

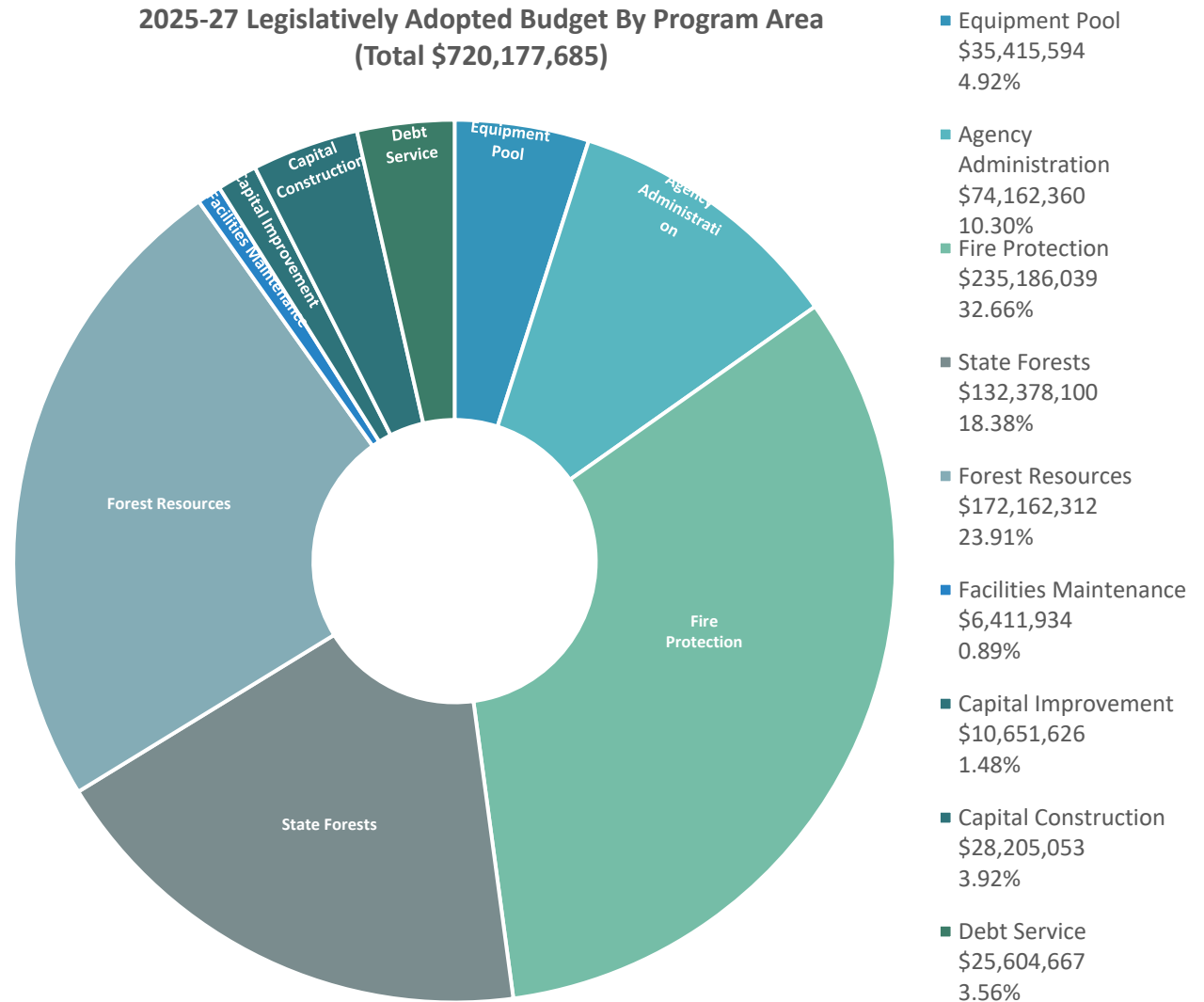
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Budget Summary

Chart 1 – Legislatively Adopted Budget by Program Area

Chart 1 shows the Legislatively Adopted Budget by program area and percentage of the total budget.

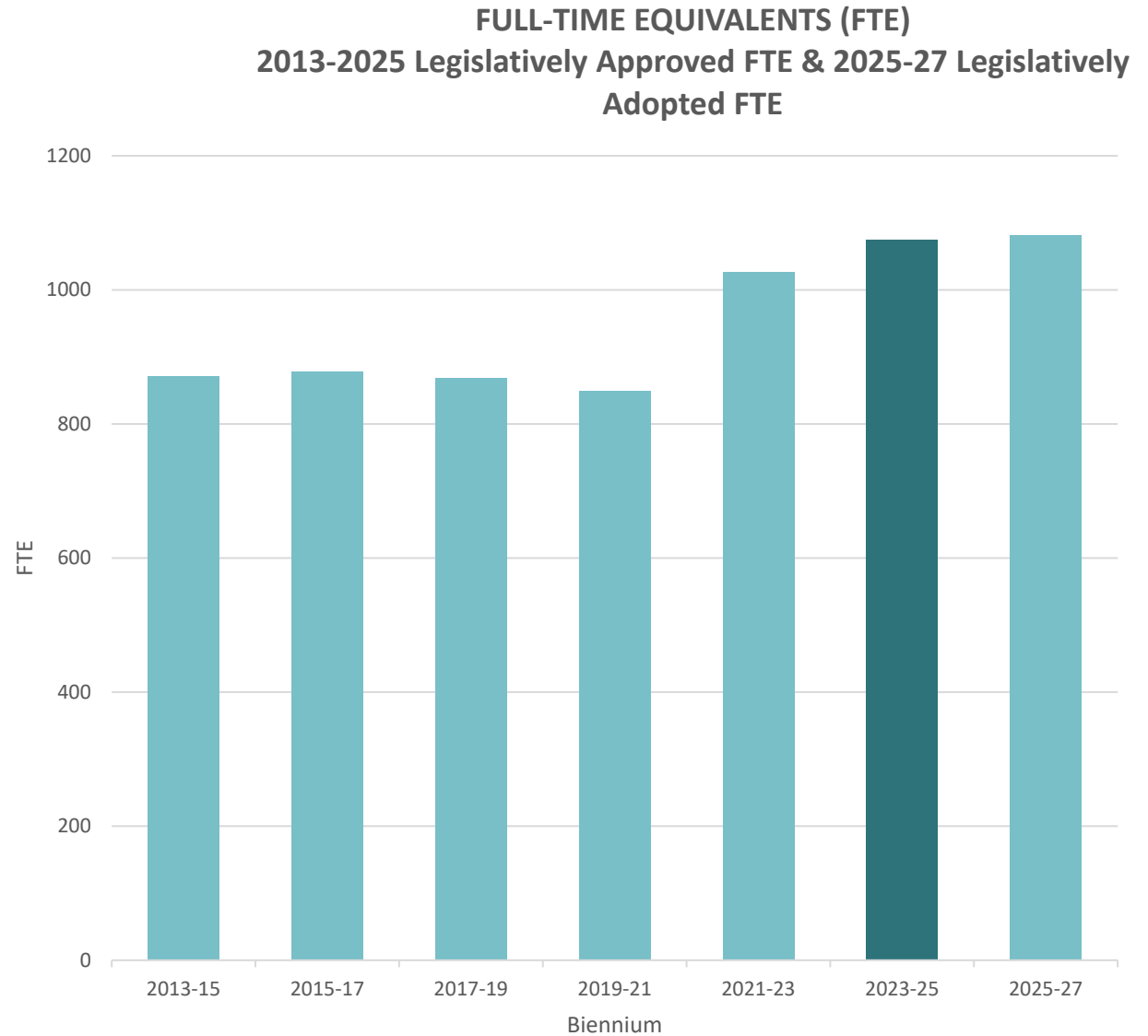
The Legislatively Adopted Budget includes 1,412 positions (1,080.92 FTE).



