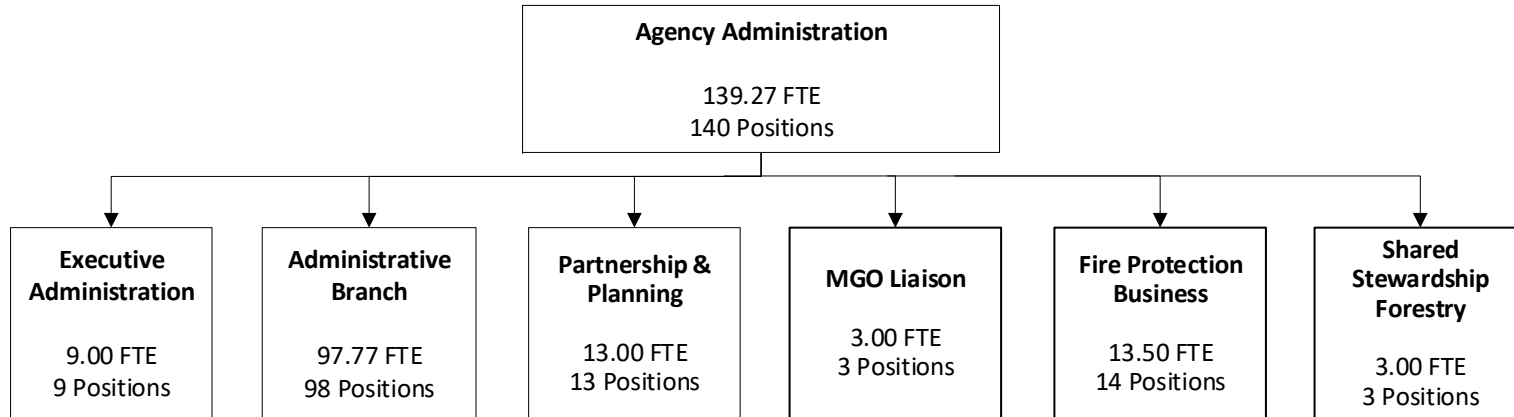


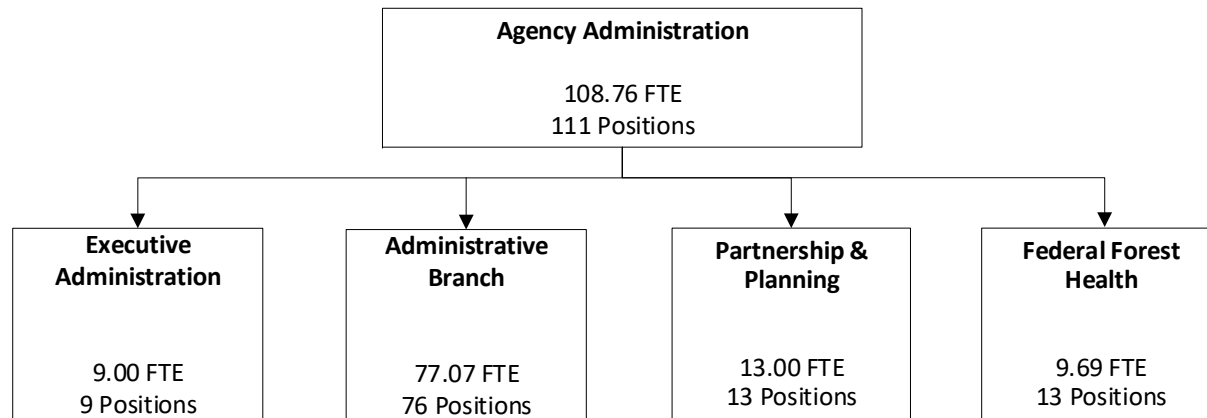
Agency Administration Narrative

Organization Charts



Current 21-23 Structure

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Prior 2019-21 Structure

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Executive Summary

Long-Term Focus Areas

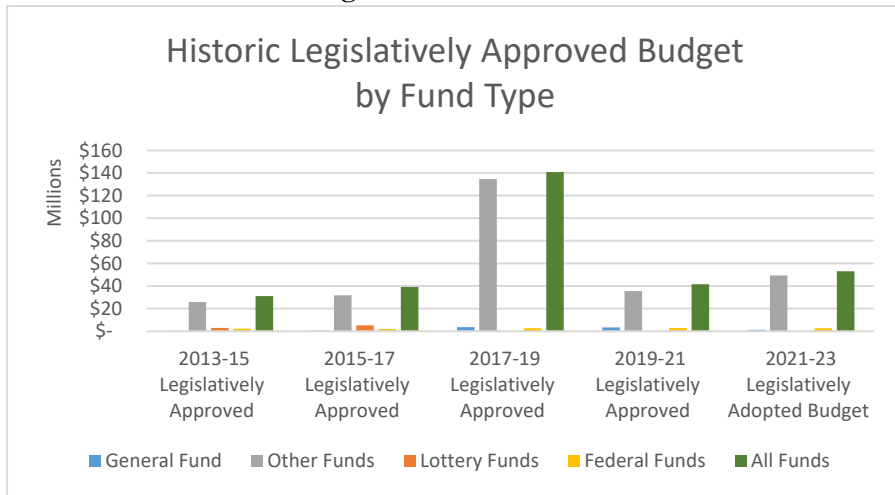
Primary Outcome Area: Deliver State Services Effectively and Efficiently

Secondary Outcome Area: Social Equity

Primary Division Contact

Bill Herber, Deputy Director for Administration, 503-945-7203,
bill.herber@odf.oregon.gov

Division Total Funds Budget



Division Overview

The Agency Administration Division’s mission is to provide high-quality leadership, assessment, policy development, public involvement, communications and administrative systems support to the Board of Forestry and the agency, providing the foundation for effective implementation of the department’s core business functions.

