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>IT SYSTEM CONSIDERATIONS</b>											
	Technical requirements for Budget Tracker defined	Admin Modernization Program	TBD	●	Not Started	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	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		
<b>COMMUNICATION PLANNING</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TRAINING NEEDS</b>											
	Budget Development, Tracking, and Reconciliation Training	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	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:** 05/30/2021

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

**Rating:** MGO Recommendation:

Medium The ODF Administrative Branch should 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
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	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)
	Phase 2 of Divergence Project - Further Comparison of Actual Expenditures (MGO)	Fire Protection Chief/Deputy Director of Administration	06/30/2022	●	Being Initiated	Deputy Director for Administration	n/a	n/a	n/a		
	Phase 2 of Divergence Project - MGO #12 - Scope of work, timeline, integration w/plan	Fire Protection Chief/Deputy Director of Administration	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Phase 2 of Divergence Project - MGO #23 - Scope of work, timeline, integration w/plan	Fire Protection Chief/Deputy Director of Administration	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
	Phase 2 of Divergence Project - MGO #24 - Scope of work, timeline, integration w/plan (MGO)	Fire Protection Chief/Deputy Director of Administration	01/30/2022	●	Being Initiated	Deputy Director for Administration	TBD	TBD	TBD		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	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		
<b>ODF Procedures (list topic(s), define each)</b>											
	Actual Cost Computation (ACC) Rate Procedures	Fire Business Coordinator	06/30/2022	●	Not Started	Protection Finance Manager	Jul-22	Jun-22	Jun-22		
	Budget Development Procedures (Biennial/Fiscal)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Tracking Procedures	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
	Budget Reconciliation Procedures (MGO)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	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		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	Technical requirements for Budget Tracker defined	Admin Modernization Program	TBD	●	Not Started	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		



## 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:** 05/30/2021

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

**Rating: MGO Recommendation:**

Medium The ODF Administrative Branch should 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	
	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		
<b>COMMUNICATION PLANNING</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TRAINING NEEDS</b>											
	Budget Development, Tracking, and Reconciliation Training	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	Jul-22	Jun-22	Jun-22		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Review and update policy/procedures to meet changing needs (annually)	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Administrative Branch Fiscal Year Operating Plan core duties updated	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
	Position Descriptions updated w/duties	Assistant Deputy Director for Admin	06/30/2022	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	Legislation may require updating to meet overall budgeting objectives of the agency. Statutes to be defined through future legislative concept development.	Fire Protection Chief/Deputy Director of Administration	TBD	●	Not Started	Deputy Director for Administration	TBD	TBD	TBD	TBD	

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #25 - Operating Association Advances

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 05/27/2021

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

**Rating:** MGO Recommendation:

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

**(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.

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

**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
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	Engagement Plan developed with Associations, Operations and Administrative Finance	Fire Prevention and Policy Manager	11/01/2021	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Coos Forest Protective Association's accounting system	Program Accountant	12/30/2021	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Douglas Forest Protective Association's accounting system	Program Accountant	12/30/2021	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Financial reports for Walker Range Forest Protective Association's accounting system	Program Accountant	12/30/2021	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Criteria for supporting documentation, timelines, and thresholds for advances (MGO)	Fiscal Services Manager	01/30/2022	●	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	06/01/2022	●	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	06/01/2022	●	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	06/01/2022	●	Not Started	Fire Protection Chief	n/a	n/a	n/a		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Policy - Advancing Funds to the Operating Associations (new) (MGO)	Fiscal Services Manager	06/30/2022	●	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	06/30/2022	●	Not Started	Deputy Director for Administration	Jun-22	Jun-22	May-22		
<b>ODF Procedures (list topic(s), define each)</b>											
	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	06/30/2022	●	Not Started	Deputy Director for Administration	Jun-22	Jun-22	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	Chapter 80 - Revise Cost Accounting, Reporting, and Cost Shares, if required	Protection Finance Manager	06/30/2022	●	Not Started	Fire Protection Deputy Chief	Jul-22	n/a	n/a		
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	OregonBuys Approval Path defined for advances based on thresholds	Fiscal Services Manager	06/30/2022	●	Not Started	Fire Protection Deputy Chief	n/a	n/a	n/a		
<b>COMMUNICATION PLANNING</b>											
	Coordination with Operating Associations on Engagement Plan	Fire Prevention and Policy Manager	11/01/2021	●	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:** 05/27/2021

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

**Rating: MGO Recommendation:**

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

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

**(MGO) Action Plan:**

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

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>TRAINING NEEDS</b>											
	Training overview of Coos Forest Protective Association's accounting system	Program Accountant	12/30/2021	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Douglas Forest Protective Association's accounting system	Program Accountant	12/30/2021	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
	Training overview of Walker Range Forest Protective Association's accounting system	Program Accountant	12/30/2021	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	Review and maintenance of Advancing Funds Procedures (annually)	Fiscal Services Manager	06/30/2023	●	Not Started	Assistant Deputy Director for Admin	n/a	n/a	n/a		
	Reconciliation of advances to actual expenditures (annually)	Program Accountant	06/30/2023	●	Not Started	Fiscal Services Manager	n/a	n/a	n/a		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #26 - FEMA Claim Status

**ET Sponsor:** Fire Protection Chief

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

**Last Update:** 05/29/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

1. Establish a policy/ procedure related to the communication of the status of FEMA incidents and claims and the recording of related accounts receivables.
2. Establish a standardized procedure, including the system or location, to track outstanding FEMA claims and incidents.

**MGO Observation:**

The ODF Administrative Branch does not consistently receive status reports regarding FEMA incident statuses. Additionally, written processes and procedures related to ongoing reporting of FMAG submissions do not exist.

**MGO Potential Impact / Risk:**

Inconsistent communication of FEMA incident status to the ODF Administrative Branch could lead to duplicated efforts and/ or the inability to properly project cash flows due to delays in the recording of FEMA accounts receivable balances.

**ODF Management Response:**

ODF agrees with this recommendation. The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. This process should be expanded to include the Administrative Branch. Monthly reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. While 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
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	FEMA Tracker developed (MGO)	Incident Finance / FEMA Unit Manager	Done	●	Complete	Protection Finance Manager	n/a	n/a	n/a		FEMA Weekly Status Report 051721
	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	12/31/2021	●	Not Started	Deputy Director for Administration	n/a	n/a	n/a		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Procedures (list topic(s), define each)</b>											
	FEMA Tracker Updating and Communication Procedure for FEMA Unit Manager (MGO)	Incident Finance / FEMA Unit Manager	12/31/2021	●	Being Initiated	Protection Finance Manager	n/a	n/a	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	Chapter 70 - Claims and Incident Cost Recovery Collection (updated) (MGO)	Incident Finance / FEMA Unit Manager	12/31/2021	●	Not Started	Protection Finance Manager	n/a	n/a	n/a		
<b>ODF Guidance or Memorandum (list sections)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>IT SYSTEM CONSIDERATIONS</b>											
	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		
<b>COMMUNICATION PLANNING</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TRAINING NEEDS</b>											
	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		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		

## 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:** 05/29/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

1. Establish a policy/ procedure related to the communication of the status of FEMA incidents and claims and the recording of related accounts receivables.
2. Establish a standardized procedure, including the system or location, to track outstanding FEMA claims and incidents.

**MGO Observation:**

The ODF Administrative Branch does not consistently receive status reports regarding FEMA incident statuses. Additionally, written processes and procedures related to ongoing reporting of FMAG submissions do not exist.





**MGO Potential Impact / Risk:**

Inconsistent communication of FEMA incident status to the ODF Administrative Branch could lead to duplicated efforts and/ or the inability to properly project cash flows due to delays in the recording of FEMA accounts receivable balances.

**ODF Management Response:**

ODF agrees with this recommendation. The ODF FEMA team produces weekly progress reports that are presented to Protection Division leadership and the Deputy State Forester at this time. This process should be expanded to include the Administrative Branch. Monthly reports are coordinated through the Protection Division and Administration and are distributed to agency leadership. While 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
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

## MGO Implementation Management Plan Template - Deliverable Status Log

**MGO Recommendation # and Title:** #27 - OregonBuys

**ET Sponsor:** Deputy Director for Administration

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

**Last Update:** 05/26/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>MILESTONES</b>											
	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
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	ODF Directive 0-2-5-100 Purchasing Controls Rescinded	Contract Services Program Manager	09/30/2021	●	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	09/30/2021	●	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	09/30/2021	●	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	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Disbursements and Expenditures (new)	Financial Services Manager	09/30/2021	●	Being Initiated	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Procurement (new)	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
	ODF Policy - Signature Authority updated for inclusion of OregonBuys	Contract Services Program Manager	09/30/2021	●	In Review / Underway	Deputy Director for Administration	Oct-21	Dec-21	Sep-21		
<b>ODF Procedures (list topic(s), define each)</b>											
	DAS Vendor Exception Process - OregonBuys (MGO) Note: DAS may cancel this solution	DAS	06/30/2021	●	In Review / Underway	Assistant Deputy Director for Admin	Jul-21	Jul-21	n/a		DAS OB Exception Draft v3
	ODF Short-term Exception Alternative - Vendor can complete registration at ODF Office	Disbursements Manager	04/30/2020	●	Complete	Financial Services Manager	Jul-21	Jul-21	n/a		OregonBuys Vendor Registration
	ODF Vendor Exception Procedures (Alternative solution for lack of DAS process)	Disbursements Manager	09/30/2021	●	In Review / Underway	Financial Services Manager	TBD	TBD	n/a		
<b>ODF Greenbook (list sections, define action needed)</b>											
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>ODF Guidance or Memorandum (list sections)</b>											
	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		
<b>IT SYSTEM CONSIDERATIONS</b>											
	FOS PO System access limited to Admin Branch staff (MGO)	Information Technology	06/30/2021	●	In Review / Underway	Chief Information Officer	Jul-21	Jul-21	n/a		
	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	●	In Review / Underway	Financial Services Manager	Jun-21	Jun-21	n/a		
	Excel Tracking Log for payments utilizing macro form. (Short-term solution)	Disbursements Manager	09/30/2021	●	In Review / Underway	Financial Services Manager	Jun-21	Jun-21	n/a		
	FOS PO System removed altogether, after alternative process established	Information Technology	12/31/2021	●	Not Started	Chief Information Officer	TBD	TBD	n/a		
	Sage AP module as replacement system, scope of work, budget and timeline	Financial Services Manager	12/31/2021	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
	Sage AP module updated to integrate with business practices	Financial Services Manager	12/01/2022	●	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	12/01/2022	●	Not Started	Assistant Deputy Director for Admin	TBD	TBD	n/a		
<b>COMMUNICATION PLANNING</b>											
	FOS replacement draft product (Email to Admin Leadership)	Financial Services Manager	06/04/2021	●	Complete	Administrative Leadership Team	n/a	n/a	n/a		
	Oregonbuys Payment Guidance draft (Email to Admin Leadership)	Financial Services Manager	06/04/2021	●	Complete	Administrative Leadership Team	n/a	n/a	n/a		
	Preparation for launch of FOS replacement: (Email to Leadership)	Financial Services Manager	06/09/2021	●	In Review / Underway	n/a	n/a	Jun-21	TBD		
	Launch of FOS replacement Timeline w/Guidance and training information (Email to All Forestry)	Financial Services Manager	06/14/2021	●	Being Initiated	n/a	Jun-21	Jun-21	TBD		
	Final update on launch of FOS replacment with training dates and new form	Financial Services Manager	06/25/2021	●	Not Started	n/a	Jun-21	Jun-21	TBD		

**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:** 05/26/2021

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

**Rating:** MGO Recommendation:

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

**(MGO) Action Plan:**

Add/register all vendors within OregonBuys and disable the Field Protection Districts' and the ODF Administrative Branches' access to the predecessor purchasing systems.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

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

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
v	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
<b>TRAINING NEEDS</b>											
	Training instructions for FOS replacement Excel PO form	Disbursements Manager	06/25/2021	●	In Review / Underway	Financial Services Manager	Jun-21	Jun-21	TBD		
	Training for Sage AP module if agency uses this product	Disbursements Manager	07/01/2022	●	Not Started	Financial Services Manager	TBD	TBD	TBD		
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	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		
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	Sage AP Module configuration - budgetary investment plan	Financial Services Manager	12/31/2021	●	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:** 06/01/2021

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

**Rating: MGO Recommendation:**

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

**(MGO) Action Plan:**

Once OregonBuys is utilized as a procurement system, ODF should consider recording encumbrances.

**MGO Observation:**

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

**MGO Potential Impact / Risk:**

The lack of utilizing encumbrances could result in underestimated budgeted expenses and inaccurate cash flow projections.

**ODF Management Response:**

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

Deliverable Identification		Owner	Estimated Completion Date	Deliverable Status		Approver(s)	Deliverable Review				Supporting Documentation
√	Deliverable Name			Status Indicator	Status		District Business	LT	ET	BOF	
	OregonBuys eProcurement side of the system launched for ODF use	Contract Services Program Manager	07/01/2021	<span style="color: orange;">●</span>	In Review / Underway	DAS	Jul-21	Jul-21	n/a		
	Analysis of feasibility / need to record encumbrances within OregonBuys (MGO)	Financial Services Manager/ Contract Services Program Manager	12/30/2022	<span style="color: grey;">●</span>	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
<b>POLICY AND PROCEDURES</b>											
<b>ODF Policy (list topics and define milestones)</b>											
	Review and update expenditure policies, if encumbrances are feasible	Financial Services Manager	06/30/2023	<span style="color: grey;">●</span>	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	<span style="color: grey;">●</span>	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
<b>ODF Procedures (list topic(s), define each)</b>											
	Review and update expenditure procedures, if encumbrances are feasible	Financial Services Manager	06/30/2023	<span style="color: grey;">●</span>	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	<span style="color: grey;">●</span>	Not Started	Assistant Deputy Director for Admin	TBD	TBD	TBD		
<b>ODF Greenbook (list sections, define action needed)</b>											
	Review and update incident procedures, if encumbrances are feasible	Incident Finance / FEMA Manager	06/30/2023	<span style="color: grey;">●</span>	Not Started	Protection Finance Manager	TBD	TBD	TBD		
<b>ODF Guidance or Memorandum (list sections)</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>IT SYSTEM CONSIDERATIONS</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>COMMUNICATION PLANNING</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>TRAINING NEEDS</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>MAINTENANCE NEEDS POST-IMPLEMENTATION</b>											
	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>BUDGETARY, LEGISLATIVE, OR ADMINISTRATIVE CONSIDERATIONS</b>											
	Consider temporary or LD Business Analyst capacity to support OregonBuys Encumbrance process development	Financial Services Program Manager/ Contract Services Program Manager	TBD	<span style="color: grey;">●</span>	Not Started	Deputy Director for Administration	TBD	TBD	TBD		

Status Legend:	
<span style="color: grey;">●</span>	Not Started
<span style="color: red;">●</span>	Being Initiated
<span style="color: orange;">●</span>	In Review / Underway
<span style="color: green;">●</span>	Approved / Completed



Agenda Item No.:	6
Work Plan:	Private Forests
Topic:	Forest Practices Act Policy Review
Presentation Title:	Senate Bill 1602 Implementation Update.
Date of Presentation:	June 9, 2021
Contact Information:	Josh Barnard, Project Leader 503-945-7493 <a href="mailto:Josh.W.BARNARD@oregon.gov">Josh.W.BARNARD@oregon.gov</a>

**SUMMARY**

This agenda item provides an update about the department’s implementation of certain sections of Senate Bill 1602 (Attachment 1).