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Chart 2 – Historic Full-Time Equivalents

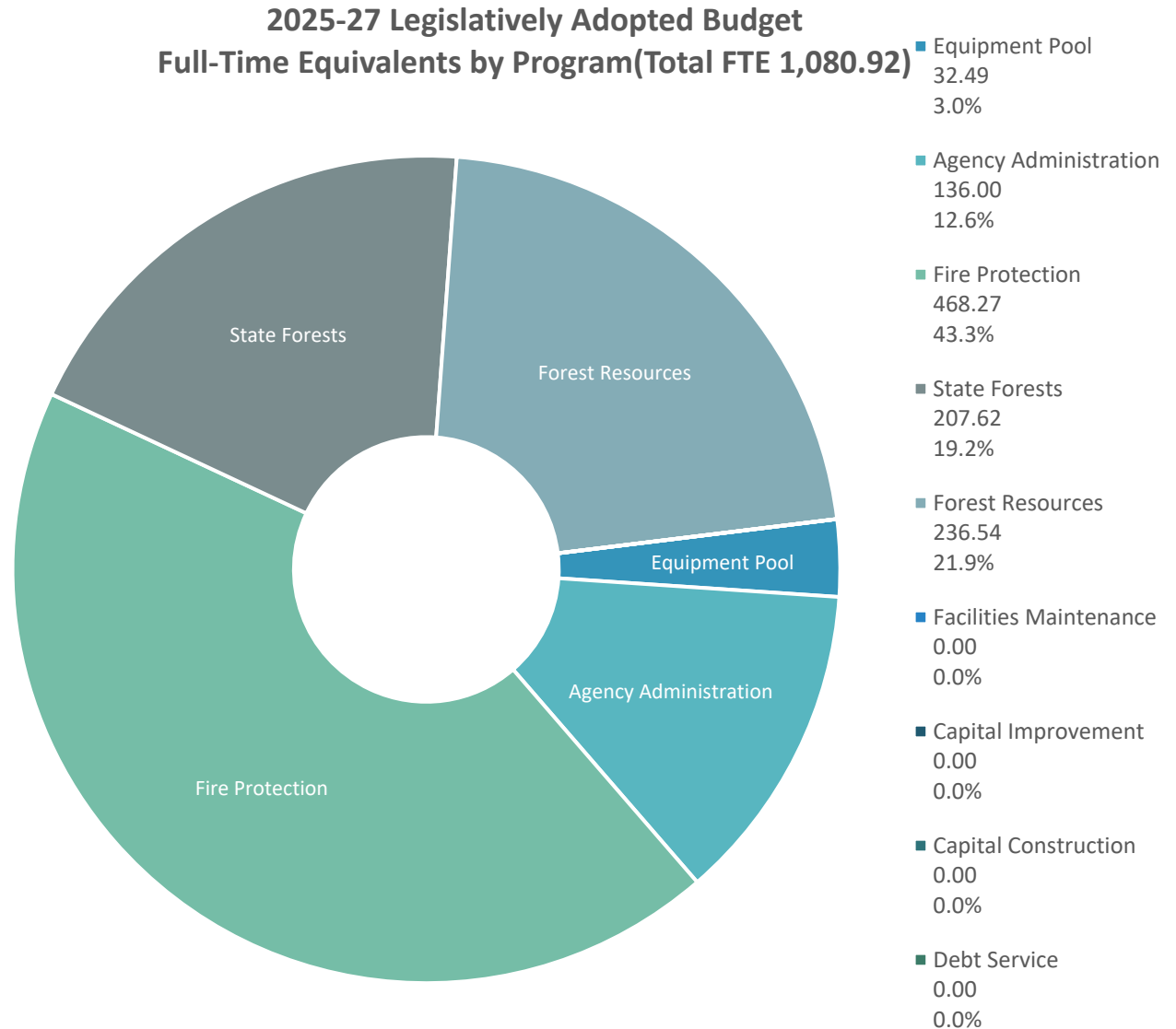
Chart 2 shows historic full-time equivalents (FTE) for the department over the last five biennia and the Legislatively Adopted Budget for 2025-27. The 2025-27 FTE count is 1080.92. The 25-27 biennium has the highest FTE count for the department; the previous high was 2023-25 with 1075.02 FTE. The lowest biennium for FTE was 2019-21 with 848.99.



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**Chart 3 – Legislatively Adopted Budget
FTE by Program Area**

Most of the Legislatively Adopted Budget's 1080.92 FTE reside in the Fire Protection, State Forests and Forest Resources divisions.

