

# Wildfire Proviso Volume 2

## Action Plan for Conclusions and Recommendations

**GREEN:**  
On track / No Assistance  
Needed

CATEGORY	FOCUS AREA	ACTION ITEM	STATUS	TIMING	ASSOCIATED CONCLUSIONS AND RECOMMENDATIONS
Administrative Services	Policies and processes	Adopt policy on policies	In-progress	Short Term	2.1, 2.2, 2.3
Budget and Finance	Budget management	Define agency-wide budget development process and create biennial budget calendar	In-progress	Short Term	3.2
Budget and Finance	Budget management	Finalize policy to formalize budget authority	In-progress	Short Term	3.2
Budget and Finance	Budget management	Conduct monthly budget reviews with leadership at multiple levels to increase visibility	In-progress	Short Term	10.1
Budget and Finance	Budget management	Complete Chart of Accounts for 2021-23 updates and definitions and revise subprogram structure, as needed	Planned	Short Term	6.1, 8.2
Budget and Finance	Financial health	Assess allocation of indirect, overhead and direct costs; review and update chart of accounts	Planned	Short Term	6.1
Budget and Finance	Systems/Tools	Increase use of collaboration tools to standardize budget and financial processes	In-progress	Mid Term	10.1
Budget and Finance	Financial leadership and accountability	Re-establish a separate Chief Financial Officer role reporting directly to Chief Operating Officer	Complete		3.1, 4.1
Budget and Finance	Budget management	Implement change request process	Complete		10.1
Organizational Health	Employee engagement	Share Operational Performance Scorecard to ensure employees know priorities, status and how their work contributes	In-progress	Short Term	2.1
Organizational Health	Systems/Tools	Leverage IT Strategic Plan and governance structure to prioritize and support agency technology needs	In-progress	Ongoing	8.1
Organizational Health	Leadership involvement	Increase leadership meetings at all levels and increase information sharing with all employees by implementing weekly newsletter, DNR Weekly	Complete		2.1
Organizational Health	Internal communications, business readiness and change management	Create Office of Workplace Culture and Development	Complete		3.3, 4.1, 5.1, 8.1, 11.1
Strategic planning and performance	Strategic alignment; prioritization, performance measurement	Conduct next agency-wide annual strategic planning session with senior leaders in Q2	In-progress	Ongoing	12.1
Strategic planning and performance	Decision Making	Implement RACI chart (defined roles and responsibilities) for projects and priority initiatives and core functions	Planned	Ongoing	3.3, 4.1, 5.1, 10.1
Strategic planning and performance	Program and Initiative prioritization	Conduct prioritization sessions to ensure alignment	Complete		2.1
WF/FHRD Optimization	Capacity and span of control	Perform organizational structure review and fill vacant positions	In-progress	Short Term	2.1, 11.1
WF/FHRD Optimization	Program optimization	Form cross-functional team to plan and review deliverables and to enhance culture	In-progress	Short Term	2.1, 11.1
WF/FHRD Optimization	Program optimization	Conduct annual strategic planning meetings for Wildfire and Forest Health & Resiliency divisions	In-progress	Short Term	2.1
WF/FHRD Optimization	Program optimization	Separate Wildfire and Forest Health & Resiliency divisions	Complete		2.1

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**YELLOW:**  
Assistance Would  
Accelerate

CATEGORY	FOCUS AREA	ACTION ITEM	STATUS	TIMING	ASSOCIATED CONCLUSIONS AND RECOMMENDATIONS
Administrative Services	Policies and processes	Create policy repository	In-progress	Mid Term	2.2
Administrative Services	Policies and processes	Review policies and update, as needed, and communicate to employees	In-progress	Mid Term	2.2, 2.3, 9.1, 10.1
Administrative Services	Policies and processes	Develop policies based on Method of Delivery outcomes	Planned	Mid Term	2.3
Budget and Finance	Policies and processes	Update current financial policies and processes; revisit as part of Method of Delivery process	In-progress	Mid Term	2.3, 3.2, 4.1
Budget and Finance	Budget management	Clarify roles and responsibilities and decision making authority; revisit as part of Method of Delivery process	In-progress	Mid Term	3.2, 4.1
Organizational Health	Service delivery optimization, Staffing capacity, Roles and responsibilities	Review organization structure and workload to assess staffing, policies and procedures through Method of Delivery	In-progress	Mid Term	2.3, 3.3, 4.1, 5.1, 10.1
Organizational Health	Service delivery optimization, Staffing capacity, Roles and responsibilities	Review position descriptions and update to include decision making responsibilities, where appropriate	In-progress	Mid Term	3.2, 3.3, 4.1
Organizational Health	Staffing capacity and expertise	Review staffing capacity and expertise through Method of Delivery and assess need for specific roles within structure for each administrative area and shift resources and/or fill gaps in divisions and/or regions	In-progress	Mid Term	3.3, 7.2, 10.1, 11.1
Organizational Health	Internal communications, business readiness and change management	Increase focus on employee engagement, training, internal communications, process improvement, organizational change management and diversity, equity and inclusion	In-progress	Ongoing	2.3, 3.3, 4.1, 8.1, 10.1, 11.1
Strategic planning and performance	Strategic alignment; prioritization, performance measurement	Implement and sustain Operational Performance Scorecard (scorecard includes: priority status, metrics, key milestones, action plans, RACI chart, crosswalk to strategic plan goals, etc.) with single point of accountability to increase agency transparency	In-progress	Short Term	2.1, 5.1, 11.1, 12.1
WF/FHRD Optimization	Program optimization	Increase project management expertise	In-progress	Mid Term	11.1
WF/FHRD Optimization	Policy review	Identify policy gaps and update policies, as needed; communicate to impacted employees	Planned	Mid Term	2.3

# Wildfire Proviso Volume 2 Action Plan for Conclusions and Recommendations

**RED:**  
Legislative  
Assistance Needed

CATEGORY	FOCUS AREA	ACTION ITEM	STATUS	TIMING	ASSOCIATED CONCLUSIONS AND RECOMMENDATIONS
Budget and Finance	Financial health	Address prohibition of fire suppression dollars for fire specific and agency indirect administrative costs	In-progress	Short Term	7.1
Organizational Health	Staffing capacity and expertise	Increase capacity in focused areas with known resource gaps, including: project management, financial analysis, regional financial coordination, internal communications, change management, and document development	Planned	Mid Term	5.1, 10.1, 11.1

**BLUE:**  
Statewide Enterprise Initiative  
with OFM timeline

CATEGORY	FOCUS AREA	ACTION ITEM	STATUS	TIMING	ASSOCIATED CONCLUSIONS AND RECOMMENDATIONS
Budget and Finance	Systems/Tools	Complete One Washington implementation per schedule	In-progress	Long Term	8.2

**TIMELINE**

Short term - by 12/2021

Mid-Term - by 12/2022

Long Term - 2023-2024

Ongoing - ongoing process without defined completion date

**Note:** Many short and mid-term items will be ongoing once project work is completed