**BACKGROUND**

In February 2020, forest industry and environmental interest representatives announced an agreement through a memorandum of understanding. In June 2020, the Oregon Legislature held a special session and included the agreement in Senate Bill 1602 (SB 1602). The governor signed the bill into law on July 7, 2020. The department received the funds for developing new components of the E-Notification system in September 2020.

SB 1602 increased helicopter spray buffers, directed rulemaking for salmon, steelhead, and bull trout, or SSBT, streams in the Siskiyou Geograpic Region, and set communication requirements for spraying pesticides by helicopter. The bill also directs the governor’s office to mediate sessions among the groups’ representatives to consider further changes to forestry laws in pursuit of a habitat conservation plan for private forestlands (see Attachment 2 for summary details).

**ANALYSIS**

When Senate Bill 1602 became law, it was not on the department’s workplan. To meet the workload and short timelines required by SB 1602, the agency assigned a project team to focus on this work. The project team includes Salem and field staff (see Attachment 3 for Project Team Organizational Structure). The members have stepped out of their normal roles to focus on implementing SB 1602. The following explains the department’s work to date by section.

Section 16 increased helicopter spray buffers along domestic- and fish-use streams, effective January 1, 2021. This section added new buffers along non-fish and non-domestic streams and water intakes for certain uses.

Section 18 directs the Board of Forestry to adopt the SSBT streams rules in the Siskiyou Region. Section (19) set the January 1, 2021 effective date. In July 2020, the board reviewed draft rules and directed the department to start rulemaking. In August, the department met with a rules advisory committee and the department held a public comment period in September. The board adopted the final rule at its November 2020 meeting. The SSBT stream rules took effect on January 1, 2021.

Sections 4 through 11 describe the E-Notification system functions for helicopter spray communications. The department received the funds for E-Notification development in September 2020. Due to the 2020 wildfires and timing of funding, the development did not start until December 2020. The Department of Administrative Services chief information officer approved initiating system development on November 23, 2020. The department signed the contract with the vendor on December 2, 2020. The project team meets with the vendor weekly to ensure the system meets the law's requirements. The team clarifies needs and changes by the end of the week and the vendor presents any revised prototypes the next week. The vendor gives the project team a test version once a month. This process allows for continuous feedback and fine tuning and will continue until the project is done.

Section 12 requires Section 4 to 11 functions to work at full capacity and the system could launch between July 1, 2021 and July, 1 2022. If the system will not have the capacity on July 1, 2021, the State Chief Information office shall give public notice.

Sections 20 to 20b set a new partnership with Oregon Water Resources Department by directing the system's use of a part of OWRD data. Helicopter pesticide spray applicators must leave buffers around water points of diversion identified by OWRD and ODF. The departments must jointly report to the 2022 session of the legislature on the part of OWRD data used and what is needed to make the rest of the data precise enough to use. To that end, the departments meet monthly to discuss data use as it relates to this law. These buffers start when the E-Notification can operate per Sections 4 to 11.

To implement the laws and rules that started January 1, 2021, the team put on SSBT streams and helicopter spray buffer training in December 2020. Department staff received training for administering these laws too. Training videos are available to the public on the agency website. ([Proposed laws and rules](#))

During development of the E-notification system, the project team holds monthly outreach meetings to receive input and feedback on the E-Notification user experience.

## **RECOMMENDATION**

Information only.

## **NEXT STEPS**

Continue implementing SB 1602 E-notification communication requirements. Continue working with OWRD and other requirements in SB 1602. Develop further training and outreach for internal and external audiences.

## **ATTACHMENTS**

- (1) Senate Bill 1602 Enrolled
- (2) Senate Bill 1602 Summary
- (3) Senate Bill 1602 Project Team Organizational Structure

## Enrolled Senate Bill 1602

Sponsored by Senator COURTNEY; Senator WAGNER, Representatives GORSEK, HAYDEN, HELT, HOLVEY, KENY-GUYER, LEIF, MARSH, MCKEOWN, MCLAIN, MITCHELL, NERON, NOSSE, REARDON, SMITH DB, SMITH WARNER, WILDE, WITT, ZIKA (at the request of Joint Committee on the First Special Session of 2020)

CHAPTER .....

AN ACT

Relating to forests; and declaring an emergency.

**Be It Enacted by the People of the State of Oregon:**

**SECTION 1.** (1) The Governor shall facilitate the organization and holding of one or more mediation sessions between representatives of the forest industry and representatives of environmental interests in accordance with the Memorandum of Understanding announced by the Governor on February 10, 2020. The Governor shall limit participation in the mediation sessions to not more than 12 representatives, but may not limit such third party assistance as the representatives may require.

(2) The purpose of the mediation sessions shall be to develop an approach to evaluate and jointly recommend substantive and procedural changes to Oregon Forest Practices Act laws and regulations to advance the attainment of federal regulatory assurances for aquatic and riparian-dependent species.

(3) The Governor shall organize the mediation sessions with the goal of fulfilling the purpose described in subsection (2) of this section no later than 18 months after the effective date of this 2020 special session Act.

(4) Except as provided in ORS 36.220 (1) to (4), mediation sessions described in this section are not subject to ORS 36.220 to 36.238 or 192.610 to 192.690.

**SECTION 2.** Section 1 of this 2020 special session Act is repealed on January 2, 2023.

**SECTION 3.** The President of the Senate and the Speaker of the House of Representatives shall arrange for legislative committees related to natural resources to hold a joint informational hearing during the 2021 regular session of the Eighty-first Legislative Assembly regarding the mediation sessions described in section 1 of this 2020 special session Act. The committees shall, at a minimum, invite the Governor to submit testimony or documents at the joint informational hearing regarding the past and expected schedule and structure for the mediation process and such other information concerning the mediation sessions as the Governor deems reasonable and prudent to disclose.

**SECTION 4.** As used in sections 4 to 11 of this 2020 special session Act:

(1) "Department reporting system" means a forest activity electronic reporting and notice system operated by the State Forestry Department.

(2) "Nearby recipient" means a person registered under section 5 of this 2020 special session Act:

(a) Whose parcel location information is reconciled under section 5 (2) of this 2020 special session Act with a tax lot that is in whole or in part less than one mile from the edge of a proposed or scheduled pesticide application by helicopter to forestland; or

(b) Whose water intake location noted under section 5 (4) of this 2020 special session Act is less than one mile from the edge of a proposed or scheduled pesticide application by helicopter to forestland.

(3) "Pesticide":

(a) Except as provided in this subsection, has the meaning given that term in ORS 634.006.

(b) Does not include fertilizer. As used in this paragraph, "fertilizer" means any substance, or any combination or mixture of substances, that is designed for use primarily as a source of plant food, for inducing increased plant growth or for producing any physical, microbial or chemical change in the soil.

(4) "Water use qualifying for a spray buffer" means the use of water:

(a) For watering not more than one-half acre of lawn or noncommercial garden;

(b) By one or more dwelling units for domestic animal consumption ancillary to residential or related use of a property;

(c) By one or more dwelling units for household purposes or human consumption;

(d) For livestock watering; or

(e) Supplied for community purposes through a municipal water system, a system operated by a federally recognized Indian tribe or a system operated by a private corporation. As used in this paragraph, "community purposes" includes, but is not limited to, uses described in paragraphs (a) to (d) of this subsection, commercial or industrial use, fire protection, watering of public parks and street cleaning.

**SECTION 5.** (1) A person may register with the State Forestry Department to receive notices of proposed or scheduled pesticide applications by helicopter to forestland near the residence of the person. To obtain registration, the person must provide the department with:

(a) A description of the parcel where the person resides;

(b) Proof satisfactory to the department that the person resides at the parcel; and

(c) Contact information for the person that, at a minimum, includes:

(A) A mailing address; and

(B) An electronic mail address or telephone number.

(2) Upon the receipt of information under subsection (1) of this section, the department shall reconcile the parcel location information with tax lot information and note the tax lot in a geospatial layer maintained within a department reporting system.

(3) A person appropriating surface water for a water use qualifying for a spray buffer may register with the department to receive notices of proposed or scheduled pesticide applications by helicopter to forestland near the water intake used by the person. To obtain registration, the person must provide the department with:

(a) The global positioning system coordinates for the water intake;

(b) If the water use qualifying for a spray buffer is subject to water right requirements, a permit, certificate, registration, limited license or order of determination for the water use;

(c) If the water use qualifying for a spray buffer is exempt from water right requirements, a description of the spring box or other type of water intake and of the type of water use;

(d) Unless established in documentation described in paragraph (b) of this subsection, an attestation that the person believes the person has a lawful entitlement to make the water use qualifying for a spray buffer;

(e) An attestation that the person controls the works at the point of diversion for the water use qualifying for a spray buffer; and

- (f) Contact information for the person that, at a minimum, includes:
  - (A) A mailing address; and
  - (B) An electronic mail address or telephone number.

(4) Upon the receipt of information under subsection (3) of this section, the department shall note the location of the water intake in a geospatial layer maintained within a department reporting system.

**SECTION 6.** (1) To the extent of any conflict between this section and ORS 527.610 to 527.770, the provisions of this section prevail.

(2) Notwithstanding ORS 527.670, an operator, timber owner or landowner proposing to conduct a pesticide application by helicopter to forestland shall send the State Forestry Department notice of the proposed pesticide application that includes the following:

(a) Identification of the pesticides likely to be used. The notice may not identify any pesticides that are not likely to be used.

(b) Identification of the forestland units to receive pesticide application.

(c) Identification of a 90-day period within which the pesticide application is to occur.

(d) Contact information for the operator, timber owner or landowner providing the notice that, at a minimum, includes a mail address, electronic mail address and telephone number.

(e) Any information required by State Board of Forestry rules.

(3) Except as provided in subsection (4) of this section, if the department reporting system indicates that the location of the proposed pesticide application has one or more nearby recipients, the beginning of the 90-day period identified in the notice under subsection (2)(c) of this section must be 30 or more days after the date the notice is provided to the department.

(4) If a pesticide application is not completed during the 90-day period identified in a notice, the operator, timber owner or landowner must send a new notice before commencing or completing the pesticide application. Notwithstanding ORS 527.670, if the new notice is sent in the same calendar year as the original notice, the 90-day period identified in the new notice must be seven or more days after the date the new notice is provided to the department.

**SECTION 7.** (1) Upon receipt of a notice under section 6 (2) of this 2020 special session Act, a State Forestry Department reporting system shall provide the operator, timber owner or landowner that provided the notice with a list of, and contact information for, any nearby recipients for the proposed pesticide application.

(2) Two weeks after receiving a notice under section 6 (2) of this 2020 special session Act, and on the date of receipt of any new notice under section 6 (4) of this 2020 special session Act, the department shall send notice of the proposed pesticide application to the electronic mail address or telephone number of each nearby recipient for the application. The notice sent by the department must include, but need not be limited to, the location and nature of the proposed pesticide application and the 90-day period within which the pesticide application may occur, and the mailing address, electronic mail address and telephone number supplied as contact information by the operator, timber owner or landowner that provided notice of the proposed pesticide application under section 6 of this 2020 special session Act.

**SECTION 8.** (1) An operator, timber owner or landowner that sends notice under section 6 of this 2020 special session Act of a proposed pesticide application by helicopter to forestland shall notify the State Forestry Department prior to the pesticide application by helicopter being made. A notice under this section must:

(a) Be made by electronic communication to a department reporting system;

(b) Be sent to the department no later than 7 p.m. on the day preceding the pesticide application;

(c) Specify the day following the notice as a day for pesticide application by helicopter;

(d) Identify the forestland units to receive pesticide application on the specified day; and

(e) Contain any additional information required by State Board of Forestry rules.

(2) The sending of a notice under subsection (1) of this section does not limit the number of days on which a pesticide application by helicopter may be made. However, a separate notice is required for each day that a pesticide application by helicopter is to be made. The sending of a notice under subsection (1) of this section does not require that a pesticide application identified in the notice be conducted.

(3) Upon receipt of a notice under this section, the department shall send the schedule information for the pesticide application and forestland unit identification to the electronic mail address or telephone number of each nearby recipient to which the department sent notice of the proposed pesticide application under section 7 of this 2020 special session Act.

**SECTION 9.** (1) If a forestland unit identified in a notice sent under section 8 of this 2020 special session Act receives an incomplete pesticide application on the date specified in the notice, the operator, timber owner or landowner shall send a notice of incompleteness to a State Forestry Department reporting system no later than 24 hours after the end of the date specified for the application in the notice. The notice of incompleteness shall consist of designating the forestland units to which an incomplete pesticide application by helicopter was made. Entry of a notice of incompleteness does not affect the requirement to send notice under section 8 of this 2020 special session Act before completing the pesticide application.

(2) An operator, timber owner or landowner that sends a notice under section 8 of this 2020 special session Act shall send a completion verification to a department reporting system no later than 24 hours after the completion of the pesticide application. The completion verification shall consist of designating the forestland units to which the pesticide application by helicopter was made.

(3) The department shall make an electronic listing of the forestland units that were identified in the notice under section 8 of this 2020 special session Act available to the operator, timber owner or landowner in a format that allows the operator, timber owner or landowner to electronically designate:

(a) Forestland units from the list that have received an incomplete pesticide application, when sending a notice of incompleteness; and

(b) Forestland units from the list on which pesticide application is complete, when sending a completion verification.

**SECTION 10.** (1) As used in this section, "spray season" means a period that:

(a) Begins on January 1 and ends on June 30 in the same calendar year; or

(b) Begins on July 1 and ends on December 31 in the same calendar year.

(2) If an operator, timber owner or landowner fails to timely send a notice under section 8 of this 2020 special session Act or timely send a notice of incompleteness or completion verification under section 9 of this 2020 special session Act for one or more forestland units, or any combination of such failures on the same day:

(a) For the first day during a spray season on which one or more failures occur, the State Forestry Department shall issue the landowner a warning.

(b) For the second day during a single spray season on which one or more failures occur, the department shall assess the landowner a civil penalty of \$1,000.

(c) For a third day or any subsequent day during a single spray season on which one or more failures occur, the department shall assess the landowner a civil penalty of \$5,000 per day.

**SECTION 11.** (1) If the State Forestry Department receives a notice under section 8 of this 2020 special session Act, at the beginning of the 90-day period identified in the notice, the department shall designate the forestland units identified in the notice as being in available status. Except as provided in subsection (2) of this section, the department shall terminate the available status of a forestland unit after 90 days.

(2) Upon receiving a notice under section 8 of this 2020 special session Act specifying a date on which a pesticide application by helicopter is to be made, the department shall change the designation of any forestland unit identified in the notice to pending status.

(3) Upon receiving a notice of incompleteness under section 9 of this 2020 special session Act, the department shall change the designation of any forestland unit identified in the notice to incomplete status.

(4) Upon receiving a completion verification under section 9 of this 2020 special session Act, the department shall change the designation of any forestland unit identified in the completion verification to completed status.