Division Funding

For 2021-23, the Agency Administration Division received \$53,011,324 total funds (\$1,181,627 General Fund; \$49,284,221 Other Funds; and \$2,545,476 Federal Funds).

Division Description

The Agency Administration Division has three primary components:

- **Agency Leadership and Management**, which in concert with the Board of Forestry, provides leadership and policy direction on all forestry matters in the state, and includes internal audit and legislative coordination.
- **Partnership and Planning**, comprised of forest resources planning that furnishes technical analysis and planning, as well as a wide variety of information on forestry issues to other divisions of the Department and to other state, federal and local agencies and the public, and partnership development, which manages and pursues a variety of grant opportunities.
- **Administrative Branch**, comprised of Budget Management, Financial Services, Human Resources, Information Technology, Contracts and Procurement, and Public Affairs.

The estimated cost for 2023-25 is \$56,692,170 and for 2025-27 is \$60,648,729.

Division Justification and Link to Long-Term Outcome

The division’s direct customers are the Board of Forestry and department employees. Indirect customers include forest landowners, local, state, federal agencies and tribal governments, non-profit natural resources organizations, academic and corporate institutions, and the public. In support of the department’s operating programs. Work is also sometimes accomplished for entities at a regional or national level.

The Agency Administration Division’s mission is to provide leadership, assessment, policy development, public involvement, communications and administrative systems in support of the Board and department, and to provide the foundation for effective implementation of ODF’s core business functions. The division continuously evaluates its processes to improve service delivery. It takes very seriously its responsibility as stewards of public dollars. All of these efforts link directly with the element of the Governor’s strategic plan calling for excellence in state government.

Enabling Legislation/Program Authorization

The Agency Administration Division implements the authority vested in the Board of Forestry through the following primary ORS Chapters:

- ORS 321 - Timber Taxes
- ORS 477 - Fire Protection

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ORS 526 - Forestry Administration; Private Forests
ORS 527 - Insect and Disease Control; Private Forests
ORS 530 - State Forest Lands
ORS 532 - Log Brands

In addition, a large portion of the department's administrative responsibilities and authorities are delegated by instruction, policy, or administrative rule from the Department of Administrative Services, the Secretary of State, the State Treasurer, and the Governor's Office.

Funding Streams Supporting the Division

Agency Administration is mostly funded by the Other Funds and Federal Funds assessed against department programs on a pro-rated basis by funding source, such as state forest timber receipts and the Forest Products Harvest Tax. The division also receives a small amount of revenue from fees charged for services and map sales. About half of the pro-rated revenues are derived from the General Fund.

Administrative Branch

The Administrative Branch provides business management guidance to the department, and administrative services to internal and external customers in accounting, budgeting, contracting, purchasing, personnel management, property management, public outreach, and overall business management. The branch consists of seven programs: Budget Management, Contract and Acquisition Management, Facilities Capital Management, Financial Services, Human Resources, Information Technology, and Public Affairs.

The Budget Management Program works to ensure that the department's budgetary resources are adequate by providing policymakers with analysis and recommendations on policy initiatives related to the department's biennial budget. The program's fiduciary responsibilities are to support biennial budget development and to monitor budget execution for compliance with policy and statutory objectives. This is accomplished by fiscal analysts organized around the department's budgetary applications, program structure, geographic areas, and administrative sections.

The Contracts and Acquisition Management Program provides strategic, technical, and operational support and oversight for the department's procurement activities such as contracts, grants, agreements, purchase orders,

and contract administration activities. The program seeks to minimize potential, inherent process-related risks, ensure the best value to the department and maximize limited resources.

The Facilities Capital Management Program is responsible for managing, monitoring, and developing the department's facility assets to meet long-term strategic capital needs, lifecycle replacement, and sustainability performance requirements. It also manages the Salem Headquarters Campus operations and maintenance activities, which comprises ten commercial buildings, structures and adjacent grounds.

The Financial Services Program provides financial information, agency-wide payroll management and coordination, and makes available required legal reports on the use of public funds. It provides fiscal services in accordance with federal and state laws, rules, policies and procedures. Services include review of federal rules, state legislation, and Department of Administrative Services (DAS) rules to facilitate required changes in department programs, policies, and procedures. These activities require a complex accounting system to provide fiscal data for programs that are financed through a variety of Other Funds, General Fund, and Federal Funds appropriations. In addition, the Financial Services Program plans, develops and implements new accounting techniques and modifies existing systems and procedures to meet statutory requirements. It provides managers with data necessary for policy and program planning. It coordinates management of the department's statewide non-real property inventories and tracks state and federal property; statewide General Services Administration (GSA) ordering and requisitions; and statewide equipment and property distribution, storage, disposal, and central warehousing.