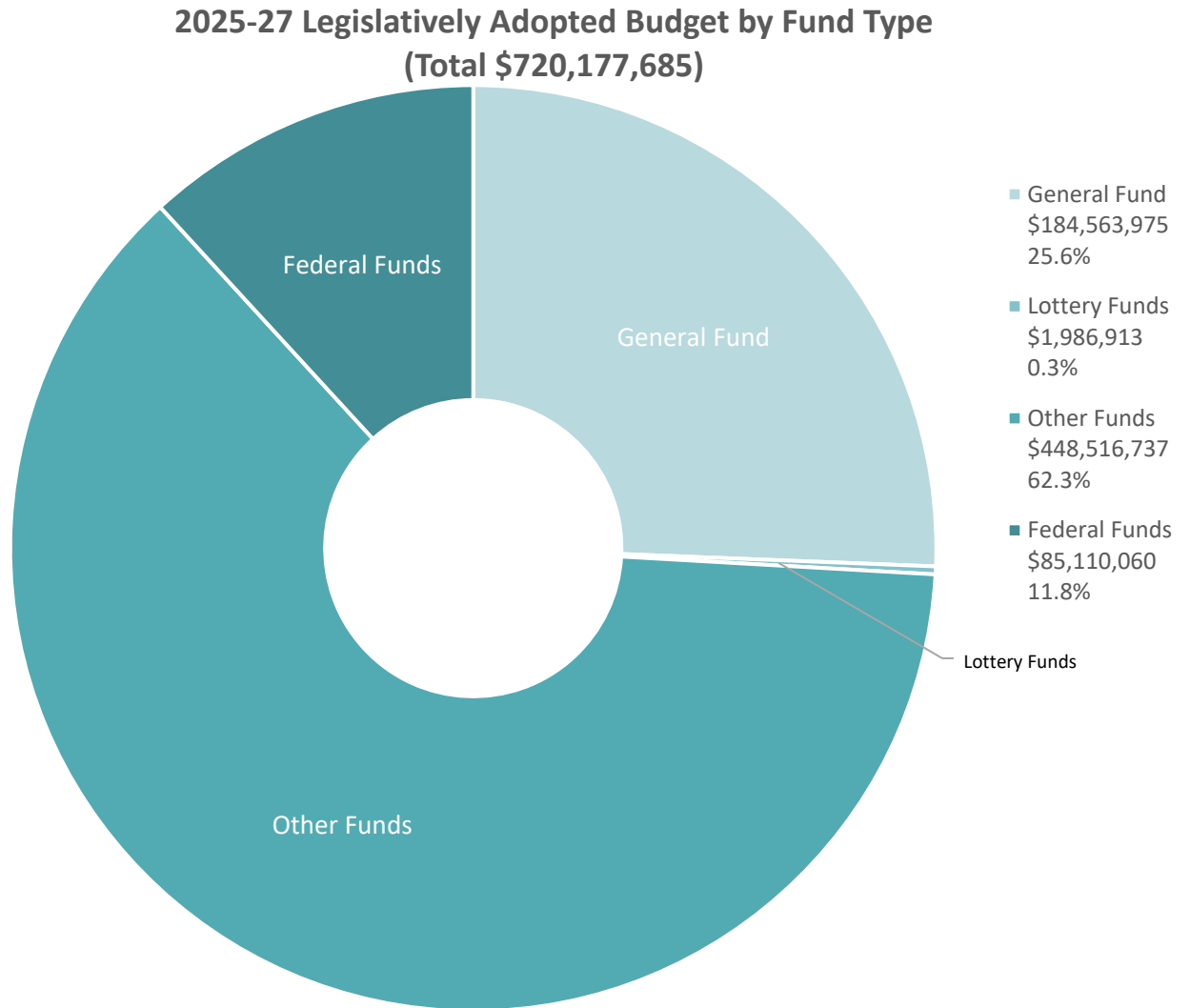


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Chart 4 – Legislatively Adopted Budget by Fund Type

This chart shows the department's 2025-27 Legislatively Adopted Budget by Fund Type.

The department's 2025-27 budget consists of 62.3% Other Funds, 25.6% General Fund, 0.3% Lottery Funds, and 11.8% Federal Funds.



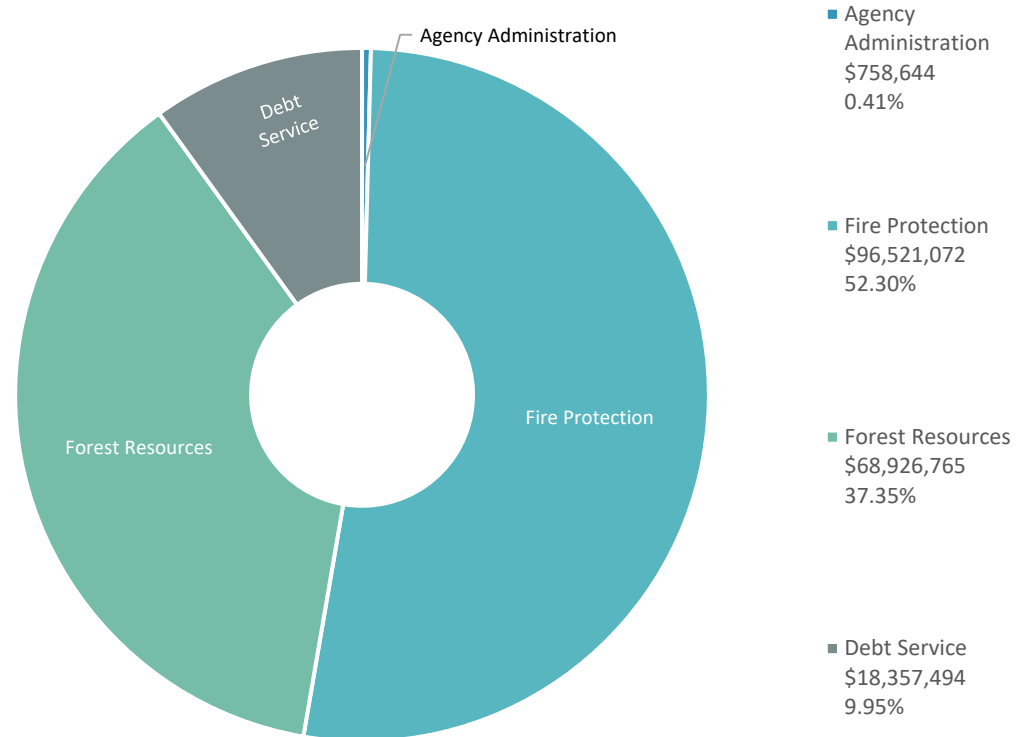
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Chart 5 – Legislatively Adopted Budget, General Fund by Program

For 2025-27, four of the department's program areas are supported by General Fund. These programs are Fire Protection, Forest Resources, Agency Administration and Debt Service. General Fund in these programs leverages both Other and Federal Funds dollars. In the case of the Fire Protection and Forest Resources divisions, the Other Funds linkages are statutorily established as forest landowner assessments for fire protection and the Oregon Forest Products Harvest Tax for Forest Practices Act administration.

Almost half (\$96.5 million) of the department's General Fund allocation is found in the Fire Protection Division.

2025-27 Governor's Budget General Fund by Program (Total \$184,563,975)



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Agency Summary

Mission Statement and Statutory Authority

The Oregon Department of Forestry is a multi-program, multi-funded public state agency chartered and structured to administer the forest laws and policies of the state of Oregon, within a context of sustainable forests, for the benefit of all Oregonians.

Mission

The Oregon Department of Forestry serves the people of Oregon by promoting and protecting resilient forests that benefit all Oregonians.

To achieve its mission, the department has a diverse portfolio of work that spans fire protection, forest management, regulation and enforcement, forest health, forest restoration and resiliency.

Statutory authority

The chief executive of the Oregon Department of Forestry is the State Forester, who is appointed by and acts under the direction of the Board of Forestry. The Board of Forestry consists of seven members appointed by the Governor and confirmed by the Senate for a term of four years. The board is charged to “supervise all matters of forest policy and management under the jurisdiction of this state.”

The department and board authorities are derived from several chapters of the Oregon Revised Statutes:

ORS 321—Timber Taxes

ORS 477—Fire Protection of Forests and Vegetation

ORS 526—Forestry Administration; Urban Forestry, Seed Orchard, Woodland Management Act

ORS 527—Insect and Disease Control; Forest Practices Act

ORS 530—Acquisition and Development of State Forests

ORS 532—Branding of Forest Products and Booming Equipment

Criteria for 2025-27 Budget Development

[See ODF 2025-2030 Strategic Plan](#)

The department’s 2025-27 budget was developed using the newly developed shared Board of Forestry and Department of Forestry strategic direction document, the *Vision for Oregon’s Forests*.

Racial Equity Impact Statements and Diversity, Equity, and Inclusion Plan

[See Agency DEI Memo 2025](#)

[See ODF DEI Plan 2023-2025](#)

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State-Owned Buildings and Infrastructure

The department currently manages 381 structures located at various field offices throughout the state. These structures consist of buildings (e.g., office space, shops, and storage, etc.) as well as communication sites, lookout towers, fueling stations, kiosks, and vault toilets. The combined Current Replacement Value (CRV) of these structures and infrastructure is estimated at \$277 million.