(5) The department shall change the designation of a forestland unit from pending status if, at 11:59 p.m. on the day following the pesticide application date specified for the forestland unit in a notice under section 8 of this 2020 special session Act, the department has not received a notice of incompleteness or completion verification for the forestland unit. Subject to subsection (1) of this section, the department shall return a forestland unit described in this subsection from pending status to available status.

**SECTION 12.** (1) As used in this section, “department reporting system” has the meaning given that term in section 4 of this 2020 special session Act.

(2) Sections 4 to 11 of this 2020 special session Act apply to pesticide applications occurring on or after:

(a) July 1, 2021; or

(b) If the State Chief Information Officer gives public notice prior to July 1, 2021, that the State Forestry Department reporting system lacks the required capacity for the carrying out of sections 4 to 11 of this 2020 special session Act, the earlier of:

(A) July 1, 2022; or

(B) The date on which the State Chief Information Officer gives public notice that the department reporting system has the required capacity.

**SECTION 13.** (1) As used in this section, “department reporting system” has the meaning given that term in section 4 of this 2020 special session Act.

(2) The State Forestry Department shall develop a system to allow nondepartment messages to nearby recipients described in section 7 (1) of this 2020 special session Act, notices under section 8 of this 2020 special session Act and notices of incompleteness or completion verifications under section 9 of this 2020 special session Act to be sent electronically using mobile telephone equipment to access a department reporting system. The department shall make the access system compatible with, at a minimum, the two most commonly used types of mobile telephone operating systems.

**SECTION 14.** (1) As used in this section:

(a) “Daily spray records” means records required of a pesticide operator under ORS 634.146.

(b) “Geographic information system data” means the electronic location data recorded during a pesticide application by helicopter.

(c) “Health provider” means a person holding a license, certificate or permit issued under Oregon law to provide the diagnosis, treatment or care of disease or injury in the ordinary course of business or practice of a profession, when seeking to provide diagnosis, treatment or care of a patient in response to a suspected exposure of the patient to pesticide.

(d) “Pesticide operator” has the meaning given that term in ORS 634.006.

(2) The Pesticide Analytical and Response Center shall accept requests for a pesticide operator’s daily spray records and geographic information system data concerning a pesticide application by helicopter to forestland from:

(a) A unit of state government, as defined in ORS 174.111;

(b) A law enforcement agency, as defined in ORS 181A.010; or

(c) A health provider.

(3)(a) The center shall forward a request received under subsection (2) of this section to the pesticide operator that is the subject of the request. A pesticide operator that receives a request from the center shall send the center the daily spray records and geographic in-

formation system data possessed or accessible to the pesticide operator concerning pesticide applications by helicopter to forestland identified in the request.

(b) The pesticide operator shall send the requested daily spray record information to the center no later than 24 hours after receiving the request. The pesticide operator shall send the requested geographic information system data to the center no later than five business days after receiving the request.

(c) Upon receiving requested information from a pesticide operator, the center shall forward the information received to the requesting unit of state government, law enforcement agency or health provider.

(4) Failure of a pesticide operator to timely send records or data as required under subsection (3) of this section is a violation subject to a fine of \$1,000 per request.

(5) Records and data sent or received under this section are not public records for purposes of ORS 192.311 to 192.478.

**SECTION 15. (1) As used in this section:**

(a) "Interfere":

(A) Means to use force, violence or action that impedes a pesticide application by helicopter to forestland.

(B) Does not mean:

(i) The memorializing of pesticide application activities through photography, videotaping, audiotaping or other creation of an electronic record by a person on public property or on private property where the person has a lawful right to be present; or

(ii) Other activities to the extent that the activities are protected under the First Amendment to the United States Constitution or Article I, section 8, of the Oregon Constitution.

(b) "Nearby recipient" has the meaning given that term in section 4 of this 2020 special session Act.

(2) A person that intentionally interferes with a pesticide application by helicopter to forestland commits an unclassified violation punishable by a fine of:

(a) \$1,000, if during the five years before the date of the interference the person has not previously been found to have committed a violation under this section; or

(b) \$5,000, if not more than five years before the date of the interference the person was found to have committed a violation under this section.

(3) For purposes of this section, there is a conclusive presumption that interference is intentional if performed by a nearby recipient who was sent information under section 8 (3) of this 2020 special session Act concerning the pesticide application.

**SECTION 16. (1) As used in this section:**

(a) "Department reporting system," "pesticide" and "water use qualifying for a spray buffer," have the meanings given those terms in section 4 of this 2020 special session Act.

(b) "Flowing water" means surface water is present at the time of a pesticide application.

(c) "Inhabited dwelling" means a structure or part of a structure used as a home, residence or sleeping place by a person maintaining a household or by two or more persons maintaining a common household, but does not include outbuildings, yard areas or other land associated with the structure.

(d) "School" means the campus of:

(A) A Head Start program;

(B) A public or private institution offering instruction for all or part of prekindergarten through grade 12;

(C) The Oregon School for the Deaf;

(D) A regional residential academy operated by the Oregon Youth Authority;

(E) An education service district or community college; or

(F) A public or private college or university.



(e) "Sixth-level hydrologic unit" means the cataloging unit level of the 12-digit hydrologic unit mapping system developed by the Federal Geographic Data Committee.

(f) "Type D stream" means a stream that has domestic use, but does not have fish use.

(g) "Type F stream" means a stream that has fish use or has both domestic use and fish use.

(h) "Type N stream" means a stream that does not have domestic use or fish use.

(2) Notwithstanding ORS 527.672, a person may not directly apply pesticide by helicopter to forestland:

(a) Less than 300 feet from an inhabited dwelling, unless the landowner is the requester of the application;

(b) Less than 300 feet from a school, unless the school board or other governing body for the school is the requester of the application; or

(c) Subject to subsection (4) of this section, less than 300 feet from a water intake for a water use qualifying for a spray buffer:

(A) Within the same sixth-level hydrologic unit as a water source for water use qualifying for a spray buffer that is registered under section 5 of this 2020 special session Act; or

(B) Within the same sixth-level hydrologic unit as a water source for water use qualifying for a spray buffer that is identified by the State Forestry Department and for which the location has been recorded in the department reporting system.

(3) On forestland that is subject to ORS 527.610 to 527.770, a person may not directly apply pesticide by helicopter near a stream:

(a) That is identified by the department as a Type D stream or Type F stream, within the greatest of:

(A) 75 feet;

(B) The required vegetated buffer; or

(C) A riparian management area existing in State Board of Forestry rules on the effective date of this 2020 special session Act within which vegetation retention and special management practices are required; or

(b) That is identified by the department as a Type N stream and has flowing water, within 50 feet.

(4) The restrictions in subsection (2)(c) of this section are contingent upon the water intake location being recorded in the department reporting system.

**SECTION 17.** Section 16 of this 2020 special session Act applies to pesticide applications made on or after January 1, 2021.

**SECTION 18.** The State Board of Forestry shall adopt rules to make 2017 board rules regarding salmon, steelhead and bull trout applicable for the Siskiyou Georegion.

**SECTION 19.** The State Board of Forestry shall make the rules adopted by the board under section 18 of this 2020 special session Act effective on January 1, 2021.

**SECTION 20.** (1) As used in this section, "department reporting system" and "water use qualifying for a spray buffer" have the meanings given those terms in section 4 of this 2020 special session Act.

(2) The State Forestry Department shall record in the department reporting system any points of diversion inventoried by the Water Resources Department that are:

(a) For a water use qualifying for a spray buffer; and

(b) Mapped with sufficient precision to allow the State Forestry Department to implement buffers under section 16 (2)(c) of this 2020 special session Act.

(3) The State Forestry Department shall periodically review Water Resources Department inventory information for points of diversion and update State Forestry Department reporting system information as necessary to comply with subsection (2) of this section.

**SECTION 20a.** The State Forestry Department shall begin recording inventoried points of diversion in the department reporting system as required by section 20 of this 2020 special

session Act no later than 60 days after the operative date of section 20 of this 2020 special session Act.

**SECTION 20b.** (1) As used in this section, “department reporting system” and “water use qualifying for a spray buffer” have the meanings given those terms in section 4 of this 2020 special session Act.

(2) Except as provided in subsection (3) of this section, the State Forestry Department and the Water Resources Department shall, in the manner provided in ORS 192.245, submit a report to the Legislative Assembly during the 2022 regular session:

(a) Stating the number of points of diversion that have been recorded in the State Forestry Department reporting system under section 20 of this 2020 special session Act;

(b) Estimating the extent to which points of diversion for water use qualifying for a spray buffer remain to be inventoried; and

(c) Estimating the resources required for the Water Resources Department to identify points of diversion, whether already inventoried or remaining to be inventoried, with sufficient precision to allow the State Forestry Department to identify those points of diversion qualifying for a spray buffer and implement buffers under section 16 (2)(c) of this 2020 special session Act.

(3) If section 20 of this 2020 special session Act becomes operative on or after the date that the 2022 regular session of the Legislative Assembly adjourns sine die, the departments shall submit the report required by this section to the Legislative Assembly during the 2023 regular session.

**SECTION 21.** Section 20 of this 2020 special session Act becomes operative on the date sections 4 to 11 of this 2020 special session Act become applicable to pesticide applications as determined under section 12 of this 2020 special session Act.

**SECTION 22.** This 2020 special session Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2020 special session Act takes effect on its passage.

Passed by Senate June 26, 2020

.....  
Lori L. Brocker, Secretary of Senate

.....  
Peter Courtney, President of Senate

Passed by House June 26, 2020

.....  
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2020

Approved:

.....M.,....., 2020

.....  
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2020

.....  
Bev Clarno, Secretary of State

# Summary | Senate Bill 1602



**Date:** October 13, 2020

**Prepared by:** Joshua W. Barnard, Project Leader (503) 945-7493  
Nicholas J. Hennemann, Public Affairs Specialist (503) 945-7505

## Background

- In June 2020, the Oregon Legislature held a special session. During that session, Senate Bill 1602 passed both chambers with broad support. The governor signed the bill into law on July 7, 2020.
- Both conservation and timber industry groups supported the bill. They want to jointly develop and recommend changes to Oregon's Forest Practices Act (FPA).
- The department supports this approach. It looks forward to receiving the recommendations.
- Parts of the law go into effect at different times.
- The law changes some of Oregon's non-federal forestland protections.

**Helicopter Pesticide Spray Buffers.** The law increases buffers around homes, schools, water intakes, and some streams for helicopters spraying pesticides. This part of the law starts on January 1, 2021. The buffers are:

- At least 75 feet from streams with fish or domestic use;
- 50 feet from other streams with surface water present;
- 300 feet from a school or inhabited dwelling; and
- 300 feet from a qualifying water intake.

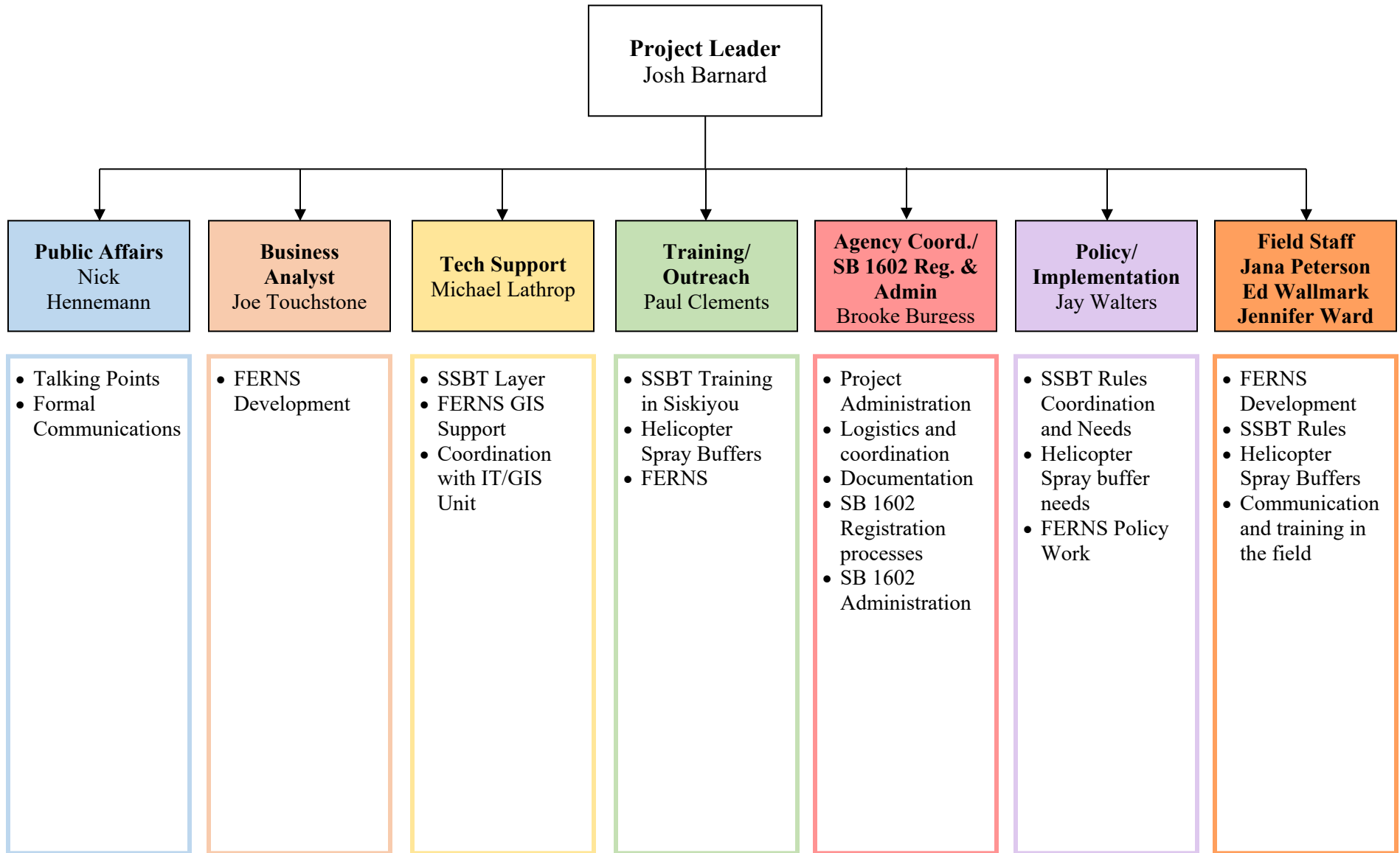
**Stream buffer rules expanded.** The law includes the Siskiyou region in the rules for protecting salmon, steelhead, and bull trout streams. This part of the law starts on January 1, 2021.