The Human Resources Program provides leadership in the area of human resource management to the department and associated organizations, with a focus on high-quality, responsive customer service. The program is responsible for providing direction, guidance, and assistance to Department of Forestry employees on personnel, training, and safety matters. The unit supports approximately 700 permanent and 700 seasonal positions throughout the state. The program contributes to the accomplishment of department goals by supporting the development of a diversified, creative and skilled workforce that views the organization as their employer of choice. The program is faced with the major challenge of integrating all human resource functions, many of which

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are currently disparate, into a cohesive program that provides the department with a diverse, well-trained and highly motivated workforce.

The Information Technology Program manages the department's statewide information technology (IT) program. The IT program has four sub-units: Technical Operations Support, Application Development, GIS and the Radio Unit. IT provides planning, coordination and services in database administration, application development, GIS, data processing, technology training, computer, software and peripheral purchasing, data security, web technologies, and system administration for all enterprise systems. In partnership with the State Data Center, the program also manages the department's internet web filtering, anti-SPAM appliance, and data backup systems. Department infrastructure consists of 43 local area networks (LANs) serving more than 1,400 computers and mobile devices. The department also has 46 production servers and 31 remote servers at field offices that are managed by the State Data Center. The program also partners with DAS on the enterprise systems used by ODF: Workday, OregonBuys, payroll and personnel systems, Statewide Financial Management System (SFMS), and the Electronic Training System (iLearn Oregon).

Internally, the IT program supports office automation and personal productivity tools, such as Microsoft Office, relational databases, project management, desktop publishing, geographic information systems (GIS), and internet and intranet access. Additionally, the program supports several mission-critical business applications, such as the timber sales accounting system, fire reporting systems, forest operations tracking, purchase order system, grant management system, and forest operations tracking systems.

The Public Affairs Program tells ODF's story and helps the department's broad array of stakeholders connect with and understand the department's core business areas. It does this by establishing department-wide policies and procedures for communications activities, and supporting and assisting divisions and programs in sustaining, enhancing, and expanding their communications efforts. The key activities through which the Public Affairs Program leads and supports the department's communications efforts are:

- Developing strategic communications, which provide the framework against which division and programs can execute successful communications efforts.

- Producing print and digital assets to deliver information, including fact sheets, publications, news releases, videos and photographs, web content, and talking points.
- Creating connections with the public through activities, such as:
 - Providing media relations.
 - Overseeing the department's web and social media presence.
 - Managing the department's public records program.
 - Assisting with fulfilling the department's statutory requirements under the state's public meetings law.
 - Fielding calls and emails from members of the public with general forestry-related questions.

Important Background for Decision Makers

- Continued decentralization by the state Department of Administrative Services, resulting in Department of Forestry increases in:
 - Reviews and audits, and the personnel to accommodate them.
 - Roles and responsibilities at the agency level, with increases in personnel and other costs to manage this workload.
 - Need for strong internal controls and process improvement to implement these controls.
 - Complexity in risk management.
- Increased need for efficient and often automated business systems, in turn requiring increased investment in hardware, software and staff training.
- Increased need for analysis and process improvement.
- Increased financial management controls to decrease the likelihood of fraud, waste or abuse.
- Increased scrutiny and complexity of federal contracting rules, in turn increasing responsibility at the local level and requiring the agency to reevaluate rules, increase training and certification of procurement staff, and requiring staff to perform more complex functions.
- Increased interest in the condition of state facilities, requiring improved inventories of buildings, grounds, roads, trails and bridges, along with improved ability to manage these assets. State mandates have also increased the complexity of facilities management.

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- The department needs to reduce the number of custom, unsupported applications currently in use. Several of our custom applications use obsolete or hard-to-maintain platforms. A transition to standardized and web-accessible systems will greatly enhance our ability to deploy applications to both employees and members of the public who would like to do business with the department online.
- Employees and state leadership demand a safe working environment in order to reduce the physical, emotional, and financial impacts associated with on-the-job injuries. A comprehensive workplace safety program requires the department to have the resources to consistently track and analyze safety-related data to develop, improve and maintain the program.
- The department workforce and customer base continue to become more diversified.
- To attract diverse, skilled applicant pools, job classification and associated pay/benefits continue to need a great deal of attention and effort within both the department and state government.
- Employees, and society as a whole, will continue to expect that employers prioritize employee needs, such as encouraging work/life balance, alongside accomplishment of the department's mission. Examples include legislation such as Pay Equity, the Americans with Disabilities Act (ADA), Family Medical Leave Act (FMLA); and benefits such as Employee Assistance Program (EAP), remote work, and flex time.
- ODF's workforce planning is complicated by the need for department-wide support of firefighting work during fire season. Staff not only need to be trained and proficient their diverse program duties, but also in their fire duties. Additionally, staff without fire duties must be trained to backfill behind coworkers on fire assignments.
- There is an ever-increasing demand for information about the work state government does on behalf of Oregonians and the expectation for faster response times. Meeting these demands involves constant monitoring of and response to media and public questions, comments, and concerns, which come to the department via social media, email, and phone calls.
- More planning, content development, and dissemination of informational documents and more emphasis on planning and facilitating meetings that allow for engagement between the public and stakeholder groups and the department. The expectation for more information is also manifesting

itself in the growing number and complexity of public records requests received by the department. Fulfilling these needs to the best of the program's abilities is becoming increasingly difficult with current staff levels.

Partnership and Planning

The Partnership and Planning Program provides analysis and strategic planning support for department-wide initiatives to the State Forester, the Oregon Board of Forestry, the Executive Team, and ODF operating divisions. The work of the Partnership and Planning Program is partitioned into two units: Planning and Analysis and Federal Initiatives.