IT Strategic Plan

[See ODF IT Strategic Plan](#)

Major Information Technology Projects

[See ODF Fires Reporting System Upgrade Prioritization Matrix](#)

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Program Descriptions

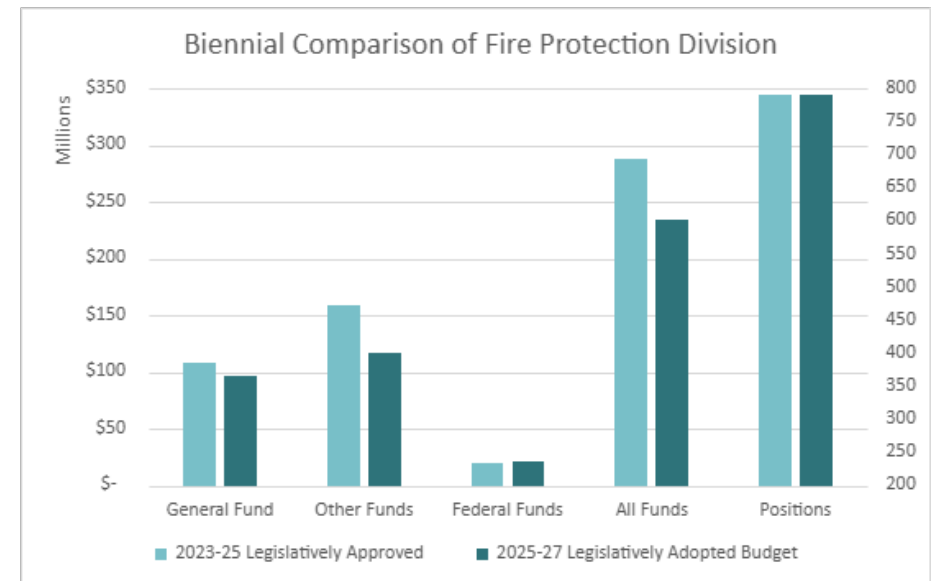


The Oregon Department of Forestry is Oregon's largest fire department, protecting 16 million acres of forestland, just over half of Oregon's forestland base. An emphasis on prevention and suppressing fires quickly while they are small allows for cost-effective protection of public safety and natural resources for communities, the public and forest landowners.

The Fire Protection Division protects privately-owned forestland; state, county and city forests; and, by contract, U.S. Bureau of Land Management forests in western Oregon. Services provided by the Fire Protection Division cover nearly half of Oregon's forestland. The division's core mission is to provide fire protection through a complete and coordinated system that incorporates agency resources with those of private forest landowners, federal agencies, other state agencies, city fire departments and rural fire protection districts.

Fire prevention, detection and suppression are accomplished at the local level through 12 protection districts, including three private associations called Forest Protective Associations. Programs within the division — such as smoke management and fire mitigation, — support the work at the local level. Landowners play an essential role in supporting and enhancing the Fire Protection Division, which is financed through a blend of public and landowner dollars. Other key stakeholders and partners include forest operators, homeowners, communities, tourists and outdoor enthusiasts, federal agencies, other state

agencies, tribal and local governments, state and federal legislators, and private firefighting contractors.



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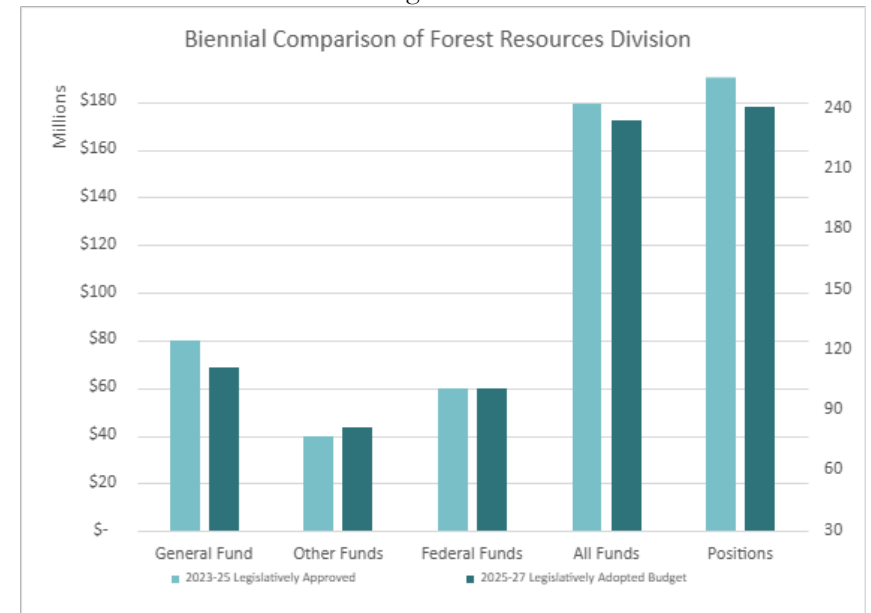
Oregon's forests are the backbone to healthy living, climate-change mitigation and adaptation, and a strong economy. The Forest Resources division provides programs and services to ensure these long-term benefits of healthy, well-managed forests. With the proper investments, the division can keep delivering and improving these benefits.

The division keeps Oregon's forests healthy and productive. The division protects and preserves fish and wildlife habitat, soil, air, and water. This provides many long-term environmental, economic, and social benefits. Oregon has some of the most productive forestlands.

The Forest Resources Division's nine main businesses are:

- Enforcing and administering the Oregon Forest Practices Act (FPA)
- Forest health and monitoring
- Adaptive management and training
- Small Forestland Owners Office
- Urban and community forestry
- J. E. Schroeder Seed Orchard
- Oregon Seed Bank