## Helicopter Pesticide Spray Communications

- The agency must develop its E-Notification system to improve communication among helicopter pesticide sprayers, neighbors, and water users.
- The law provides funds for developing the system. It will likely take about a year to complete.
- The law requires the operator, timber owner, or landowner to send helicopter pesticide spray plans to the agency. The plans must include:
  - Pesticides likely to be used;
  - Areas to be sprayed;
  - A 90-day window for applying the pesticides; and
  - Operator, timber owner, or landowner's mailing address, email, and phone number.
- Using E-notification, applicators must notify registered water users and neighbors that are within one mile of the area(s) to be sprayed by 7 p.m. the night before the planned spray.
- Neighbors and water users must sign up to receive notices. The neighbors and water users who can sign up are those within one mile of the proposed work. They will receive notices by email or text message about the proposed 90-day window, and the night before the flights.
- Operators must wait 30 days before spraying areas within one mile of registered water users and neighbors to allow for neighborly communications.
- This part of the law will start between July 2021 and June 2022.
- There are fines for:
  - Failing to submit spray plans and notifying the department and their neighbors.
  - People who interfere with the spray work.
- The law did not change regulations for pesticides sprayed by ground, fixed-wing, and drone methods.

**Mediated discussions for improving the FPA.** The governor's office must mediate talks among the conservation and timber industry groups. They will develop and recommend changes to the FPA. They have 18 months to do this work.

# SB 1602 Project Team Organizational Structure



**STAFF REPORT**

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Agenda Item No.:	7
Topic:	Forest Trust Land Advisory Committee
Presentation Title:	FTLAC Testimony to the Board of Forestry
Date of Presentation:	June 9, 2021
Contact Information:	David Yamamoto, Tillamook County Commissioner John Sweet, Coos County Commissioner

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

## STAFF REPORT

Agenda Item No.:	8
Work Plan:	State Forests Work Plan
Topic:	State Forests Management
Presentation Title:	State Forests Draft HCP and FMP Overview
Date of Presentation:	June 9, 2021
Contact Information:	Liz Dent, State Forests Division Chief (503) 945-7351 <a href="mailto:Liz.F.Dent@Oregon.gov">Liz.F.Dent@Oregon.gov</a> Cindy Kolomechuk, HCP Project Lead (503) 945-7731 <a href="mailto:Cindy.Kolomechuk@Oregon.gov">Cindy.Kolomechuk@Oregon.gov</a> Sarah Lathrop, FMP Project Lead (971) 283-0662 <a href="mailto:Sarah.B.Lathrop@oregon.gov">Sarah.B.Lathrop@oregon.gov</a>

### CONTEXT

The Board of Forestry (Board) has directed the State Forests Division (Division) to explore potential State Forest management options. This direction included the development of a revised draft Western Oregon Forest Management Plan (draft FMP), which uses a take avoidance approach to Endangered Species Act (ESA) compliance, and a Western Oregon Habitat Conservation Plan (draft HCP) with an incidental take permit for ESA compliance. Should the HCP be the Board's preferred approach to ESA compliance, a companion FMP is needed to articulate the complete integrated forest management approach for state forest lands.

In November 2017, the Board approved a 3-phase approach to explore the possibility of a Western Oregon HCP:

- Phase 1: HCP Initiation/Scoping (*Timeline: Nov.2017-Nov.2018*)
- Phase 2: Strategy Development (*Timeline: Nov. 2018- March 2020*)
- Phase 3: National Environmental Policy Act (NEPA) analysis and consultation (*Timeline: March. 2020-Feb. 2023*)

The Division presented the deliverables of Phase 1 for Board consideration in November 2018, which included a business case analysis designed to evaluate potential financial implications resulting from an HCP as compared to the current FMP. The results provided a relative evaluation of potential outcomes if the Division continues to manage without an HCP as compared to with an HCP. Based on this work, the Board directed the Division to move into Phase 2: Strategy Development and Stakeholder Engagement.

Since November 2018, the Division collaborated with our state and federal sister agencies as well as the Counties, Tribes, interested stakeholders and members of the public to develop the draft HCP. The Division also completed a draft FMP for Board consideration in April 2020. The draft FMP was tabled until the draft HCP was available for consideration.

In October 2020, the Division presented the draft HCP to the Board for the decision on whether to move the HCP to Phase 3: NEPA Analysis. To assist the Board with evaluating potential management options, the Division included an analysis that compared three management

approaches – the draft HCP, the current FMP, and the more recent draft FMP. Both FMPs were based on a take avoidance approach to ESA compliance. In October 2020, the Board unanimously voted to direct staff to move to Phase 3: NEPA Analysis and consultation. Specifically, the Board directed staff to complete the [Draft Western Oregon State Forests HCP](#) and complete the NEPA process.

The companion Forest Management Plan will be developed concurrent with the NEPA process. It is anticipated that the NEPA process and the companion FMP will be complete in winter 2022. In February 2023, the Division will bring the fully vetted HCP and companion FMP to the Board for consideration and decision (Attachment 1: Working Project Timelines). The Division will be operating under the current Forest Management Plan until the Board directs otherwise.

The Division was awarded two \$1 million (\$750,000 federal, \$250,000 match) USFWS Technical Assistance grants to support the work completed on the HCP to date. ODF recently applied for an additional USFWS Technical Assistance grant for the same amount to support the NEPA process. If awarded, funds would be available fall 2021.

## **BACKGROUND AND ANALYSIS**

All forest landowners must comply with the ESA. Currently the Division complies with the ESA through a process called take avoidance. State forest lands are managed in alignment with the current Forest Management Plan (FMP). Habitat is evaluated operation-by-operation and we conduct costly surveys for listed species. If a listed species is detected, management plans are either modified or may have to be dropped. Without an HCP, management activities are subject to new listings or changed federal conservation standards – placing additional uncertainties for future management activities.

An HCP is a programmatic Endangered Species Act (ESA) compliance tool involving an agreement between the Department of Forestry, the United States Fish and Wildlife Service (USFWS) and National Oceanic and Atmospheric Administration (NOAA) Fisheries that provides a holistic approach to complying with the Federal Endangered Species Act. The HCP establishes long-term commitments (70-year) to conservation and provides long-term assurances that forest management will continue, under a set of agreed upon conservation measures throughout the life of the HCP.

The draft HCP covers 639,489 acres of state forestlands west of the Cascades. The majority of these lands (96% or 613,734 acres) are Board of Forestry Lands and owned by the Department of Forestry, and the remaining 4% (25,755 acres) are Common School Forest Lands (CSFL) owned by the Department of State Lands. The draft HCP does not include the CSFL in the Elliott State Forest.

## **WESTERN OREGON HCP UPDATE**

Since October, the full Administrative Draft HCP has been completed and provided on ODF's external website for public review. An executive summary of the HCP is provided in Attachment 2. A summary of the key changes made to the draft HCP since October are

described in Attachment 3. All HCP updates were provided to stakeholder groups in December 2020 and presented at the May 6<sup>th</sup>, 2021 FMP/HCP Meeting Open to the Public.

ODF is working with NOAA Fisheries and the USFWS to complete the NEPA process. This includes public scoping, development of the draft and final Environmental Impact Statement (EIS) and stakeholder engagement. As the applicant, ODF has hired a third-party consultant, ICF, to lead the technical project work, complete required analyses, and engage the public. ODF remains engaged as the applicant to assist as necessary and will provide regular updates to the Board throughout the process.

### **NEPA Part 1: Public Scoping**

Scoping is a process for determining the scope of issues for analysis in an EIS. The Scoping process includes identifying the purpose and need, alternatives to the proposed action (i.e., the Western Oregon State Forests Draft HCP), and the environmental resource topics that need to be analyzed in the EIS. NOAA issued a notice of intent (NOI) to prepare an EIS on March 6<sup>th</sup>, 2021, which launched the public scoping process. This period typically lasts 30 days, but ODF requested and was granted a two-week extension to ensure that the public had an opportunity to review the HCP and provide informed feedback.

The NOI gives notice that an EIS will be prepared and announces public meetings and opportunity to provide comment. Information will be shared during public scoping about the proposed action, NEPA process, preliminary alternatives and issues, schedule, and areas of input sought. Public input can inform potential alternative actions, relevant data and information to consider, and issues to analyze in the EIS. Ultimately, the lead agency (NOAA Fisheries) determines the scope of the EIS: which alternatives will be analyzed, and which are dismissed; what resource issues will be analyzed, and which environmental resource topics are dismissed; and any connected actions that will be considered. The scoping process culminates with clearly defined alternatives and a detailed scope of issues to be analyzed in the EIS. At this point any additional analyses or data can be developed to support the EIS analyses. The information obtained during scoping will be used to inform the scope of work for the Draft EIS.

### **NEPA Part 2: Draft EIS**

The Draft EIS will be conducted by NOAA and USFWS. It will describe the proposed action, no-action alternative (baseline for comparison) and any action alternatives developed from the Public Scoping process. For each of the environmental resources analyzed, the EIS will describe the existing conditions for the resource and potential impacts of the proposed action and alternatives on that resource.

The Notice of Availability of the Draft EIS and Draft HCP will be published in the Federal Register, which will launch the public review and comment period (minimum of 45 days). One or more public meetings will be held during this period and comments will be accepted on the Draft EIS and the Draft HCP.



Feedback provided during this period will be considered by ODF and the Services. Any significant changes to the proposed action (i.e., the Western Oregon State Forests Draft HCP) would require approval from the Services and the Board.

### **NEPA Part 3: Final EIS**

The EIS will be updated, as needed, based on substantive comments. Responses to substantive comments on the HCP and EIS will be prepared and will be included in an appendix to the Final EIS. ODF will prepare draft responses to comments on the HCP. The Final EIS will also include a description of the public review and comment period and a summary of updates between Draft and Final EIS. The Notice of Availability of the Final EIS and Final HCP will be published in the *Federal Register*. This launches a 30-day waiting period during which comments can be submitted on the Final EIS. These comments will be reviewed by the Services, but no response is required. The agency decision document (Record of Decision) will be published after this 30-day period and prior to the permit decision. At the close of the project, ICF will provide all the project files to NOAA to inform the Administrative Record.

### **COMPANION FOREST MANAGEMENT PLAN UPDATE**

In February 2021, the companion Western Oregon State Forests Management Plan (FMP) and Implementation Plans (IPs) Development Project was initiated. The purpose of the project is to develop a companion FMP and IPs for Western Oregon State Forests that implement HCP strategies, as well as strategies for forest resources not included in the HCP (e.g., cultural resources, recreation, air quality). The Implementation Plans will be developed simultaneously, on a staggered timeline, to ensure the Division has the necessary planning framework for timely execution of the HCP and FMP, should they be approved by the Board of Forestry. This project provides an opportunity to improve certainty around outcomes for the economic, environmental, and social components articulated in greatest permanent value.

The [draft FMP and supporting documents](#) submitted into the record on the consent agenda at the Board of Forestry Meeting in April 2020 provides a framework for the companion FMP. Included in that draft are Guiding Principles approved by the Board of Forestry which will provide the project team with a strong foundation to build upon. The Division has established an internal framework to oversee and track the project; develop the plan; analyze economic, social, and environmental benefits; and ensure operational feasibility. This framework includes engagement and direction from agency-level leadership to ensure this high priority work is understood within the context of overall Department and Division priorities. The development and analysis of the companion forest management plan is lead by Division subject matter experts, planning specialists, and field foresters. Additional review by field staff is built into the project to ensure FMP strategies can be implemented in an efficient and effective manner.

The Division will continue to collaborate with the counties through the statutorily established Forest Trust Lands Advisory Committee (FTLAC). This collaboration is critical to gain insights on county perspectives and seek solutions to concerns on how the companion FMP might influence counties, services for rural communities, schools, and forest-management related jobs. We will also continue to engage staff from partner state agencies, including the Department of Environmental Quality (DEQ), Oregon Department of Fish and Wildlife

(ODFW) and the Department of State Lands (DSL). The Division will continue working with Oregon Consensus and Kearns and West to assist with stakeholder engagement and facilitation needs.

### **County, Public, and Stakeholder Engagement**

In April and May 2021, Kearns & West conducted interviews with a cross-section of stakeholders to understand best practices and lessons learned from the past engagement process as well as key concerns and suggestions heading into the FMP and IP development process. These stakeholder interviews provided an opportunity to better understand stakeholders' key interests, concerns, and perspectives as they relate to the FMP and IPs as well as understand how stakeholders prefer to be engaged throughout the process. Input from these interviews was used to develop the public and stakeholder engagement goals, and to shape the overall public and stakeholder engagement process.

The county, public and stakeholder engagement goals are to:

- Engage with FTLAC;
- Fully inform Counties, Tribes, stakeholders, and the public throughout the FMP and IP development process;
- Provide Counties, Tribes, stakeholders, and the public with opportunities to engage and offer input at multiple levels throughout the process;
- Better understand what Oregonians care about when it comes to forest management;
- Ensure partner state agencies are engaged as an integral part of the process and are supportive of the HCP and FMP outcomes;
- Provide clear expectations for how stakeholder and public input will be used and integrated into the FMP and IP documents; and
- Align engagement and outreach opportunities with related processes such as the HCP NEPA Process, Recreation, Education, and Interpretation (REI) Program Strategic Planning, Recreation Management Plan update, and other ODF processes.

### **Meetings Open to the Public**

To date, the project team has conducted one meeting open to the public that included an overview of the State Forest planning levels and how they integrate with the draft HCP, an introduction to the project and the working timelines, the vision for the public engagement process and a question-and-answer period to discuss topics of most interest to participants. The meeting was held via webinar due to COVID-19 concerns and safety precautions.

ODF notification methods to inform stakeholders and the public about the meetings included:

- Email distributions to interested parties;
- Posts on ODF social media including Facebook and Twitter;
- Meeting notice via FlashAlert;
- Posts on the ODF news site; and
- Posts on the Western Oregon FMP and IP Project Page.

## **RECOMMENDATION**

Information only.

## **NEXT STEPS**

Over the next several months, the Division will:

- Continue tracking NEPA and engage with NOAA Fisheries and the USFWS as requested to complete the NEPA process;
- Develop framework for and begin drafting companion FMP in Summer 2021;
- Continue collaboration with counties through the FTLAC forum; and
- Continue engaging with state and federal agencies as well as the Counties, Tribes, interested stakeholders and members of the public on the HCP, and companion FMP and IP development projects.

## **ATTACHMENTS**

1. Working Project Timelines (HCP, FMP, IP and AOPs)
2. HCP Executive Summary
3. HCP Key Changes

# Working Project Timelines

Last Updated: 4/30/2021

HCP	Complete Draft HCP									Submit Permit App.	Public Review & Comment				Complete Final HCP					BOF Decision												
			Public Scoping	Complete Draft EIS						Public Review & Comment	Complete Final EIS							Publish Record of Decision														
NEPA		Project Initiation & Planning		Draft FMP							Refine Draft FMP			Rulemaking & Finalize FMP		BOF Decision																
				Data Prep			Draft IPs - Includes modeling, analysis and plan development						Refine IPs			Public Comment/ State Forester Approval																
FMP				FY24/25 AOP Candidates - Field Habitat Reviews							Surveys, Recon, candidate finalization and draft AOPs (develop new AOP framework)				Review & Finalize		Public Comment & Approval															
				J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
IPs	2021												2022												2023							
AOPs	*Months highlighted in yellow are planned Board of Forestry engagements																															

\*Months highlighted in yellow are planned Board of Forestry engagements

# Executive Summary

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The Western Oregon State Forests Habitat Conservation Plan (HCP) has been developed by the Oregon Department of Forestry (ODF) to support applications for federal Endangered Species Act (ESA) incidental take permits from the National Oceanic and Atmospheric Administration (NOAA) Fisheries and the U.S. Fish and Wildlife Service (USFWS). This HCP describes potential effects on a suite of 17 federally listed and at-risk species from ODF's forest management activities, including timber harvest, stand management, and the construction and maintenance of facilities to implement a recreation program over a 70-year permit term. The HCP also describes a conservation strategy to avoid, minimize, and mitigate any effects from those activities during that timeframe.