Planning and Analysis Unit

The Planning and Analysis Unit (PAU) functions as technical and analytical staff to the department and Board of Forestry. It coordinates, supports, and directs issues and subject management with other agencies and jurisdictions, develops analyses, and provides guidance and recommends programs and policies to the Board and department. PAU leads and/or coordinates the analysis of broad forestry, department-wide, or integrated forest resource policy issues and assists in the development of department and/or Board positions on state and national issues. Activities include:

- Providing staff support for Board of Forestry strategic planning, the development of annual plans department-wide, and legislative efforts.
- Acquiring information and performing scientific and policy analyses essential to development and support of sound statewide natural resource policies that sustain and enhance the health of Oregon's forest ecosystems, watersheds, and airsheds. This includes coordinating with public and private partners to assimilate, catalogue, and refine data and tools to ensure integrated, statewide, and landscape-scale capability to assess conditions, trends, opportunities, and barriers.
- Providing leadership during policy work with other state and federal agencies and the private sector on forest sustainability, climate and carbon, land use, forest health, and economic development to support a robust resource sector and retention of resource and working forestland.
- Supporting and promoting Board policies in forestland activities statewide. Upon request, provides direct support to the Governor's Office regarding forest and broader resource management policies.

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Federal Initiatives Unit

The Federal Initiatives Unit (FIU) provides strategic leadership to implement forest stewardship across public and private ownership boundaries. FIU administers all USDA state and private grant programs and assists the Federal Forest Restoration Program (FFR), including on Good Neighbor Authority projects, to increase the pace, scale, and quality of restoration on Oregon's federal forestlands. FIU leverages other funds to achieve the agency's mission and specifically to avoid fragmentation of working forestlands, improve habitat for native fish and wildlife, and other goals outlined in the Board of Forestry's overarching *Forestry Program for Oregon*.

FIU coordinates acquisition and administration of federal funds to deliver forest stewardship outcomes on the ground. This support includes the identification of federal grant programs, coordination of grant requirements with federal agencies, developing and documenting grants processes, and providing assistance and other resources to the field offices doing the work on the ground. Private landowners and other partners use these funds to contract management actions such as forest fuel reduction, forest health treatments, stream restoration, and management planning activities.

The activities of the Federal Initiatives Unit include:

- Project identification, grant development and management – Working with ODF field staff to identify opportunities and researching various federal and other funding sources. When opportunities are identified, work includes on-boarding the federal grant and establishing monitoring processes to accurately report accomplishments.
- Development of new funding sources – Building partnerships with potential public and private funding organizations.
- Expanding partnerships – Developing stronger relationships with state and federal implementing agencies, non-governmental organizations, and private sector partners to leverage and align programs of work to increase scale of collective impact.

Revenue Sources and Proposed Revenue Changes

Revenue sources for federal grants typically provide funding over a three- to five-year period. The total funding of all active grants administered during a biennium generally amounts to \$38-40 million. The following sources have historically been the core of the department's grant funding:

- Western States Fire Managers & Wildland Urban Interface Community Assistance *USDA, US Forest Service*—These annual, competitive grants support wildfire education and mitigation work, including: fuels treatment/reduction projects, defensible space education, human-caused wildfire prevention and awareness, and community fire plan development assistance.
- State Fire Assistance *U.S. Forest Service*—An annual, non-competitive matching grant that provides financial assistance to state wildland fire protection agencies to offset eligible standby and direct wildland fire emergency management costs.
- Natural Resource Conservation Service Technical Assistance—This NRCS program enables ODF field staff to help non-industrial private forest landowners move through NRCS cost share programs.
- Other smaller federal fund opportunities through the U.S. Department of Agriculture including:
 - Forest Stewardship
 - Forest Health Monitoring
 - Forest Health Cooperative Assistance
 - Urban and Community Forests
 - Landscape-Scale Restoration
 - Volunteer Fire Assistance

Important Background for Decision Makers

- Based on data and analysis from the Oregon Forests, Farms and People report, Oregon has been one of the most successful states in maintaining a contiguous forestland base, critical to maintaining forest health, working lands, and ecosystem services and benefits. However, forest fragmentation through land-use change and development is an emerging issue, particularly in the wildland urban interface. Issues include:
 - Reduction of federal timber supply.
 - Significant reduction in forest product processing facilities.
 - Impact of resource protection regulatory requirements (federal and state) on competition in the global market.
 - Transition in forest industry away from vertically-integrated companies.
 - Intergenerational transfer of non-industrial forests.

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- Historically, Oregon’s public interest in forest issues has largely been focused on water quality, salmon, and other wildlife issues. With the climate and economic changes and recent wildfire seasons, forest health, climate and carbon, thinning of forest stands, and forest sector jobs are issues of growing importance for Oregonians. Even with increased forest restoration efforts, natural disturbances such as fire, wind, floods, landslides, and insects and disease will continue to play a significant role in altering the habitat of Oregon’s forests.
- Technology is changing rapidly and will make landscape-level, multi-resource forest assessments more feasible.

Base Budget & Essential Packages

Package 000-Current Service Level Exception Request-Base Budget Change

In the Agency Administration Program, there were three base adjustments; moving Federal Forest Restoration to its own SCR, step adjustments for Seasonal Positions vacant during ORPICS roll, and moving funding of positions with less than one month of funds in a DCR. There was a reduction of (13) positions and (9.69) FTE.