- Landscape Resiliency
- Federal Forest Restoration Program



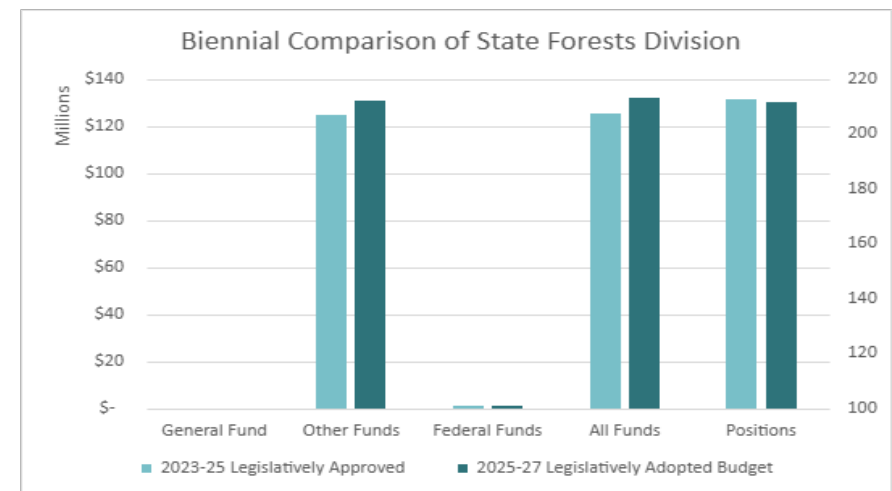
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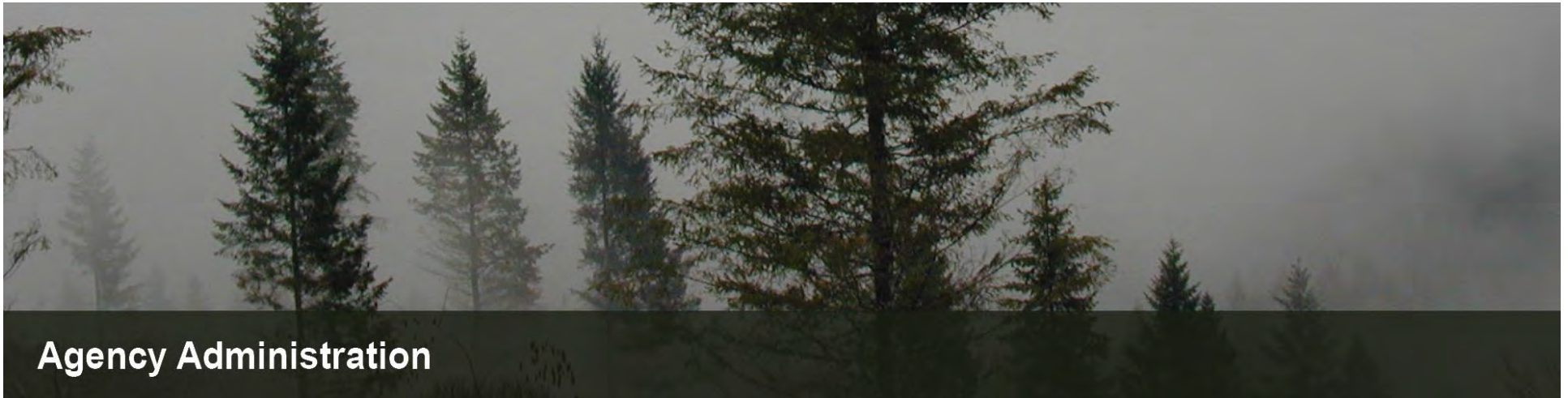
The State Forests Division manages 729,718 acres of state forests to provide a range of sustainable public benefits to Oregonians. During the first half of the 1900s, counties deeded most of these lands to the Oregon Department of Forestry following catastrophic fires, intense timber harvests, and subsequent tax foreclosures. Through time and purposeful management, the State Forests Division restored the forests and watersheds, and today the management of these lands provide Oregonians with local wood products, jobs and economic support, revenue for counties and local schools, clean water, high-quality fish and wildlife habitat, and recreation, education and interpretation opportunities. Oregon Revised Statutes 530.050 establishes that the lands will be managed “to secure greatest permanent value of those lands to the state.” Greatest Permanent Value is further defined in Oregon Administrative Rule 629-035-030 (Greatest Permanent Value) to mean “healthy, productive, and sustainable forest ecosystems that over time and across the landscape provide a full range of social, economic, and environmental benefits to the people of Oregon.”

In addition to state forests, the Department of Forestry also manages 33,005 acres of Common School Fund Lands, known as Common School Forest Lands under the jurisdiction of the Department of State Lands and State Land Board. The Oregon Constitution (Article VIII, Section 5) authorizes the State Land Board to “manage lands under its jurisdiction with the object of obtaining the greatest benefit for the people of this state, consistent with the conservation of this resource under sound techniques of land management.” The primary obligation of

the Land Board, as trustee, is to manage and protect these lands for the maximum short- and long-term benefits of public schools, consistent with sound stewardship, conservation and business management principles. These lands are largely interspersed within or near lands managed by the Oregon Department of Forestry. The Oregon Department of Forestry and Department of State Lands maintain a management agreement that further refines objectives for the Common School Forest Lands.



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Agency Administration

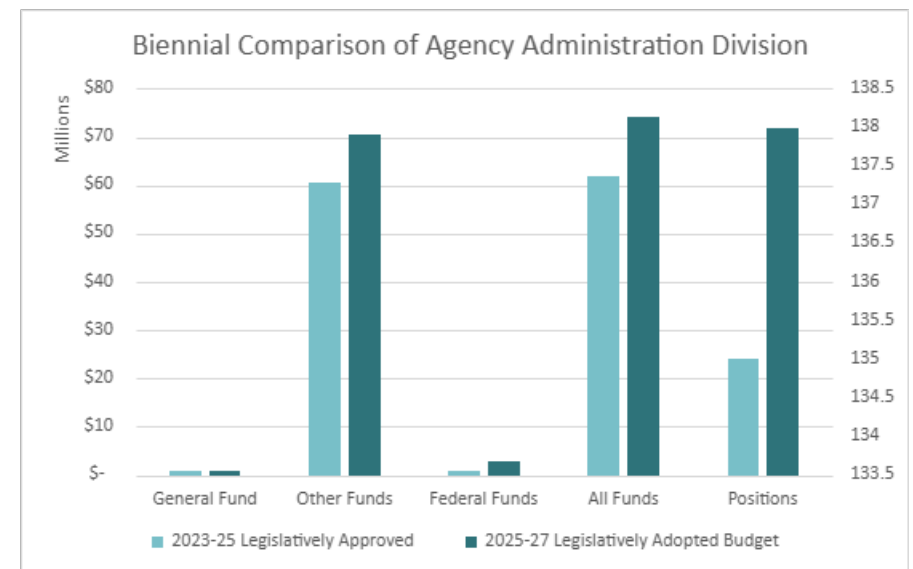
Agency Administration is comprised of three groups of programs—Administrative Services, Human Resources and Business Services—all of which are funded by the administrative pro-rate. Administrative pro-rate is how ODF pays for the majority of agency administration functions and is Other Funds revenue collected from the agency's operating programs based on their use of the various administration programs. As a whole, agency administration provides leadership, assessment, policy development, public involvement, communications and administrative systems in support of the Board of Forestry and department, and to provide the foundation for effective implementation of ODF's core business functions.

Administrative Services supports ODF's mission by providing the centralized resources and services necessary to accomplish the agency's core business. Programs include Information Technology, Public Affairs, Facilities, Resource Planning and Equipment Pool.

Human Resources supports the ODF mission through administration of human resources functions including policies, labor relations, investigations, talent acquisition, classification and compensation, workforce development, and employee engagement in support of the ODF employees and is a strategic partner in the development and implementation of the ODF Affirmative Action and Diversity, Equity, and Inclusion Action Plans and Succession Plan.

Business Services' mission is to maintain the fiscal health and responsibility of the agency through ensuring compliance with all laws and regulations in state

accounting, budget, and procurement as set forth by the Department of Administrative Services and the legislature. In addition, Business Services seeks to maximize the available funds while allowing the agency to meet its operational goals. In all things, Business Services prioritizes good stewardship of public funds.