This Executive Summary provides an overview of the HCP, including the following:

1. Overview of the Planning Process
2. Scope of the HCP
3. Conservation Strategy
4. Implementation, Cost, and Funding

## ES.1 Overview of the Planning Process

In October 2018 the Oregon Board of Forestry (BOF) directed ODF staff to begin work on an HCP. The HCP was the means by which ODF would comply with the federal ESA when conducting ODF's land management activities. The HCP would facilitate permit applications to the UUSFWS and NOAA Fisheries for programmatic take<sup>1</sup> authorization for those activities (covered activities) and for select species (covered species) over a defined amount of time (permit term). Between October 2018 and March 2021 ODF staff completed this administrative draft HCP in coordination with state and federal environmental and wildlife agencies, with engagement from counties, members of the public, key stakeholder sectors, and Tribes.

Throughout the development of the HCP, ODF provided updates and briefings to the BOF to help them assess the ability of a potential HCP to meet ODF's Endangered Species Act obligations and its Greatest Permanent Value mandate, which encompasses economic, conservation, and social outcomes. As part of a structured engagement process and meetings in coordination with and in between these BOF check points, ODF and its technical contractors advanced significant outreach with the public, stakeholders, county governments, Tribes, and others in order to facilitate understanding of and input into the potential HCP's approach. In October 2020, the BOF unanimously voted for ODF staff to continue the HCP planning process. Their direction included completing this administrative draft HCP, and completing the National Environmental Policy Act (NEPA) assessment of the HCP. Following the federal NEPA process, the BOF will determine whether to adopt the HCP for Western Oregon forest lands.

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<sup>1</sup> *Taking* is defined as, "to harm, pursue, hunt, shoot, wound, kill, trap, capture, or collect, or to attempt to engage in any such conduct" (16 U.S. Code [USC] 1532). *Harm* is further defined as including "significant habitat modification or degradation where it actually kills or injures wildlife by significantly impairing essential behavioral patterns, including breeding, feeding, or sheltering" (50 Code of Federal Regulations [CFR] 17.3).

## ES.1.1 HCP Program Goals

ODF staff developed a set of five broad program goals for the HCP in collaboration with the Steering Committee. These program goals were used as a foundation to develop the biological goals and objectives and the conservation strategy described in Chapter 4, *Conservation Strategy*:

- Meet the regulatory requirements of the federal and state ESA through an approved HCP, using a multi-species approach to managing forest ecosystems across the landscape.
- Ensure active and sustainable management of state forest lands under a Western Oregon HCP and an associated Forest Management Plan designed to meet the social, economic, and environmental goals articulated in the Greatest Permanent Value Rule.
- Increase operational certainty, cost savings, and predictability of revenue generation (including related timber harvest, jobs, and other economic values) using the HCP as a programmatic approach to comply with the federal and state ESA over the permit term.
- Increase certainty for long-term persistence of covered wildlife species by protecting and maintaining high-quality habitats, conducting habitat enhancement activities in areas of lower quality habitat, and mitigating the impacts of covered activities on covered species.
- Advance partnerships and engagement related to management approaches and outcomes associated with, but not limited to, revenue generation and economic outcomes, conservation, forest conditions and health, tribal interests and traditional cultural uses, research, monitoring, education, recreation, and the equitable enjoyment of benefits that state public forests provide.
- Use science-based forestry to promote conditions that create sustainable, productive forests that are resilient to large fires, climate change impacts, and other disturbance events. Use an adaptive management approach to address uncertainty and change over time.

## ES.1.2 HCP Planning Structure

The HCP was led by ODF and advised by a team of policy and technical experts who were organized into a Steering Committee and Scoping Team. The final decisions on the contents of the HCP were made by ODF. All other participants were engaged to provide technical and policy advice. Planning participants provided valuable input during the planning process, as described below.

### ES.1.2.1 Steering Committee

The HCP Steering Committee consists of state and federal government agency representatives. Members worked together to provide advice on how ODF can achieve a mutually acceptable outcome that satisfies, to the greatest degree possible, the interests of all participants, while still meeting all regulatory requirements of the ESA. The role of the Steering Committee was to provide overall guidance for the HCP process and to provide direction and support to the Scoping Team. The Steering Committee met approximately bi-monthly during HCP development.

Member agencies of the Steering Committee are discussed in Chapter 1, *Introduction*, and include:

- Oregon Department of Forestry (convener)
- Oregon Department of State Lands

- Oregon Department of Environmental Quality
- Oregon Department of Fish and Wildlife
- Oregon State University
- U.S. Fish and Wildlife Service
- National Oceanic and Atmospheric Administration Fisheries

### **ES.1.2.2 Scoping Team**

The HCP Scoping Team was composed of terrestrial and aquatic biologists and technical specialists from state and federal agencies. The role of the Scoping Team was to provide technical expertise and to develop technical recommendations for the Steering Committee to consider when advising ODF in the development of a potential HCP. The Scoping Team met twice monthly during HCP development. Member agencies of the Scoping Team were the same as those for the Steering Committee. Technical experts from Oregon State University provided review of key data and work products.

The Scoping Team provided input, guidance, and feedback on development of all aspects of the HCP. This important feedback included species to be covered, how to analyze effects on those species, and the type and extent of conservation actions described in the HCP. The Scoping Team also reviewed early drafts of the HCP to support ODF's development of a legally compliant, scientifically sound, and successful document.

### **ES.1.2.3 Public Engagement**

During the development of the HCP, ODF hosted public informational meetings prior to each BOF meeting to provide an opportunity for the counties, public, stakeholders, Tribes, department staff, and consultants to share concerns or provide information regarding HCP development and to explore ideas for improvement. Follow-up meetings with these entities were also scheduled upon request to further discuss the information presented during the meetings open to the public and to provide more detail on the components of the HCP.

## **ES.2 Scope of the HCP**

This section provides a summary of the scope of the HCP, including the location of the permit area and plan area, the activities and species covered by the HCP, and the duration of the permit requested.

## ES.2.1 Permit Area and Plan Area

The location where the HCP and ESA permit coverage would apply must be defined and is called the *permit area*. The permit area in this HCP is defined as all ODF-managed lands in western Oregon. This includes all BOF lands and Common School Forest lands owned by the Oregon Department of State Lands but managed by ODF. Collectively these lands encompass 639,489 acres. A 94,206-acre buffer surrounding parts of the permit area has been identified where ODF has the potential to acquire or exchange lands with neighboring land owners in the future. Following a land exchange, the HCP and permits would apply to any lands newly acquired by ODF, and permits would no longer apply to any lands that ODF no longer managed. The *plan area* encompasses the permit area plus this additional 94,206-acre buffer. Figure ES-1 shows the plan area and permit area for the Western Oregon State Forests HCP. Additional details on how the plan area and permit area were defined are provided in Chapter 1.

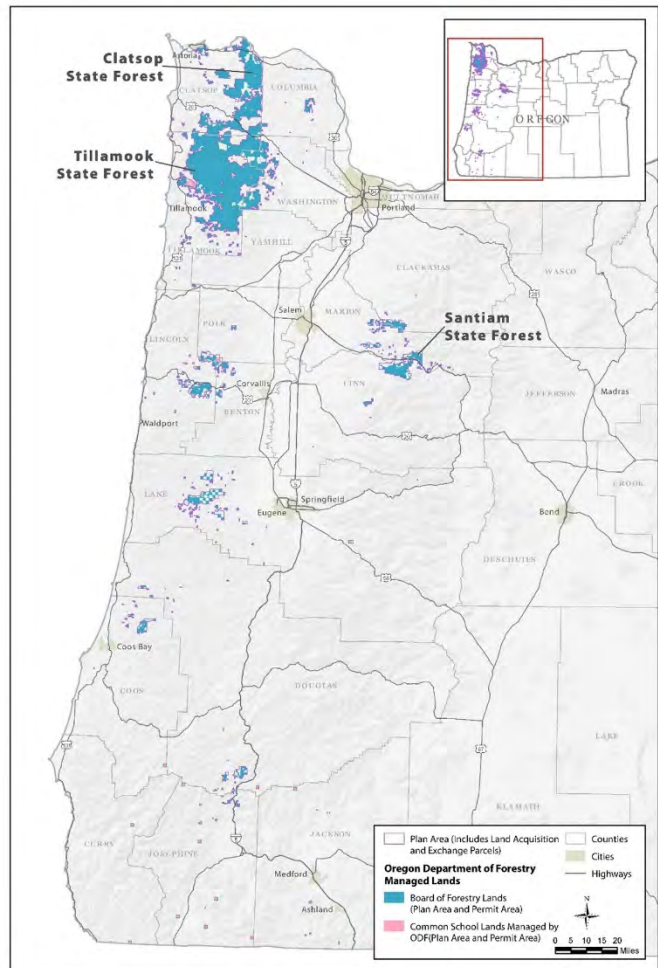


Figure ES-1. Plan Area and Permit Area



## ES.2.2 Covered Activities

This HCP and permits are proposed to cover and provide incidental take authorization for ODF's land management activities in the permit area, other activities that ODF has jurisdiction over, and the activities needed to carry out the conservation strategy. Covered activities must be "under the control" of the permit holder and occur within the permit term and in the permit area in order to receive coverage. Broad categories of the covered activities are listed below; detailed descriptions of the selection process and all covered activities are provided in Chapter 3, *Covered Activities*.

Covered activity categories include:

- Timber Harvest
- Stand Management
- Road System Management
- Recreation Infrastructure Construction and Maintenance
- HCP Conservation Actions



## ES.2.3 Covered Species

Covered species are those species for which USFWS and NOAA Fisheries will provide take authorization to ODF to authorize take that may occur during the implementation of covered activities. Species were selected for coverage if all four of the following criteria were met:

1. The species range overlaps with the permit area.
2. The species is currently listed under the ESA or is likely to become listed during the permit term.
3. The species is likely to be impacted by covered activities.
4. There is enough data available to adequately assess the potential for covered activities to impact the species and to create a conservation strategy for the species that will adequately avoid, minimize, and mitigate the impact of any taking of the species that occurs from covered activities.

There are 17 species proposed for coverage in the draft HCP: 10 fish, 2 birds, 3 salamanders, and 2 mammals (Table ES-1).

**Table ES-1. Proposed Covered Species**

Species	Listing Status		Federal Agency Jurisdiction
	Federal	State	
<b>Fish</b>			
Oregon Coast coho ( <i>Oncorhynchus kisutch</i> )	FT	FT	NOAA Fisheries
Oregon Coast spring-run chinook ( <i>O. tshawytscha</i> )	UR	UR	NOAA Fisheries
Lower Columbia River chinook ( <i>O. tshawytscha</i> )	FT	--	NOAA Fisheries
Lower Columbia River coho ( <i>O. kisutch</i> )	FT	SE	NOAA Fisheries
Columbia River chum ( <i>O. keta</i> )	FT	--	NOAA Fisheries
Upper Willamette River spring-run chinook ( <i>O. tshawytscha</i> )	FT	--	NOAA Fisheries
Upper Willamette River winter steelhead ( <i>O. mykiss</i> )	FT	--	NOAA Fisheries
Southern Oregon/Northern California Coast coho ( <i>O. kisutch</i> )	FT	--	NOAA Fisheries
Southern Oregon/Northern California Coastal spring-run chinook ( <i>O. tshawytscha</i> )	UR	UR	NOAA Fisheries
Eulachon ( <i>Thaleichthys pacificus</i> )	FT	--	NOAA Fisheries
<b>Birds</b>			
Northern spotted owl ( <i>Strix occidentalis caurina</i> )	FT	ST	USFWS
Marbled murrelet ( <i>Brachyramphus marmoratus</i> )	FT	ST	USFWS
<b>Amphibians</b>			
Oregon slender salamander ( <i>Batrachoseps wrighti</i> )	--	ST	USFWS
Columbia torrent salamander ( <i>Rhyacotriton kezeri</i> )	UR	ST	USFWS
Cascade torrent salamander ( <i>R. cascadae</i> )	UR	--	USFWS
<b>Mammals</b>			
Coastal marten <sup>a</sup> ( <i>Martes caurina</i> )	T	--	USFWS
Red tree vole, North Oregon Coast population ( <i>Arborimus longicaudus</i> )	--	--	USFWS

SE = State Endangered; ST = State Threatened; FT = Federal Threatened; UR = Under Review

<sup>a</sup> The full name of the listed entity is Pacific marten, Coastal Distinct Population Segment.

## ES.2.4 Permit Term

The HCP and associated permits are proposed to have concurrent terms of 70 years. The 70-year permit term was selected to balance the risks associated with shorter and longer terms. A term of less than 70 years would limit ODF's ability to conduct long-term forest management practices, which are typically conducted on roughly 10-year management cycles. A term of more than 70 years would increase the risk that unpredictable ecological changes could adversely affect the status of the covered species in the plan area and potentially compromise the conservation strategy. The level of certainty associated with a 70-year term enables ODF to make long-term plans and investments with the assurance that they will be able to continue managing the forest in a manner that complies with ESA requirements.

## ES.3 Conservation Strategy

The conservation strategy includes measures to avoid, minimize, and mitigate the impact of the taking on covered species from covered activities. The conservation strategy relies on (1) implementing best management practices when conducting covered activities to minimize effects on covered species, (2) designating areas on the landscape that will be managed for the benefit of covered species, and (3) creating a Conservation Fund that would be used to implement species and habitat management activities that would directly benefit covered species during the permit term.

The conservation strategy is best summarized by the biological goals and objectives for each covered species. Biological goals and objectives state the intentions of the HCP, and the measurable biological objectives become the threshold by which the success of the HCP will be judged. Biological goals and objectives for covered fish and aquatic salamanders focus on continual improvement of aquatic habitat quality. Specifically, biological objectives state intentions for improving instream habitat quality through the recruitment of large woody debris, execution of stream enhancement projects, removal of barriers to fish movement, and protection against sediment and stream temperature increase. Biological goals and objectives for terrestrial covered species focus on increasing habitat quality and quantity during the permit term. Commitments are made to initially conserve and maintain habitat that is currently suitable or occupied and then increase the total acres of habitat through enhancement, including both passive and active management.