Package 010-Vacancy Factor and Non-ORPICS Personal Services

This package includes standard inflation of 4.3% on non-ORPICS items such as temporaries, overtime, shift differential, all other differentials and unemployment compensation, including the OPE associated with them.

Package 031-Standard Inflation and State Government Service Charge

The purpose of this package is to include a set of standardized inflation rates for all agencies, increasing their budgets above their final base amounts for all non-personal-services expenditure accounts. These rates are 4.3% for standard or “generic” accounts, and then larger rates for “Price List Accounts,” specifically 5.7% for Professional Services and 19.43% for Attorney General charges. There is no change to position counts or FTE.

Package 033-Exceptional Inflation

The purpose of this package is to recognize budget increases which exceed the standard inflation rate. There are two drivers of this package for ODF, one in the Agency Administration program, and the other in the operating programs. First, Price List costs and increases to State Government Service

Charges (SGSC) are housed completely in the Agency Administration program. This drives Package 033 Other Fund increases in CSG 4425 for Agency Administration. Second, funding of Agency Administration programs costs, included Personal Services and SGSC increases, comes from Other Fund revenue transfers and General Fund Special Payments. This drives Package 033 General Fund increases in CSG 6060 for three operating programs. There is no change to position counts or FTE.

Package 060-Technical Adjustments

The purpose of this package is to make budget adjustment and corrections. This technical adjustment is moving the Risk Portion of State Government Services Charges from the other Divisions to Agency Admin in order to provide consistency in how SGSC is paid at the agency level. There is no change to position counts or FTE.

Program Enhancement Packages

Summary of All Division Enhancement Packages

Package Number	Component Title	All Funds	Positions / FTEs
099	Microsoft 365 Consolidation	(\$813,326)	0/0.0
101	Fire Org Sustainability & Modernization	\$715,922	3/3.00
161	Implementing Shared Stewardship	\$577,265	3/3.00
171	Firefighter Life Safety	\$186,797	1/1.00
172	Diversity, Equity & Inclusion	\$452,433	2/2.00
173	Administrative Modernization	\$1,468,168	7/7.00
174	Facilities Capital Management Capacity	\$452,433	2/2.00
200	MGO Recommendations	\$2,612,394	12/11.50
801	LFO Analyst Adjustments	\$1,181,627	3/3.00
810	Statewide Adjustments	(\$1,560,899)	0/0.00
811	Budget Reconciliation	\$113,425	0/0.00
813	Policy Bills	\$1,467,358	6/6.00
Total Packages:		\$6,853,597	39/38.50

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Package 099-Microsoft 365 Consolidation

Microsoft 365 is being consolidated within the Office of the State Information Officer at the E5 level of service. This cost is built into the State Government Service Charge for every agency as a cost increase for the 2021-23 biennium. This package makes a corresponding reduction to the agency base budget in an amount equivalent to what agencies should be paying in the current 2019-21 biennium for Microsoft 365 at the E3 level of service.

Staffing Impact: None.

Revenue Source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor's</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$0	(\$813,326)	(\$813,326)
Federal Funds	\$0	\$0	\$0
All Funds	\$0	(\$813,326)	(\$813,326)
Position/FTE:	0/0.00	0/0.00	0/0.00

Package 101-Fire Org Sustainability & Modernization

Oregon is experiencing increased severity, complexity and duration of its fire seasons, which has challenged ODF's ability to respond to the wildfire workload and sustain its other core businesses while proactively protecting Oregonians, forests and communities from wildfire. Fire protection demands have taxed all ODF programs in preparing for and responding to wildfires, creating significant challenges and impacting the ability to accomplish core business functions in Fire, State Forest, Private Forest, Federal Forests and Agency Administration. Wildfire impacts to all Oregonians, forests and communities, continues to rise and affect all parts of the state.

Purpose: Oregon's complete and coordinated protection system is a highly functional model that relies on a broad range of landowner, contractor and cooperator engagement. Strategic workforce planning and development of a comprehensive training program are key elements for success. This package adds specialists in fire prevention/investigation, training, aviation, multi-agency coordination and fire information technologies. Additional capacity is necessary to maintain this complete and coordinated system, ensure that ODF's core business across all divisions are met and advance ODF's initial and extended attack strategy to remain effective in the context of growing fire complexity.

How Achieved: This package continues enhancements to the Department's capacity authorized by the Emergency Board in January of 2021. It establishes a budget manager position, an incident business analyst position and a procurement and contract specialist position. These permanent positions provide direct support of finance and contracting functions of the fire protection program and other operating divisions.

Staffing Impact: Establishes 3 (3.00 FTE) positions.

Funding:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor's</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$0	\$0	\$715,922
Federal Funds	\$0	\$0	\$0
All Funds	\$0	\$0	\$715,922
Position/FTE:	0/0.00	0/0.00	3/3.00

Package 161-Implementing Shared Stewardship

In 2013, the Oregon State Legislature initiated the Federal Forest Restoration (FFR) Program. In 2016, Governor Brown signed Oregon's Master Good Neighbor Authority (GNA) Agreement. To date, ODF has GNA agreements in place to implement \$9 million of projects, including 18 timber sales totaling 30 million board feet. The actualization of GNA has overwhelmed existing ODF staff capacity authorized in the FFR program budget.