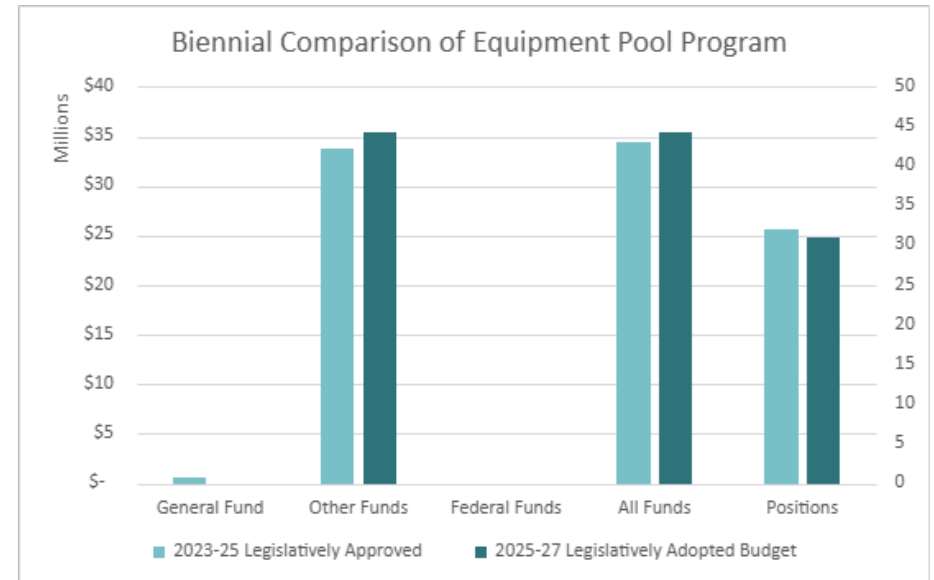


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The Equipment Pool Program provides statewide leadership, direction and support services in the areas of motor pool and radio logistics to the department's headquarters elements in Salem and districts statewide. In addition, the program supports three forest protective associations and maintains interagency service level agreements with the Oregon Parks and Recreation Department and the Oregon Department of Fish and Wildlife. The program also provides effective, dependable life safety equipment and logistical support services to the department operational programs, administrative programs and field operations to assist them in meeting their long-term focus area goals, benchmarks and successful measurements.

As programs of the Administrative Branch, the Motor Pool and Radio programs provide the foundation for effective implementation of ODF core business functions and are continuously evaluating processes to improve service delivery. The services provided are all directly linked to the Governor's strategic plan calling for "excellence in state government."



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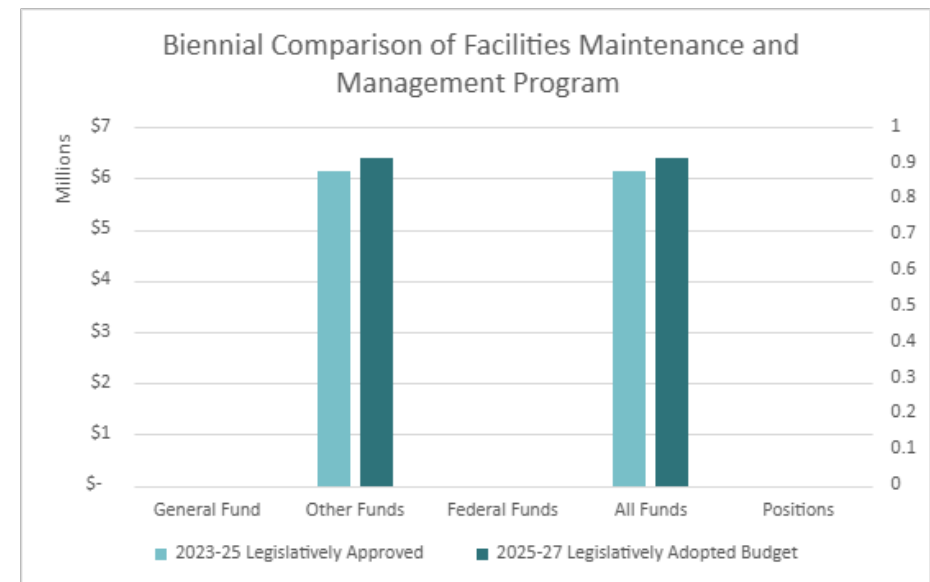
Facilities Maintenance & Management

Since its establishment in 1911, the department and the state's forest protection landowner associations have constructed and acquired facilities to support the department's major program areas. The department's current building inventory includes 381 buildings with a current replacement value of approximately \$277 million. Outside of the Salem headquarters buildings, which house the department's centralized operational and business functions, the balance of the buildings is within 12 fire protection districts and five state forests. The Facilities Capital Management Program manages the lifecycle of the Department of Forestry's facilities assets. The department regularly repairs or replaces those facilities and components that have served their useful life.

The department's facilities support a wide range of activities, including administrative functions, firefighter support and dispatch, fire engine and equipment storage, vehicle repair and fabrication, reforestation activities, radio communication sites, and forest fire lookouts. The acquisition of these facilities spans decades of building design, construction, and workplace technologies. Operations, maintenance, and capital renewal budgets are established throughout the department on a fiscal year basis through a collaborative budget development process with stakeholders.

Facilities are the physical foundation of the department's service delivery and contribute to the socioeconomic fabric of their communities. These facilities must be safe, energy efficient and provide the appropriate functional environment to meet the needs of the department's operational divisions. The program's

customers include employees, as well as stakeholders who visit department facilities for services.



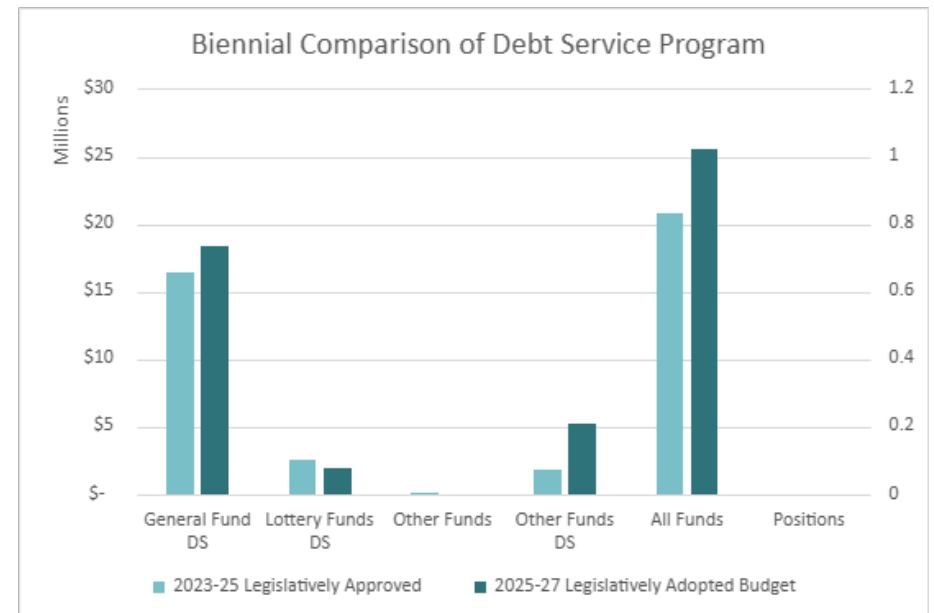
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Debt Service

The purpose of the Debt Service Sub-program is to repay long-term financial obligations (both principal and interest) acquired through the issuance of bonds or certificates of participation (COPs) to fund the Department of Forestry's capital construction and deferred maintenance projects. The summary construction information on each phase is included in the "History and Purpose" section.

This is the continuation of a program structure created pursuant to Policy Package #094 (2003 Session Legislative Fiscal Office initiative package). Prior to the 2003 Legislative Session, all material related to debt service was included in Agency Administration. The Department of Forestry currently has long-term financial obligations for its Salem Headquarters, Gilchrist State Forest land purchases, Elliot State Forest COP and Toledo facility replacement projects.