Twelve conservation actions are described in the draft HCP that will be used to achieve the biological goals and objectives:

- Conservation Action 1: Establish Riparian Conservation Areas
- Conservation Action 2: Riparian Equipment Restriction Zone
- Conservation Action 3: Stream Enhancement
- Conservation Action 4: Remove or Modify Artificial Stream Barriers
- Conservation Action 5: Standards for Road Improvement and Vacating
- Conservation Action 6: Establish Habitat Conservation Areas
- Conservation Action 7: Manage Habitat Conservation Areas

- Conservation Action 8: Conservation Actions Outside Habitat Conservation Areas and Riparian Conservation Areas
- Conservation Action 9: Strategic Terrestrial Species Conservation Actions
- Conservation Action 10: Operational Restrictions to Minimize Effects on Terrestrial Species
- Conservation Action 11: Road Construction and Management Measures
- Conservation Action 12: Restrictions on Recreation Facilities

### ES.3.1 Aquatic Conservation Strategy

The centerpiece of the aquatic conservation strategy is the establishment of Riparian Conservation Areas (RCAs), which are stream buffers designed to protect against negative effects from increased sedimentation and stream temperature. RCAs are further designed to maximize the amount of large woody debris that could be naturally recruited into aquatic systems from streamside sources and from debris flows in the upper watersheds. RCAs vary by stream type, including stream size, seasonality, and whether it is a fish-bearing stream. Approximately 35,000 acres are proposed to be designated as RCAs across the permit area. There would be no forest management in RCAs. Activities would be limited to only essential activities needed to implement covered activities (e.g., road construction and maintenance) or to complete stream enhancement actions, including placement of large woody debris, channel restoration, and fish barrier removal. Additional conservation actions create operational and design standards for roads, equipment use, and the timing of activities to minimize effects on covered species and the stream environment. Tables ES-2 and ES-3 summarize the RCAs by stream type and illustrate their location in northwest Oregon in Figure ES-2. For additional details on these and other aquatic conservation actions, see Chapter 5, *Conservation Strategy*, Conservation Actions 1 through 5.

**Table ES-2. Minimum Buffer Widths (Horizontal Distance) for All Type F and Large and Medium Type N Streams**

Stream Type	Minimum Management Area Width (feet) <sup>a</sup>	
	Type F	Type N
Large	120	120
Medium	120	120
Small	120	See Table ES-3
Seasonal <sup>b</sup>	120	See Table ES-3

<sup>a</sup> Distance will be measured horizontally, which results in the implementation of larger buffers in steeper terrain.

<sup>b</sup> Seasonal: A stream that does not have surface flow after July 15.

**Table ES-3. Minimum Riparian Conservation Area Widths (Horizontal Distance) for Small Perennial and Seasonal Type N Streams**

Stream Type	Minimum Management Area Width (feet) <sup>a</sup>	
	Within 500-foot Process Zone	Upstream of 500-foot Process Zone
Perennial small Type N	120	35
Potential debris flow track (Seasonal Type N) <sup>b</sup>	50	35
High energy (Seasonal Type N) <sup>c</sup>	50	35
Seasonal other (Type N) <sup>d</sup>	0 <sup>e</sup>	0 <sup>e</sup>

<sup>a</sup> Distance will be measured horizontally, which results in the implementation of larger buffers in steeper terrain.

<sup>b</sup> Potential debris flow tracks: Reaches on seasonal Type N streams that have the potential to deliver wood to a Type F stream.

<sup>c</sup> High Energy: Reaches on seasonal Type N streams that have the potential to deliver wood and sediment to a Type F stream during a high-flow event.

<sup>d</sup> Seasonal: A stream that does not have surface flow after July 15.

<sup>e</sup> A 35-foot equipment restriction zone will apply to these streams.

## ES.3.2 Terrestrial Conservation Strategy

The centerpiece of the terrestrial conservation strategy is the establishment of Habitat Conservation Areas (HCAs), which are designed to conserve, maintain, and enhance habitat for the terrestrial covered species. HCAs comprise approximately 275,000 acres across 200 individual units in the permit area, equating to approximately 43% of ODF managed lands. The size of HCAs varies widely, due to land ownership patterns, habitat availability, and covered species needs. In locations where ODF land ownership includes large blocks (e.g., North Coast), HCAs are generally larger (Figure ES-2). In locations where ODF land ownership is more scattered and intermixed with private and federal landowners, the HCAs are generally smaller. There are nine HCAs that are greater than 5,000 acres, eight of which are in the Clatsop and Tillamook State Forests (Figure ES-2), with the remaining one in the Santiam State Forest. HCAs between 1,000 and 5,000 acres occur throughout the permit area, including 15 on the North Coast, 5 in the Willamette Valley, and 3 in Southern Oregon. Smaller HCAs are found throughout the permit area, typically where ODF managed lands are smaller and more scattered. These smaller HCAs are designated to protect and enhance known species occurrence and provide connectivity between federal lands within smaller patchwork ownership patterns.

The HCAs are designed to:

- Conserve, maintain, and enhance existing habitat for terrestrial covered species in the permit area over the permit term.
- Improve low-quality habitat for the covered species and develop new habitat in HCAs, where necessary and where such treatments can be implemented effectively and efficiently. Treatments will include expanding and connecting existing habitat to improve landscape-level habitat function.
- Limit management activities in HCAs to those necessary and prudent to improve habitat quantity and quality over the permit term.

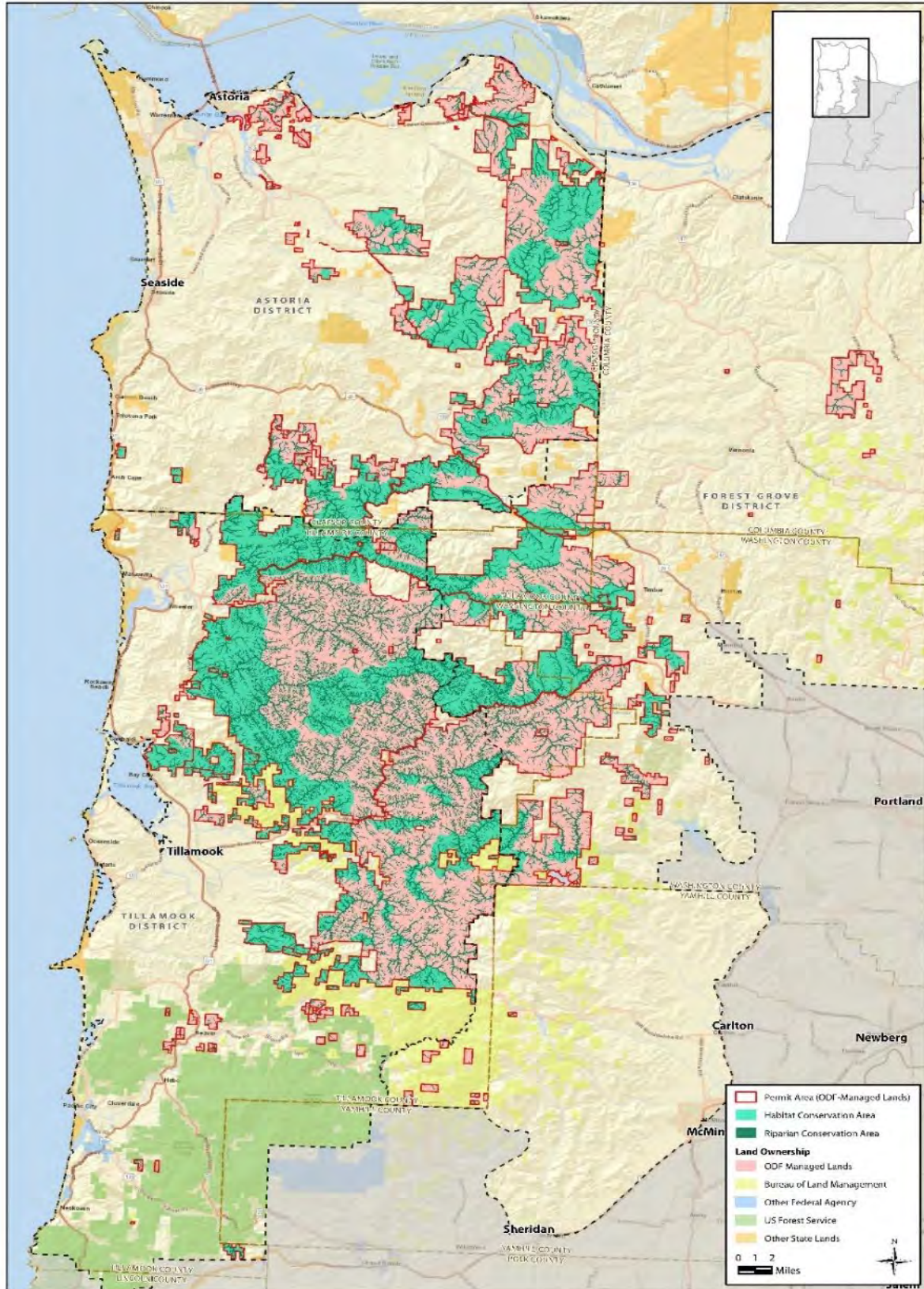


Figure ES-2. Habitat Conservation Areas and Riparian Conservation Areas in Northwestern Oregon

Within HCAs, all management activities are designed to promote and improve habitat. Both passive and active management will be used to increase habitat quality and quantity for terrestrial covered species over the 70-year permit period. Habitat for terrestrial species is estimated to increase in both quality and quantity during the permit term (Table ES-4). Those new acres of suitable habitat are primarily located inside of HCAs and are the result of passive management but also targeted active management of key stands to grow habitat faster. Active management will include treatment of Douglas-fir stands infected by Swiss needle cast and hardwood stands that are less likely to grow into habitat without intervention. Forest management prescription (e.g., thinning) will also be used to promote tree growth and understory diversity. The anticipated increase in the quality and quantity of habitat for covered terrestrial species is the primary tool used to offset the impact of the taking from continued habitat loss due to covered activities during the same period. For additional details on these and other terrestrial conservation actions, see Chapter 5, Conservation Actions 6 through 9.

In conjunction with the implementation of targeted management prescriptions to increase and improve habitat inside HCAs, additional conservation actions are included to retain important habitat features on the landscape outside of HCAs and RCAs. This includes retaining habitat trees and leaving downed wood during forest management activities. ODF will continue to minimize effects on sites known to support covered species, specifically by imposing seasonal restrictions on operations in known nesting locations for northern spotted owl and marbled murrelet.

### ES.3.3 Conservation Fund

The HCP establishes a Conservation Fund to ensure that ODF invests in conservation activities to support covered aquatic and terrestrial species. The Conservation Fund will be created through a share of timber sale revenues. This fund will be used to implement three types of conservation projects to directly benefit the covered species: (1) aquatic habitat enhancement projects, (2) terrestrial habitat projects, and (3) strategic initiatives. Examples of aquatic habitat enhancement projects include placement of large wood into streams, side-channel reconnection projects, and fish passage improvements. Terrestrial habitat enhancement includes habitat restoration in HCAs. Strategic initiatives are projects designed to speed the recovery of covered species. For example, ODF has committed to participating in regional barred owl management to improve habitat conditions for northern spotted owl. Strategic initiatives may also include facilitation of research and monitoring projects designed to better understand species distribution and conservation needs and species response to conservation actions.

The creation of the Conservation Fund allows ODF to meaningfully engage with partners to implement conservation projects to benefit covered species. Funds will be accrued annually, but there will be flexibility to roll funds over year to year in order to fund larger and more complex conservation projects. Based on modeled harvest estimates the Conservation Fund is estimated to accrue on average \$1 million/year throughout the permit term. Expenditures of the Conservation Fund are expected to equally support aquatic and terrestrial species conservation needs. A more detailed description can be found in Chapter 9, *Costs and Funding*.

**Table ES-4. Acres of Covered Species Habitat in Habitat Conservation Areas at the Beginning and End of the 70-Year Permit Term**

<b>Species</b>	<b>Habitat in HCAs at the Beginning of Permit Term</b>	<b>% of HCAs that are Habitat at the Beginning of Permit Term</b>	<b>Habitat Commitment in HCAs at End of Permit Term<sup>f</sup></b>	<b>% of HCAs that are Habitat at End of Permit Term</b>	<b>% Increase in Habitat Acres During Permit Term</b>
Northern spotted owl <sup>a</sup>	88,000 <sup>e</sup>	32%	134,000	49%	52%
Marbled murrelet <sup>b</sup>	63,000	23%	142,000	52%	125%
Red tree vole <sup>b</sup>	53,000	19%	117,000	43%	120%
Oregon slender salamander <sup>c</sup>	16,000	6%	19,000 <sup>c</sup>	7%	19%
Coastal marten <sup>d</sup>	27,000	10%	27,000	10%	0% <sup>d</sup>

<sup>a</sup> Habitat includes modeled nesting, roosting, and foraging habitat.

<sup>b</sup> Habitat includes modeled suitable and highly suitable habitat.

<sup>c</sup> Habitat includes the extent of Oregon slender salamander range in the permit area. In addition to the 19,000 acres that will be managed as Oregon slender salamander habitat in HCAs, retention standards described in Conservation Action 8: *Conservation Actions Outside Habitat Conservation Areas and Riparian Conservation Areas*, will ensure that Oregon slender salamander can persist in areas that are subject to harvest within the species range.

<sup>d</sup> Any portion of the permit area from northern Lane County south to the California border, west of Interstate 5 is considered habitat. The amount of habitat in the permit area will not change substantially during the permit term unless ODF acquires new lands. All of the 27,000 acres of coastal marten habitat in HCAs are expected to be improved during the permit term, resulting in habitat quality at the end of the permit term that is expected to be higher than it is at the beginning of the permit term.

<sup>e</sup> 28 out of 31 active northern spotted owl activity centers are inside of HCAs.

<sup>f</sup> Commitments to conserve, maintain, and enhance acres of covered species habitat were estimated based the assumption that 50% of highly suitable habitat and 80% of suitable habitat projected over 70 years by habitat models could be achieved inside of HCAs.



## ES.3.4 Monitoring and Adaptive Management

The HCP includes a monitoring program to demonstrate that ODF is operating in compliance with the commitments made in the HCP and associated incidental take permits. The monitoring program also helps to assess whether the conservation strategy is performing as expected. Compliance monitoring will focus on whether the HCP is being implemented properly and as required by the permits. Compliance monitoring results will be summarized in an annual report to USFWS and NOAA Fisheries. Effectiveness monitoring will be completed to track progress towards the biological goals and objectives. Effectiveness monitoring will include validation of habitat development as estimated by species habitat models and species response to changes in habitat quality. Collectively, these monitoring programs will track long-term trends in habitat quality to allow for an examination of whether the HCP is making progress towards the biological goals and objectives, or whether changes are needed through the adaptive management program.

## ES.4 Implementation, Cost, and Funding

ODF will oversee HCP implementation, including staffing internal positions, hiring consultants, reporting, monitoring, and maintaining all program records. ODF staff includes biologists, foresters, administrators, and other natural resource specialists who will carry out planning, monitoring, and adaptive management. ODF is also responsible for coordination with state and federal wildlife agencies during HCP implementation and providing regular reports to NOAA Fisheries and the USFWS. Implementation of the HCP will be integrated with existing State Forest Division planning cycles, grounded in the 10-year implementation planning periods associated with the forest management plan.

### ES.4.1 Reporting

Reporting will occur on three timescales during implementation: (1) annual reports, (2) 5-year check-ins, and (3) 10-year comprehensive reviews. Annual reports will focus on assessing compliance with the HCP and permits. Longer term 5- and 10-year reviews will focus on assessments of the effectiveness of HCP conservation actions. The 10-year comprehensive reviews are specifically designed to inform the 10-year implementation planning process, which guides forest management planning for the State Forests Division. For more details on reporting, see Chapter 8, *Implementation*.