Purpose: This package is a continuation and expansion of funding provided by the January 2021 Emergency Board for the partnership and planning program. With shared stewardship moving forward and recommendations from the Governor's Council on Wildfire Response, there are both opportunities and expectations for ODF to remain actively involved in implementing projects across both public and private lands, which will require a significant increase in ODF staffing levels.

How Achieved

Three permanent positions are established in Agency Administration to provide direct financial and procurement support for expanded capacity of the program in the Federal Forests Restoration division. Two of the positions are procurement

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and contract specialist and the third is an accounting technician. This package is funded via the administrative pro-rate.

Staffing Impact: Establishes 3 (3.00 FTE) positions.

Funding:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor's</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$3,127,369	\$0	\$0
Other Funds	\$0	\$0	\$577,265
Federal Funds	\$0	\$0	\$0
All Funds	\$3,127,396	\$0	\$577,265
Position/FTE:	19/19.00	0/0.00	3/3.00

Package 171 - Firefighter Life Safety

The department provides critical life safety communication and location tracking for firefighters and emergency response efforts through operation and maintenance of wireless communication systems, equipment, resources, and infrastructure. If firefighter safety is truly a state priority, investments are needed in both systems and training.

Purpose: Strategic investments are needed in our life safety communications to ensure business continuity across multiple platforms, align with technological advances in the field, address critical infrastructure deficiencies, and enhance interoperability and standardization across the network.

How Achieved: This package supports the agency's critical life safety communication and location tracking for firefighters and emergency response efforts through operation and maintenance of wireless communication systems, equipment, resources and infrastructure. In the Agency Administration division, a Safety Specialist position (1.00 FTE) is established to coordinate statewide safety programs for the Department. This position had been approved as part of Emergency Board actions in January 2021, but was established as a limited duration position in the Fire Protection division. Establishing the permanent position in the Agency Administration division better aligns the position to its agency-wide function.

Staffing Impact: Safety Specialist 1 (1 FTE)

Funding:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor's</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$186,797	\$186,797	\$186,797
Federal Funds	\$0	\$0	\$0
All Funds	\$186,797	\$186,797	\$186,797
Position/FTE:	1/1.00	1/1.00	1/1.00

Package 172 - Diversity, Equity, & Inclusion

As the Administrative Branch continues to align administrative functions across the agency, it has become clear that many processes and information systems are operating within disparate silos, lack of standardization, outdated technology, and limited capability to adapt to improving business practices. In addition, the department's ability to provide contemporary services in a dynamic and fluid environment is hampered by staffing constraints.

Purpose: The Department of Forestry requires additional capacity to address statutory requirements in the issues described above and fully integrate strategies and best practices into agency culture and business management.

How Achieved: Diversity, Equity and Inclusion/Affirmative Action

(DEI/AA) is foundational in the agency's values with ongoing commitment to incorporate DEI best practices into every aspect of agency business. As Oregon state government prioritizes DEI, additional capacity is needed to fully integrate statewide strategies in agency culture and promote improved business practices toward ensuring nondiscrimination toward employees and eliminating bias and barriers for all agency work with Oregonians and beyond. This work also includes development of agency strategies to promote **environmental justice** in communities of minority, low-income, tribal, and others that are traditionally underrepresented in public processes.

Focus on sustainability—The Oregon Sustainability Board (est. 2001) encourages activities that best sustain, protect and enhance the environment, economy and community for the present and future benefit of Oregonians. Legislation created the OSB and established legislative goals for the Board, and more generally for state government around sustainability. Subsequent executive orders and communications from the Governor directed the Board to oversee, review, and approve sustainability plans developed by state agencies. In 2003,

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the Oregon Sustainability Board began coordinating the adoption and updates of sustainability plans from 25 state agencies. The identification of sustainability practices has been incorporated into the budget process, requiring agencies to update their strategies and report on benchmarks every two years.

Government-to-Government Leadership—The Department of Forestry values its partnership with Oregon’s tribal nations and recognizes their shared commitment to the stewardship of our natural resources in order to promote environmental, economic and community sustainability. The department is dedicated to strengthening cooperative relationships with Oregon’s nine federally recognized tribal nations and understands that Oregon’s rich cultural heritage strengthens our partnership and protects cultural resources for future generations. The current responsibilities of the liaison to tribal governments reside with the Deputy State Forester.

Staffing Impact: Diversity, Equity, and Inclusion/Environmental Justice Coordinator—Operations & Policy Analyst 3 and 0.50 FTE
Sustainability Coordinator—Operations & Policy Analyst 3 and 0.50 FTE
Liaison to Tribal Governments—Operations & Policy Analyst 3 and 1.00 FTE

Quantifying Results: A half-time policy analyst will fulfill the role of coordinating and integrating diversity, equity, and inclusion and environmental justice strategies into department culture and promote improved business practices toward ensuring non-discrimination toward employees and eliminating bias and barriers for all department work with Oregonians and beyond.

A half-time policy analyst will serve as the sustainability coordinator providing additional capacity to efficiently integrate statewide strategies into agency practices and establish effective benchmark reporting of our agency sustainability plan. Multiple programs within the agency are required to contribute to the sustainability narrative. The following represents the department’s recent report submission topics: Fire Program Review, Sustain Water Quality through Forest Practices, Increase Water Conservation at ODF Facilities, Increase Energy Conservation and Sustainable Practices at ODF Facilities, Long-Term Goals, Governor’s Ten-Year Energy Plan, Governor’s Green Chemistry Initiative, Forest Management Plan for State Forests, Forest Practices Act Rule Policy Review, Landscape Resilience to Reduce Fire Risk, Climate and Carbon Policy, Internal Practices and Policies, External Practices

and Goals, Resource Conservation – Energy, Resource Conservation – Water, Transportation Procurement, and Motor and Equipment Pool.