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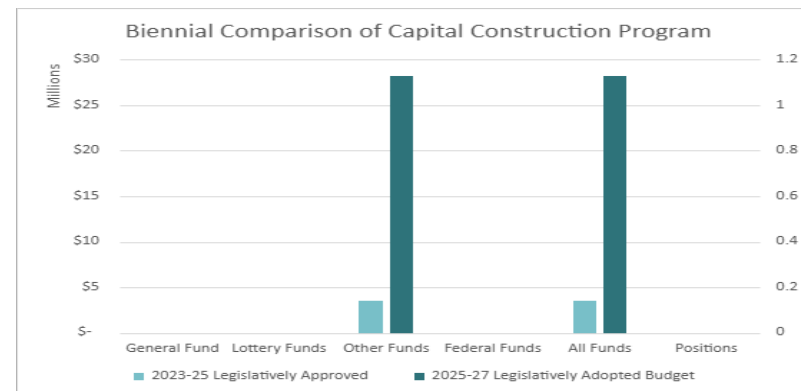
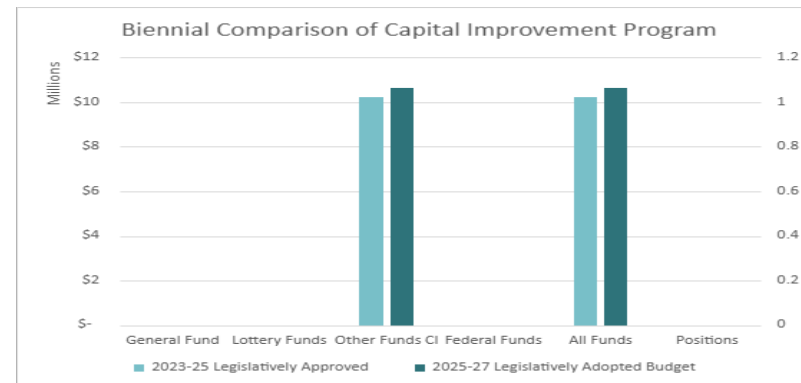
Capital Improvements & Construction

The purpose of the Capital Improvement Program is to maintain the department's investment in its capital assets, improve the function of its buildings and to renew obsolete facilities and system components. Capital improvement projects are those capital projects that are capitalized, have a cost of less than \$1 million, increase the value and extend the useful life or adapt a capital asset to a different use. The primary funding resources are state General Fund appropriations, assessments from forest landowners, net proceeds from state forest operations, and Department of Forestry operating programs.

The purpose of the Capital Construction Program is to maintain and develop functional capital assets through the renewal, acquisition and construction of major construction/acquisition projects to meet programmatic changes and to replace obsolete facilities. Major construction/ acquisition projects are those projects that are capitalized, have a cost of more than \$1 million, and are used to build, acquire, adapt, replace or change the function of a facility.

To maximize the effectiveness of limited funding resources, the focus of both programs is on the following categories of needs that emphasize improved safety and function of the department's facilities:

- Code and Life Safety — Improvements to older facilities to meet modern building code and life-safety requirements.
- Service Life — Renewal projects to offset the wear and decline of operational facilities due to intensive, long-term use.
- Programmatic Changes — Revisions to meet changing program needs to maintain staff productivity and work capacity.
- Functional Obsolescence — Renovations to facilities to remove functional obstacles and to install technological improvements.



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Environmental Factors

Many trends on the landscape and in public policy, public finance, forest economics and forest ownership intertwine to shape the department's key issues. In turn, these drivers influence ODF's ability to achieve their fundamental goal of healthy forests that are intact, managed and working to provide sustainable value to Oregonians.

The investment in natural resources agencies has declined. Private forestlands account for approximately 36 percent of Oregon's forestland, and they are managed primarily for economic objectives, and ODF's Fire Protection Division is the insurance policy for these investments. The forestry sector contributes approximately \$18 billion in output, 71 thousand jobs, and over \$8 billion in state GDP (value added) (OFRI 2019 Report). This translates to 4.7 percent of total state output, almost 3 percent of state employment, and 3.7 percent of state GPD. Current General Fund investment in natural resource agencies is approximately 2.4 percent, whereas public safety agencies are nearly 100% supported by General Fund.

Federal contributions to fighting fires in Oregon continue to decline. Five federal agencies have wildland fire responsibilities: the U.S. Forest Service, Bureau of Land Management, Bureau of Indian Affairs, National Park Service, and Fish and Wildlife Service. Federal agencies have experienced reductions in their fire protection budgets. Oregon and its cooperators use the "closest forces concept" during initial attack on fires to allow for the quickest possible response. Because of federal budget reductions there will be fewer nearby firefighting resources available, and ODF resources will take on a larger role in fires on federal lands to protect adjacent private lands.

The federal government also provides many shared resources, especially aircraft, which are becoming increasingly scarce and are a critical firefighting tool. In addition, federal contracts for large helicopters have been reduced nationally. Most, if not all, of these federal reductions will continue to cause ODF's costs to increase as the department is forced to be more involved in federal firefighting efforts in order to protect adjacent ODF-protected lands.

Several fire grant programs became available following the devastating fire season of 2000 to reduce the threat of wildfire. ODF has benefited from federal grant support for fire prevention education, planning, capacity-building, preparedness,

and fuel reduction treatments across Oregon. With reductions in some specific federal programs, costs of protecting private and state and local government-owned forestlands in Oregon could grow.

The fire environment has drastically changed. Wildfire is a natural ecological process. On many forests, however, a long history of fire suppression without other management, such as harvest, thinning or fuel reduction, has inadvertently created dense, overstocked stands. Dangerous fuel loads will continue to build if not actively managed. This primarily occurs on federal lands, which may be located next to or intermingled with actively managed private lands. Oregon's dry forests have been severely impacted by large fires due to drought conditions and steep topography. Mill closures in eastern Oregon have resulted in loss of key infrastructure and resources. As a result, landowners with the lowest production timber lands are now paying some of the highest assessments for base protection due to reduced infrastructure and increasing fire season severity.

High fuel levels have contributed to increased fire size, intensity, cost, and loss. Despite the best plans, weather and vegetation conditions can easily push wildfires from federal lands onto private land. Challenges also exist in firefighting resource competition when large federal fires occur. In addition, continued expansion of the wildland-urban interface puts more lives, properties, and communities at risk, and contributes to increased fire suppression costs.

These challenges are being exacerbated by changing climate conditions. Projections indicate that the mean annual temperature across most of the western U.S. will increase by 2050, causing loss of moisture from soils and vegetation. Other impacts may include shifts in the range and types of fuels, changes in snowpack levels and duration that can affect water supplies, increases in the frequency and intensity of disease and pest disturbances, and changes to the timing and amount of precipitation. Oregon is already experiencing fire seasons that are more severe, start earlier, and last longer than they did just a decade ago.

Private Forest Accord Commitments. In 2020, the Legislature passed Senate Bill 1602 which amongst other things, required former Governor Brown to facilitate mediated sessions between representatives of the forest industry and representatives of environmental interests. As a product of this collaborative process the 2022 Private Forest Accord Report was drafted and released by an author group comprised of representatives from those discussions. During the

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2022 Legislative Session, Senate Bills 1501 and 1502 were passed making substantial changes to the Forest Practices Act (FPA) and requiring the recommendations of the Private Forest Accord Report be incorporated into the forest practice rules.