### ES.4.2 Costs and Funding

Chapter 9 of the HCP details the cost of administering the HCP, including implementation of the conservation strategy and monitoring program. Chapter 9 also outlines how the HCP commitments will be funded for the duration of the permit term. Income from timber revenue on State Forests will provide the primary support for HCP implementation. The major cost categories described in the HCP include:

- HCP Administration and Staffing
- Conservation Strategy
- Monitoring and Adaptive Management

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## Western Oregon State Forests HCP

### *Summary of Key Changes Between October 2020 Draft and March 2021 Administrative Draft*

Between October 2020 and March 2021 Oregon Department of Forestry staff, with the support of ICF, revised the draft habitat conservation plan (HCP) into the administrative draft HCP. During that time the Scoping Team reviewed the entire HCP again and provided recommendations and comments. There are changes throughout the document in response to those comments, including requests for more detail or for clarifications, when information was not clear. There were some notable changes to the HCP between the October 2020 draft and the March 2021 administrative draft. In some cases new material was inserted, in locations that were not yet complete in October 2020. In other cases information was revised in response to Scoping Team comments. The notable changes to the HCP between October 2020 and March 2021 are as follows:

#### **Chapter 1 – Introduction**

- Updated species status tables
- Moved discussion about recovery plans and other related conservation strategies to Chapters 2 and 4

#### **Chapter 2 – Environmental Setting**

- Updated section on species habitat model, particularly the methods used for terrestrial habitat modeling

#### **Chapter 3 – Covered Activities**

- Revision of herbicide activities, completion of the activity description and clarification that aerial herbicide application is not a covered activity, but ground-based application is covered
- Removal of grazing and fertilizer application as activities
- More details on recreation infrastructure placement and estimates for new facilities in the future
- More details on water drafting and storage, including constraints on how the activity is completed to minimize effects on covered fish

#### **Chapter 4 – Conservation Strategy**

- Biological goals and objectives
  - Revisions to biological goal and objective acreage numbers but not changes in construct, revisions are due to changes in how habitat suitability indices are applied
  - Addition of decadal figures for changes in NSO, MAMU, RTV habitat
- Conservation Action 1 – Establish RCAs
  - Addition of new figure showing how steep slopes are buffered
  - Addition of expanded section on steep slope identification and mapping
- Conservation Actions 2 and 3 - Added detail from former Conservation Action 12
- Conservation Action 7 – management in HCAs
  - Added specifics on pace and scale of management in HCAs
  - Added table detailing the types of management that will occur
  - Added table specifying restrictions on management related to terrestrial species habitat quality



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- Conservation Action 8 – management outside HCAs
  - Added detail about habitat-based priority for green tree retention
  - Added definition of dispersal habitat for NSO
  - Updated standards for downed wood
- Conservation Action 9 – updated discussion about barred owl management, expanding the potential for that program
- Conservation Action 12 (old) - Removed Strategic Aquatic Conservation Action but subsumed it into Conservation Actions 2 and 3
- Conservation Action 10 – added detail to better define operational restrictions,
  - especially related to activities occurring in marbled murrelet habitat, and
  - herbicide application in Oregon slender salamander habitat and coastal marten habitat
- Added new Conservation Action 12 that includes restrictions on location of new recreation infrastructure relative to covered species habitat

#### **Chapter 5 – Effects Analysis**

- Revised RCA stand age distribution figure
- Added more rationale and justification for how RCAs will minimize effects on aquatic species
- Added more detail on Oregon slender salamander net effects discussion including addition of a stand age distribution figure
- Added stand age distribution figure for coastal marten habitat
- Updated all net effects discussions

#### **Chapter 6 – Monitoring and Adaptive Management**

- Complete reorganization of chapter centered around large monitoring table
- Broke large tables into several smaller tables and organized chapter around the tables
- Generally tried to link monitoring to biological objectives more clearly
- Added more detail on aquatic monitoring
- Added update timing commitment on terrestrial monitoring

#### **Chapter 7 - Assurances**

- Revised changed circumstances for fire, storms, and disease and combined them into one that is focused on changes in species habitat quality
- Added stronger provisions for responding to changed circumstances based on temporary deferment of harvest

#### **Chapter 8 - Implementation**

- Added stay ahead provision, including how to adjust it following catastrophic events
- Added more detail about reporting requirements

#### **Chapter 9 – Cost and Funding**

- Updated staffing assumptions and associated costs
- Revised aquatic monitoring costs related to staffing changes
- Updated revenue forecasts to provide more current numbers



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## Chapter 10 – Alternatives to Take

- Minor edits

### Additions of the following appendices:

- Appendix A – Glossary
- Appendix B – Stakeholder Engagement
- Appendix C – Species Accounts
- Appendix D – Species Considered for Coverage
- Appendix E – Effects Analysis Details
  - Fish limiting factors table
  - Temperature protection memo
  - Terrestrial modeling information
- Appendix F - HCA Maps
- Appendix G - HUC 10 Stand Age Analysis
- Appendix H - ODF Roads Manual
- Appendix I – Unstable Slopes Evaluation
- Appendix J – HCA Management Decision Tree

Agenda Item No.:	9
Work Plan:	State Forests Work Plan
Topic:	Tillamook Forest Heritage Trust Update
Presentation Title:	Tillamook Forest Heritage Trust
Date of Presentation:	June 9, 2021
Contact Information:	Shawn Morford, TFHT Executive Director 971-301-3055, <a href="mailto:shawn.r.morford@oregon.gov">shawn.r.morford@oregon.gov</a>

**SUMMARY**

Presentation will include the history, mission and current status of the Department’s supporting non-profit, the Tillamook Forest Heritage Trust, and discussion of opportunities for its continued evolution as a key vehicle for public-private partnerships for the agency.

**CONTEXT**

The Tillamook Forest Heritage Trust (Trust) serves as the non-profit supporting organization to the agency. Established in 1999 to raise funds for construction of the Tillamook Forest Center (TFC), it has expanded to more broadly support the agency’s State Forests Division’s Recreation, Education, and Interpretation (REI) Program. The Trust’s aim is to engage new partners and revenue streams to help strengthen recreation and public education on and about state forests.

**BACKGROUND AND ANALYSIS**

The Trust was established more than 20 years ago to spearhead the fundraising effort that enabled the public-private partnership for construction of the Tillamook Forest Center. Since the opening of the TFC in 2006, the Trust has continued fundraising to support special center projects and programs, including construction of an education pavilion at the TFC that opened in 2018. The Trust also created the State Forests Recreation Fund in 2016, and sponsored the Salmonberry Trail Project, which launched into a separate non-profit in January 2020. The Trust recently created a new fund called the State Forests Wildfire Restoration Fund/Santiam Campaign that facilitates fundraising to support REI-related restoration after the devastating fires on the Santiam State Forest.

The Trust is a 501 (c)(3) organization whose work on behalf of the agency is directed by an independent eight member Board of Trustees (Attachment 1). The State Forester serves as *Ex-Officio* Trustee. Day-to-day work is overseen by a part-time Executive Director funded by the State Forests Division. Part-time contractors provide accounting and website support. The Trust recently established a sophisticated web-based donation tracking system that is enhancing communications with donors and partners and is expected to lead to an increased level of donor engagement.

The Trust now has three named funds: 1) Tillamook Forest Center Fund; 2) State Forest Recreation Fund; and 3) State Forest Wildfire Restoration Fund/Santiam Campaign (Attachment 2). Under these funds, the Trust solicits grants and donations distributes funds to ODF based on an annual budget approved by the Board of Trustees. Private financial gifts are accepted through various avenues such the Trust website, visitor donation box at the TFC, employer match programs, affinity programs such as Fred Meyer Rewards and

Oregon Bottle Drop, and an annual fundraising mailing. Donors range from state forest recreation users, TFC visitors and supporters, ODF retirees, TFC program participants, and many others. Each year, the REI manager submits a funding request to the Trust board for projects during the next fiscal year based on program needs as well as the donation levels during the previous year.

The Board of Trustees will undergo a strategic planning process in the coming year that will coincide with the strategic planning for the REI Program. The Board of Trustees has begun discussions about a potential name change for the Trust to reflect its broadened scope for REI statewide. The Trust recently completed a biennial report to recognize donors, report financial status and activities, and share accomplishments (Attachment 3).

#### **ATTACHMENTS**

- (1) Tillamook Forest Heritage Trust Board of Trustees Roster
- (2) Tillamook Forest Heritage Trust Brochure
- (3) Tillamook Forest Heritage Trust Biennial Report

# Tillamook Forest Heritage Trust Board of Trustees

May 2021

**Barrett Brown, Chair**

North Plains, OR

Board Term Expires: May 31, 2023

Chair Term Expires: May 31, 2023

**Jon Carnahan, Vice Chair**

Salem, Oregon

Board Term Expires: May 31, 2024

Vice Chair Term Expires: May 31, 2023

**Rick Zenn, Secretary**

Portland, OR

Board Term Expires: May 31, 2022

Secretary Term Expires: May 31, 2022

**Michael Langley, Treasurer**

Grand Ronde, OR

Board Term Expires: May 31, 2022

Treasurer Term Expires: May 31, 2022

**Nan Devlin**

Tillamook, OR

Board term Expires: May 31, 2024

**Nancy Netwal**

Salem, OR

Board Term Expires: May 31, 2023

**Maura Olivios**

Forest Grove, OR

Board term Expires: May 31, 2024

**Erin Skaar, Commissioner**

Tillamook, OR

Board Term Expires: May 31, 2022

**Peter Daugherty (Ex-Officio Trustee)**

Salem, OR

No Term – Serves by virtue of position as State Forester

**Shawn Morford, Executive Director**

2600 State St, Salem, OR 97310

E-Mail: shawn.r.morford@oregon.gov

Cell 503-971-301-3055

No Term – Serves by appointment

**Emeritus Trustees**

**Jim Brown**

Salem, OR

**Mark Labhart, Vice-Chair**

Sisters, OR



# WE DEEPLY APPRECIATE YOUR SUPPORT

We'd love to know a bit more about you with a few quick questions.

- In the past 12 months, how many times have you visited a state forest in Oregon (Tillamook, Clatsop, Santiam, Sun Pass, Gilchrist, or West Oregon District) more than just driving through? \_\_\_\_\_
- If you have visited a state forest in the past, what one activity do you do MOST often?
  - Hiking
  - Motorized recreation (ATV, motorcycle, 4WD)
  - Mountain biking
  - Horseback riding
  - Trail running
  - Fishing
  - Hunting
  - Mushrooming/foraging/wood cutting
  - Picnicking/sightseeing/going for a drive
  - Visiting the Tillamook Forest Center
  - I haven't visited an Oregon state forest in the past
- What other recreational activities do you do on state forests in addition to what you indicated above?  
\_\_\_\_\_
- About how many times have you visited the Tillamook Forest Center or participated in an online Tillamook Forest Center program in the past three years?  
\_\_\_\_\_
- We'd love to know your main reasons for making a gift to the Tillamook Forest Heritage Trust.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What is your age?
  - Under 18    18-24    25-34
  - 35-44    55-64    65+

## ABOUT THE TRUST

The Tillamook Forest Heritage Trust is a non-profit organization with a mission to support recreation, education and interpretation programs on Oregon's state forests.

## WANT TO DONATE ONLINE?

[tillamooktrust.org/support-the-trust-programs](http://tillamooktrust.org/support-the-trust-programs)



## FOR MORE INFORMATION

Shawn Morford, PhD, Executive Director  
 45500 Wilson River Highway  
 Tillamook, OR 97141  
 (971) 301-3055  
[tillamooktrust@gmail.com](mailto:tillamooktrust@gmail.com)  
[www.tillamooktrust.org](http://www.tillamooktrust.org)



# SUPPORTING OUTDOOR RECREATION & PUBLIC EDUCATION ON OREGON'S STATE FORESTS SINCE 1999

## WAYS TO SUPPORT RECREATION, EDUCATION, AND INTERPRETATION ON STATE FORESTS

- Click "support the Trust" at [tillamooktrust.org](http://tillamooktrust.org)
- Send a gift by check through snail mail
- Make a donation in the box at entrance of the Tillamook Forest Center
- Buy a "tree" or bench and have a message engraved or displayed
- Buy a "fish" to support a new outdoor sculpture
- Donate bottles or cans in designated bags on the Tillamook State Forest
- See if your employer matches your donation through Benevity or other programs
- Connect your Fred Meyer Rewards card to support the Trust

Please contact us with your ideas and thoughts!



Tillamook  
 Forest  
 HERITAGE  
 TRUST

# 1 STATE FORESTS WILDFIRE RESTORATION FUND | SANTIAM

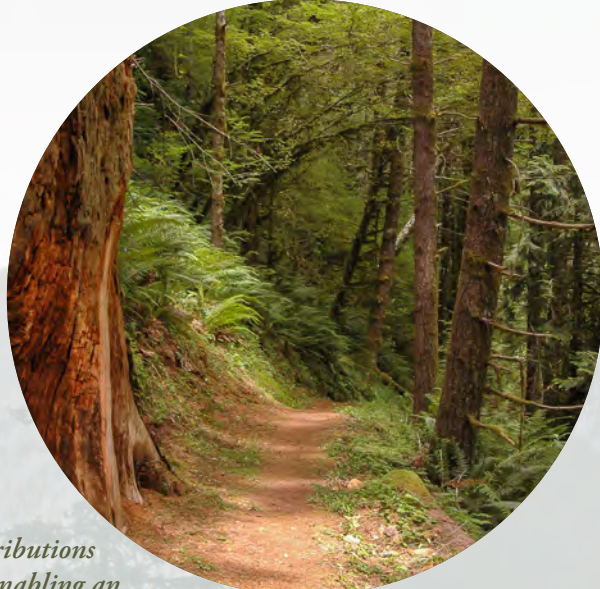
The catastrophic 2020 Labor Day fires affected nearly half of the Santiam State Forest, including popular recreation sites and trails, and valuable forests. Your gift will help fund tree planting and reconstruction of popular recreations sites, and support education programs about wildfire and what it means to forests and our lives.



Your contributions support restoration of fire-damaged state forest land.

# 2 STATE FORESTS RECREATION FUND

This fund supports recreation projects on Oregon's state forest land and serves as a long-term endowment to support maintenance and expansion of recreational opportunities.



Your contributions are enabling an extension of the Wilson River Trail in the Tillamook State Forest.

# 3 TILLAMOOK FOREST CENTER FUND

Located in the heart of the Tillamook State Forest, this Oregon Department of Forestry public visitor center is the region's largest forest-based learning and outdoor classroom facility, hosting over 50,000 public visitors and over 5,000 K-12 school students annually.



Your support enabled construction of the stunning Education Pavilion at the Tillamook Forest Center in 2016.



The Tillamook Forest Heritage Trust is governed by a Board of Trustees whose members serve three-year terms. An Ex-Officio position is filled by the State Forester. Trustees develop and approve policies that govern the organization, oversee financial management, and participate in fundraising. A part-time Executive Director is provided by the Oregon Department of Forestry by agreement.