The full-time policy analyst will coordinate all agency government-to-government initiatives, including the development and management of related communication, training, policies, and procedures. The liaison will provide expertise to and collaborate across all department divisions, programs, and field units, the Board of Forestry and other state, federal, tribal, and local agencies on government-to-government issues.

Funding:

	<u>Agency Request Budget</u>	<u>Governor’s Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$452,433	\$452,433	\$452,433
Federal Funds	\$0	\$0	\$0
All Funds	\$452,433	\$452,433	\$452,433
Position/FTE:	2/2.00	2/2.00	2/2.00

Package 173-Administrative Modernization

Purpose: This package continues work to align and enhance administrative functions across the Department by streamlining processes and providing agency-wide data management services.

How Achieved: Establishes seven permanent positions to address outdated processes, information systems, and agency-wide data management. Other Funds for the package will be received from internal assessments of Department programs via the administrative pro-rate.

Staffing Impact: Establishes 7 new positions and 7.00 FTE

Funding:

	<u>Agency Request Budget</u>	<u>Governor’s Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$1,468,168	\$0	\$1,468,168
Federal Funds	\$0	\$0	\$0
All Funds	\$1,468,168	\$0	\$1,468,168
Position/FTE:	7/7.00	0/0.00	7/7.00

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Package 174 - Facilities Capital Management Capacity

The Facilities Capital Management Program requires additional capacity to: address workload capacity limitations; to meet statutory and executive order requirements; meet sustainability performance criteria; manage its new building and structures asset portfolio data management system; and provide facilities management and construction project management capacity in the program’s statewide facilities section and the field.

Purpose: The following components of this strategic initiative are integral to the responsive adaptation, recurring maintenance, and investments required to manage the department’s extensive network of facilities in Salem and the field.

Salem Campus Operations and Maintenance Needs:

- a. Ten structures
- b. Current replacement value (CRV) = \$52 million in Building Assets
- c. Operation and maintenance services
- d. Work order request ticket system management
- e. Deferred maintenance/maintenance/repair management
- f. Infrastructure modernization projects
- g. Sustainability management

Statewide Facilities Management Needs and Major Projects:

- a. 389 structures
- b. Total area = 850K sq. ft.
- c. Current replacement value (CRV) = \$241 million
- d. 2020 Agency Facility Condition Index = 11.7%
- e. Facilities operations and capital investment account portfolio management
- f. Implementation of a statewide building and structures portfolio data system
- g. Sustainability management

How Achieved: Increase staff capacity in the department’s Administrative Services Facilities Program to support the facilities-related needs both on the Salem campus and at ODF field locations throughout the state.

Staffing Impact: Operations & Policy Analyst 3 and 1.00 FTE, Construction Project Manager 2 and 1.00 FTE

Quantifying Results: Results will be quantified by:

- a. Facility condition index metric, both building/structure specific, and aggregate portfolio
- b. Reduction in deferred maintenance monitoring
- c. Energy conservation performance monitoring
- d. Water consumption performance monitoring

Funding:

	<u>Agency Request Budget</u>	<u>Governor’s Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$1,058,461	\$452,433	\$452,433
Federal Funds	\$0	\$0	\$0
All Funds	\$1,058,461	\$452,433	\$452,433
Position/FTE:	5/5.00	2/2.00	2/2.00

Package 200-MGO Recommendations

Purpose: This package reflects recommendations made by Macias, Gini, and O’Connell LLP (MGO), a consultant hired by the Department of Administrative Services (DAS) on behalf of Governor Brown to perform a review of financial processes related to Fire Protection operations. The final report from MGO was published in April 2021. This analyst package was developed from the observations and recommendations in the MGO report; related to the agency’s financial processes. The total package increases Other Funds by \$2.7 million to create limitation for recommended position shifts, additions, and as associated Services and Supplies funding.

How Achieved: This package provides expenditure limitation and authorization to establish eight positions (7.50 FTE) being transferred to Agency Administration from the Fire Protection division as recommended by Macias, Gini, & O’Connell, LLP (MGO). The positions provide accounting and financial functions that directly support the Fire Protection division. The package also includes expenditure limitation and the authorization to establish four new permanent, full-time positions (4.00 FTE); three regional financial managers and one additional accounts receivable specialist for finance activities.

Agency Administration Narrative

These positions will ensure enhanced financial oversight for the Fire Protection program and the Department overall. A reclassification of two existing positions in the Agency Administration division are also included in the package due to expanded position responsibilities.

Staffing Impact: Shifts eight positions (7.50 FTE) from SCR 010 to SCR 008 and adds four positions (4.00 FTE) to SCR 008.

Revenue Source: It is assumed these positions will be paid by the Fire Protection Division at a rate of 50 percent General Fund and 50 percent Other Funds through a revenue transfer.

Funding:

	<u>Agency Request Budget</u>	<u>Governor's Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$0	\$2,695,081	\$2,612,394
Federal Funds	\$0	\$0	\$0
All Funds	\$0	\$2,695,081	\$2,612,394
Position/FTE:	0/0.00	13/12.50	12/11.50

Package 801-LFO Analyst Adjustments

Purpose: This package includes two adjustments, both of which address the timely implementation of the recommendations made by MGO.