## YOU MAKE A DIFFERENCE!

Please use my gift to support:

- The Trust in general \$ \_\_\_\_\_
- Recreation on state forests \$ \_\_\_\_\_
- The Tillamook Forest Center \$ \_\_\_\_\_
- State Forests Wildfire Recovery Fund/Santiam \$ \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

Phone (\_\_\_\_\_) \_\_\_\_\_ (cell / land)

Email \_\_\_\_\_

This gift is in  honor or  memory of: \_\_\_\_\_

Dedication: \_\_\_\_\_

Please notify the following person of my gift:

Name \_\_\_\_\_

Address \_\_\_\_\_

Email \_\_\_\_\_

Please remove/ do not add my name to your mailing list

Comments \_\_\_\_\_

Please make check payable and mail to:

**Tillamook Forest Heritage Trust**  
 45500 Wilson River Highway  
 Tillamook, OR 97141

AGENDA ITEM 9  
 or visit [tillamooktrust.org](http://tillamooktrust.org) Attachment 2  
 to make your gift. Page 2 of 2

# Tillamook Forest HERITAGE TRUST

## BIENNIAL REPORT 2019 - 2020



# Welcome

... to this biennial report of the Tillamook Forest Heritage Trust. You may know that the Trust was created more than 20 years ago to support construction of the state-of-the-art public forest visitors center (Tillamook Forest Center) along the Wilson River Highway west of Portland. The Trust now also supports state forest outdoor recreation and public education about forests and wildfire on state forests across the state. Through private contributions from a large number of individuals and foundations over those many years, the Trust has helped the Oregon Department of Forestry's Recreation, Education, and Interpretation Program build and enhance a beautiful public education center, build and expand trails, and support volunteers on state forests, to name just a few. Thank you, thank you, thank you to all who have been able to contribute your time and financial support.

The 2020 Labor Day wildfires and the pandemic led to an even more urgent role for the Trust, as the critical need for public education about catastrophic fire and the need to respond to the huge influx of recreation users on state forests has skyrocketed during the pandemic. After nearly half of the Santiam State Forest east of Salem burned in the Labor Day wildfires, the Trust has established a new Fund called the State Forests Wildfire Restoration Fund to support reforestation, repair of recreation sites and trails, and interpretive programs and signage to help future visitors understand wildfires in our lives going forward.

For those who are just learning about Oregon's state forests, there are five named forests along with thousands of acres of tracts of state forest lands managed by the Oregon Department of Forestry. These include:

- Santiam State Forest (east of Salem)
- Tillamook State Forest (northwest Oregon)
- Clatsop State Forest (northwest Oregon)
- Sun Pass State Forest (Klamath County)
- Gilchrist State Forest (northern Klamath County)
- Western Oregon District state forest lands (west of I-5)

We are proud to share a summary of our accomplishments over the past two years, update you on our financial position and activities, and publicly express our gratitude for those able to support the important work happening on state forests.

Jon Carnahan  
*Chair*

Shawn Morford  
*Executive Director*



*Jon Carnahan  
Board Chair*



*Shawn Morford  
Executive Director*

# Key Accomplishments

## 2019 - 2020

Through your gifts, the Trust has been able to support these programs.

### Tillamook Forest Center (TFC)

Despite the closure of Tillamook Forest Center (TFC) during most of 2020 because of the pandemic, the staff created new popular ways to connect with virtual visitors through innovative web-based programs. Webinars offered viewers the opportunity to donate to the Trust in support of future programming, and many did. Supporters of the TFC stepped up in many other ways as well; we are very grateful for the support.

#### *During 2019-2020:*

- Completed construction of the new Education Pavilion with furnishings and audio-visual system
- Planning for new restrooms to be built next to the pavilion in 2021
- Electrical and theater upgrades at the center
- A new plotter (map and sign making equipment)
- Support for the TFC volunteer and education and interpretation programs
- Maintenance for the historic steam donkey (logging equipment)
- TFC website redesign planning work and information kiosk installation
- Tuition and travel for staff to participate in professional development training

### State Forests Recreation Program

More than 60 large and small individual gifts from a wide range of supporters – campers, recreation organizations, and more – have built the State Forests Recreation Fund that supports outdoor recreation on state forests across the state. A \$100,000 donation was received from an individual in 2019 for the state forests recreation program, adding to the first large gift that launched the fund in 2016.

#### *The fund enabled:*

- Expansion of the Wilson River Trail on the Tillamook State Forest for non-motorized use
- Improvements to the Peninsula Trail and two trail bridges on the Tillamook State Forest
- Purchase of volunteer tools and equipment for trail and recreation site maintenance and construction
- Equipment for maintenance and upgrades of off-highway vehicle areas and trails



*Forest Education Pavilion  
at the Tillamook Forest Center*



*Peninsula Trail improvements  
in the Tillamook State Forest*

## Wildfire restoration on state forests

In late 2020, the Trust board approved creation of a special fund called “State Forests Wildfire Restoration Fund/Santiam Campaign” to support replanting, reseeded, and recreation site repair following the devastating Labor Day fires on the Santiam State Forest, that went live in early 2021. (This fund is now accepting donations at [www.tillamooktrust.org](http://www.tillamooktrust.org)).

## Behind the scenes

- The Trust purchased and set up a new sophisticated donor management database to improve our system of staying in touch and recognizing donors and friends
- The Trust renewed the Memorandum of Understanding with the Oregon Department of Forestry for continued collaboration and support into the future
- The Trust board added to its slate of organizational and board policies to include a comprehensive gift acceptance policy to enable planned giving, gifts of securities, and other new mechanisms for individuals and organizations to support the Trust’s work
- The Trust launched the first-ever year-end fundraising campaign in 2020, at the end of an historic year that saw huge increases in recreation use on state forests as Oregonians sought COVID-safe activities, as well as devastating wildfires that destroyed miles of trail and recreation sites. The response was strong and we are extremely grateful for the support

## And other good stuff

- After hosting the Salmonberry Trail project for several years, The Trust helped transition the project to the new Salmonberry Trail Foundation.
- Through a formal agreement, transfer of grant funds, and weekly check-ins, the Trust remains a partner in the planning for the future trail system in northwest Oregon. For example, the Trust included a special mailer in the Trust’s year-end fundraising mailing in December 2020 as a reminder that the Salmonberry project has launched into its own non-profit organization and to update supporters on the project.
- You joined us for a ‘donor and friends’ gathering at the TFC on a sunny Saturday in September 2019 called *Routebeer* where we thanked you, served you root beer floats, introduced the new pavilion, and celebrated the new scenic byway designation.



*Santiam State Forest  
wildfire damage*



*Routebeer event at the Tillamook  
Forest Center, September 2019  
(photo courtesy of Roy Woo)*

# Financial Position

December 31, 2020

Cash assets	\$ 395,518
Long-term investments	\$ 189,818
<b>Total assets</b>	<b>\$ 585,336</b>

With donor restrictions	\$ 155,567
Without donor restrictions	\$ 429,769
<b>Total assets</b>	<b>\$ 585,336</b>

# Financial Activities

## 2019 – 2020 Revenue

### Tillamook Forest Center and State Forests Recreation Fund

	2019	2020
# individual gifts	131	124
# gifts of stock or mutual fund	0	1
Gifts and grants	\$ 142,908	\$ 43,638
Total amount of giving*	\$ 142,408	\$ 18,138
TFC entrance box donations	\$ 20,041	\$ 585
TFC gift shop receipts (net per fiscal year – July to June)	\$ 62,592	\$ 46,065
TFC miscellaneous gifts	\$ 36,017	\$ 13,340
SFRF restricted gifts	\$100,000	\$ —
SFRF unrestricted gifts	\$ 2,333	\$ 5,865
2020 Year-end appeal	N/A	\$ 13,078
Unrestricted Trust gifts	N/A	\$ 2,834
Investment income	\$ 691	\$ 718

\*2019 includes \$100,000 gift

## 2019 – 2020 Program Expenditures

	FY19	FY20	FY21
Pavilion construction – TFC	\$ 6,243	\$ 0	\$ 0
Pavilion enhancements	\$ 25,978	\$ 32,245	\$ 75,000
Tillamook Forest Center program support	\$ 10,095	\$ 4,171	\$ 150
State Forests Recreation program support	\$ 8,293	\$ 0	\$ 19,000
<b>Total</b>	<b>\$ 50,609</b>	<b>\$ 36,416</b>	<b>\$ 94,150</b>



Virtual visitors participate in an online TFC program



Recreating in the Tillamook State Forest

# Trust Supporters

2019 - 2020

## Donors

Anonymous  
State Forests Recreation Users  
Tillamook Forest Center Visitors  
Vic Affolter  
Toni Alonso  
David and Naomi Anderson  
Janet Anderson  
Teresa Anderson  
Terry Anderson  
Matt Andrus  
Apple  
Hans and Tammy Arenz  
Daniel Atkinson  
Laura Barlow  
Jessica Barton  
Forrest and Marguretha Beattie  
Lois Benefiel  
Jim and Sue Bisio  
Christine Blackledge  
Daniel Bohren  
Nic and Julia Botz  
Ardith Bowman  
Mary Brasseaux  
Barrett Brown  
Sara Burgin  
Richard Buscher  
Angela Byrd  
Jon and Maureen Carnahan  
Walter and Carolyn Carr  
Cascade Cruisers  
Janelle Cash  
John and Barb Casteel  
Bill and Marcia Chapman  
Jerry Chetock  
Iris Chu  
Linda Clark  
Confederated Tribes of Grand Ronde  
Bruce and Dianne Copper  
David Cruz

Kristen David and Robert Bismith  
Pauline Dooley  
Bill and Sue Dryden  
Barbara Dunnette  
Katherine Duzik  
Cliff and Sharron Ebert  
Jerry Eckstein  
Vida Lee Edera  
Michael Ely and Annette Palumbo  
Mary Epler  
Epson Portland, Inc.  
Brooke Erler  
Megan and Matt Fair  
Achala Favre  
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Flat Broke and 4 Wheelin'  
Laura Fredrickson  
Lisa Gerhart  
A. J. Giustina  
Rosalie Goodman  
Bruce and Lori Gregory  
Joanne Grenz  
Jan Gurr  
Nancy Hawver  
Jan Hedberg  
Kassandra Hill  
Andrew Hoffmann  
Lisa Holder  
Nancy Holmes  
Mike and Dorothy Hopkins  
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Suzanne Hughes  
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Felice Kelly

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W. Stephen and Rosemarie Kraxberger  
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Carol Moraes  
Shawn Morford  
Ray Morrow  
John and Michele Mudd  
Kathleen Newman  
Sheila Nordgren  
Tom and Pat Nygren  
Christina Parrott  
Laurie Peterson  
Mary Lee Planer  
Suzanne Port  
Dan and Joyce Postrel  
Leshaya Pugh  
Nancy Pyburn  
Jim Quiring  
Jay Rathe

Jim and Ann Reeher  
Brad and Vicki Reiff  
Rebecca Reinke-Merriion  
Natasha Risotto-Scholtes  
Linda Robinson  
Blanca Sanchez  
Joyce Sauber  
Beverly Russell and Jim Slagle  
Rick and Candy Schneider  
Neil and Ardis Schroeder  
Sarah Scott  
Clark and Adenia Seely  
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Howard Vaeretti  
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Cathy Whiteside  
C.M. Wolterstorff  
Rick Zenn  
Chris Zimmerman  
Brian Zmolek



*Student appreciation for the Forest Education Pavilion*

*Trail volunteers make a huge difference!  
(photo courtesy of Northwest Trail Alliance)*





## Memorial & honorary gifts

*In memory of Rolfe E. Anderson*  
David and Naomi Anderson

*In memory of Darryl Anderson*  
Teresa Anderson

*In memory of Duane Anderson*  
Janet Anderson

*In memory of Mark Buscher*  
Richard Buscher

*In memory of Donald Sandercock II*  
Angela Byrd

*In memory of Dave & Betty Copper*  
Bruce and Dianne Copper

*In memory of Sue Dryden*  
Bill and Sue Dryden

*In memory of Ivan & June Feiring*  
David Feiring

*In honor of Linda Morrisson*  
Andrew Hoffmann

*In memory of William Hughes*  
Suzanne Hughes

*In honor of Leona Garnet Zapar*  
Cyndi Johnson

*In memory of Thumper And Spirit*  
Madeline MacDonald

*In memory of Bobby Shore*  
Marilyn McWade

*In memory of George Shore*  
Marilyn McWade

*In memory of Orville R. Miller*  
Orville Miller Family

*In memory of Mick Evans*  
Shawn Morford

*In memory of Darryl Anderson*  
Ray Morrow

*In memory of Harry Byrnes*  
Nancy Pyburn

*In memory of Darryl Anderson*  
Jim Quiring

*In memory of Glen Reinke*  
Rebecca Reinke-Merriion

*In honor of Jude Sanchez*  
Blanca Sanchez

*In memory of William L. Sauber*  
Joyce Sauber

*In memory of George H. and Clara E. Schroeder*  
Neil and Ardis Schroeder

*In honor of Franklin Dale Slagle*  
Beverly Russell and Jim Slagle

*In honor of Mary A'lene Slagle*  
Beverly Russell and Jim Slagle

*In memory of Charlie Spiering*  
Tony Spiering

*In memory of Barte Starker*  
Gary Springer

*In memory of Barbara Dunnette*  
Robbie and Lynn Steeves

*In memory of Les and Effie Keenon*  
Edgar Trout

*In honor of Janet McLennan*  
Robert and Margaret Weil



*Tillamook Forest Center*



*Wilson River Trail,  
Tillamook State Forest*



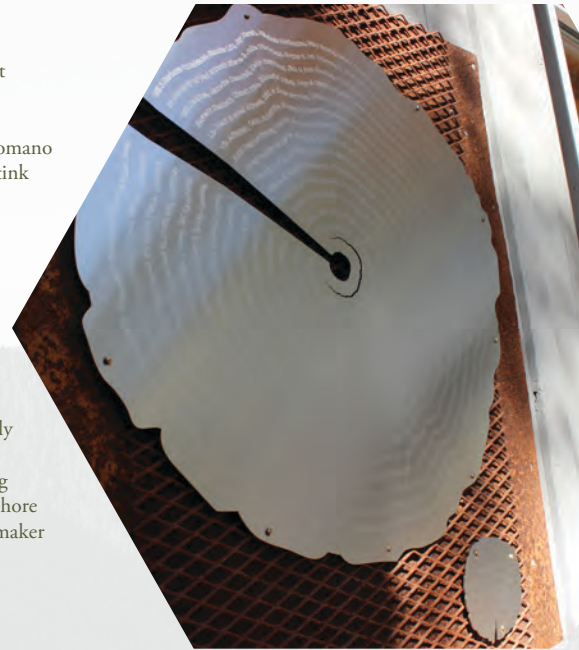
*Wildfire in the Santiam State  
Forest damaged recreation sites*

## Tillamook Forest Center Forest Education Pavilion donors

Steffen Aalykke  
 Sarah Absher  
 Ace Hotel  
 Vic Affolter  
 Gary and Carla Albright  
 Cam Amabile  
 David and Naomi Anderson  
 Jennifer Annala  
 Artistic Bliss Portraits  
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 Tillamook County



*Pavilion donor names are inscribed on a special display at the Tillamook Forest Center*



*Forest Education Pavilion at the Tillamook Forest Center*

**Board Closing Comments and Meeting Wrap Up**