How Achieved: Three limited duration positions are established to provide dedicated administration of the Department's implementation of recommendations made by MGO. In addition, \$500,000 General Fund is provided for the Department to continue the contractual relationship with MGO to provide direct implementation technical assistance, oversight, and reporting as directed by the following budget note approved by the Subcommittee:

Budget Note: Macias, Gini, and O'Connell

The Department of Forestry is directed to use funding provided for the continuance of contracted services from Macias, Gini, and O'Connell (MGO) to enter into a contract for the provision of direct technical assistance and oversight of the implementation of recommendations made by MGO and for interim and final reports by MGO to the Board of Forestry and the Joint Committee on Ways and means on the agency's

implementation of the MGO recommendations. Specific implementation timelines must be developed with a goal of full implementation of the recommendations by the end of the biennium. The first interim report is to be provided no later than January 31, 2022.

Staffing Impact: Establishes 3 limited duration positions with 3.00 FTE.

Funding:

	<u>Agency Request Budget</u>	<u>Governor's Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	\$0	\$1,181,627
Other Funds	\$0	\$0	\$0
Federal Funds	\$0	\$0	\$0
All Funds	\$0	\$0	\$1,181,627
Position/FTE:	0/0.00	0/0.00	3/3.00

Package 810-Statewide Adjustments

Purpose: This is an analyst package to adjust agency budgets statewide as a result of changes to centralized State services, such as administrative charges for DAS and the Attorney General. These reductions are partially in State Government Service Charges, which are paid by Agency Administration and funded through the Admin Prorate from operating programs such as Fire Protection. Some of these reductions are for estimated charges such as SDC, EGS, Parks Assessment, and Procurement.

Staffing Impact: None.

Revenue Source:

	<u>Agency Request Budget</u>	<u>Governor's Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$0	\$0	(\$1,559,761)
Federal Funds	\$0	\$0	(\$1,138)
All Funds	\$0	\$0	(\$1,560,899)
Position/FTE:	0/0.00	0/0.00	0/0.00

Agency Administration Narrative

Package 811-Budget Reconciliation

Purpose: This package is an increase in Other Funds expenditure limitation of \$64,229 for cost of bonds issuance associated with maintenance needs of facilities owned by the Department of Forestry. Also approved was an increase of \$49,196 Other Funds expenditure limitation, to pay issuance costs for bonds that will be issued to replace the agency’s facility in Toledo, Oregon.

Staffing Impact: None.

Funding:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor’s</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$0	\$0	\$113,425
Federal Funds	\$0	\$0	\$0
All Funds	\$0	\$0	\$113,425
Position/FTE:	0/0.00	0/0.00	0/0.00

Revenue Source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor’s</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0	\$0	\$0
Other Funds	\$0	\$0	\$1,467,358
Federal Funds	\$0	\$0	\$0
All Funds	\$0	\$0	\$1,467,358
Position/FTE:	0/0.00	0/0.00	6/6.00

Package 813-Policy Bills

Purpose: Senate Bill 762 provided increased funding to modernize and improve wildfire to increase the resiliency of Oregon's landscapes. As directed by SB762, ODF is required to take on several activities related to reducing overall wildfire risk in Oregon. These activities include landscape restoration work, development and maintenance of a statewide map of wildfire risk, including wildland interface fire protection information, clarification of rules for prescribed fire, and rules establishing baseline levels of wildfire protection for non-protected ODF lands. In addition to this work, the Department will need to assess the current wildfire response capacity, identify gaps and needs, and increase response capacity to assist with mitigation and wildfire response efforts.

How Achieved: This package increased the staffing in Administration to support the increase in agency capacity because of SB762. Additional staffing will be in payroll, recruitment, rules, legislative coordination and public affairs.

Staffing Impact: Establishes 6 positions (6.00 FTE)

Agency Administration Narrative

Detail of Revenue 107BF07

Source	Fund	ORBITS Revenue Acct	2017-2019 Actual	2019-21 Legislatively Adopted	2019-21 Estimated	2021-23		
						Agency Request	Governor's	Legislatively Adopted
Forest Protection Taxes	3400	0170	\$564,994	\$489,913	\$489,913	\$489,913	\$489,913	\$489,913
Business Licenses & Fees	3400	0205	\$7,100	\$131,121	\$131,121	\$131,121	\$131,121	\$131,121
Charges for Services	3400	0410	\$1,886,084	\$1,988,100	\$1,988,100	\$1,988,100	\$1,988,100	\$1,620,831
Sales Income	3400	0705	\$7,378	\$28,678	\$28,678	\$28,678	\$28,678	\$28,678
Other Revenues	3400	0975	\$274,445	\$108,475	\$108,475	\$108,475	\$108,475	\$108,475
Federal Funds	3400	0995	\$2,227,148	\$2,030,930	\$2,030,930	\$3,431,000	\$3,431,000	\$2,545,480
Transfers In – Intrafund	3400	1010	\$13,059,522	\$16,831,390	\$16,831,390	\$21,943,552	\$28,962,558	\$21,277,108
Transfers from General Fund	3400	1060	\$16,431,768	\$18,703,794	\$18,703,794	\$22,565,417	\$14,520,313	\$25,688,955