SB 1501 (2022) directed these actions to support the development of the Private Forest Accord (PFA) Habitat Conservation Plan (HCP) and the pursuit of incidental take permits (ITPs). However, the Legislature has not provided permanent funding for the Adaptive Management Program Committee (AMPC) and Independent Research and Science Team (IRST) activities or Small Forestland Investment in Stream Habitat (SFISH) grants which are key strategies in the PFA HCP.

To be successful in its endeavor to secure approval of the PFA HCP and associated ITPs for landowners, Oregon will need to demonstrate stable funding for the programs and strategies necessary to support the HCP. Per SB 1501 (2022), if ITPs are not secured by December 31, 2027, the revisions to the FPA and forest practice rules are to be repealed per the specified protocol. Biennially, \$6 Million is needed to fund the AMPC and IRST activities and \$10 Million is needed to fund SFISH grants to fulfill Oregon's PFA commitments.

Landscape Resiliency to Reduce Wildfire Risk. In 2021, the Legislature passed Senate Bill 762, which amongst other things, established Oregon Revised Statute (ORS) 477.503 which tasks the department with implementing a program to reduce wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuels (implemented as the Landscape Resiliency Program), established ORS 477.748 which tasks the department with administering the Small Forestland Grant program and required the development and implementation of a 20-year strategic plan that prioritizes restoration actions and geographies for wildfire reduction now known as the 20-Year Landscape Resiliency Strategy.

While the department was tasked with implementing the Landscape Resiliency Program and selecting and administering projects on a biennial basis, the Legislature has not provided permanent project funding. The department was provided \$20 million in the 2021-23 biennium and \$10 million in the 2023-25 biennium through one-time allocations and unless action is taken, there will not be project funding in the 2025-27 biennium. An investment of at least \$10 million is needed each biennium to support these projects.

The 20-Year Landscape Resiliency Strategy is a plan developed with private, local, state, and federal partners to target high-risk acres of forest and range lands to reduce wildfire risk. The plan is used to strategically focus investments and activities on the landscape and aims to help economic development and steward lands that can endure extreme fire, drought, and pests. The strategy utilizes a shared stewardship model which involves many partners, with large scale, cross-boundary, joint priorities working to align federal, state, and private investments. It will require a long-term commitment in both effort and investment to succeed.

State Forests Management Funding. Due to increased costs of management activities on state-owned forestland, the division is comprehensively re-examining its business model and has initiated several strategies to create positive, lasting change. As described previously, long-term projected revenues are not expected to cover management costs for these lands to produce the broad range of benefits expected by Oregonians and required by state and federal law. Over the last 3 biennia, a strong timber market has improved the near-term financial outcome and allowed for renewed forest investments such as young stand management, recreation services, and data collection. However, lower delivered timber volume over the last 3 fiscal years, couple with projected future reduced timber harvest, will hamper the viability of state forests management and require reductions in services under the current business model.

Administrative Needs Continue to Increase Alongside Core Business Demands.

- 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

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improved ability to manage these assets. State mandates have also increased the complexity of facilities management.

- The department workforce and customer base continue to become more diversified. To attract diverse, skilled applicant pools, job classifications and associated pay/benefits continue to need a great deal of attention and effort within both the department and state government.
- Employees, and society, 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 in 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.
- Accommodating a more active public and stakeholders requires more planning, content development and dissemination of informational documents and more emphasis on planning and facilitating meetings that allow for more engagement with 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.

Summary of 2025-27 Budget

See ORBIT'S report BDV104.

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Program Prioritization for 2025-27

Department of Forestry 2025-2027 Biennium										Agency Number: 62900														
Department-Wide Priorities for 2025-27 Biennium																								
1	2	3	4	5	6	7	8	9	10	12	14	15	16	17	18	19	20	21	22					
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, O, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request						
1	1	ODF	FP	Forest Patrol	11, 12	8	\$84,100,565	\$0.00	\$96,817,025	\$0	\$180,917,590	680	385.20	Y	Y	N/A	477, 526.041	9	Pkg 104: (\$24,743) OF, 0 Pos, 0 FTE Pkg 106: \$129,727, 0 Pos, 0 FTE Pkg 802: (\$219,011) OF, (1) Pos, (1,000) FTE Pkg 804: (\$1,755) OF, 0 Pos, 0 FTE Pkg 810: \$4,494 OF, 0 Pos, 0.00 FTE Pkg 811: \$4,000,000 OF, 0 Pos, 0 FTE Pkg 812: \$36,982 GF, 0 Pos, 0 FTE Pkg 801: \$4,500,000 GF, 0 Pos, 0 FTE Pkg 804: (\$55,846) OF, (\$3,065) OF, 0 Pos, 0 FTE Pkg 810: \$12,368 GF, \$6,938 OF, 0 Pos, 0.00 FTE					
2	1	ODF	FR	Forest Practices Act Administration	3, 7, 8	9	\$40,443,871	\$0.00	\$15,044,049	\$0	\$55,487,920	124	124.62	Y	Y	S	992, 526, 400-526	N/A	Pkg 801: \$4,500,000 GF, 0 Pos, 0 FTE Pkg 804: (\$55,846) OF, (\$3,065) OF, 0 Pos, 0 FTE Pkg 810: \$12,368 GF, \$6,938 OF, 0 Pos, 0.00 FTE Pkg 812: \$2,866 GF, 0 Pos, 0 FTE Program merged to Harvest Tax/FPA Admin					
3	2	ODF	FR	Forest Insect & Disease Management	13	9	\$2,207,608	\$0.00	\$0	\$0	\$2,207,608	5	3.57	N	N	S	527, 310 - 527, 370	N/A	Pkg 810: \$2,866 GF, 0 Pos, 0 FTE					
4	3	ODF	FR	Private Forests Accord	3, 7, 8	9	\$-375	\$0.00	\$0	\$0	\$-375	0	-	Y	N	S	527, 992, 526, 400	N/A	Program merged to Harvest Tax/FPA Admin					
5	1	ODF	SF	Management of Board of Forestry Lands	5, 9, 10 & 13	6	\$0	\$0.00	\$128,166,166	\$1,028,879	\$129,195,045	212	201.25	Y	N	N/A	526, 530, 532, 6	N/A	Pkg 810: \$6,080 OF, 0 Pos, 0 FTE					
6	2	ODF	SF	Management of Common School Lands	1, 5, 9, 10 & 13	7	\$0	\$0.00	\$3,183,055	\$0	\$3,183,055	0	6.37	Y	N	C	526, 530, 532, 6	N/A	Pkg 810: \$34,215 OF, 0 Pos, 0 FTE					
9	9	ODF	FP	Smoke Management Plan Admin	6, 11, 12	9	\$0	\$0.00	\$1,907,142	\$0	\$1,907,142	5	3.99	N	N	N/A	477, 526.041	N/A	Pkg 810: \$1,960 OF, 0 Pos, 0 FTE					
10	4	ODF	FR	All Lands Initiative	3, 7	9	\$6,062,772	\$0.00	\$510,282	\$672,511	\$7,245,585	4	4.00	Y	N	S	527, 992, 526, 425	N/A	0					
11	5	ODF	FR	Cooperative Forestry Partnerships	1, 7	9	\$0	\$0.00	\$307,494	\$0	\$307,494	0	-	N	N	S	521, 367, 527, 610	N/A	0					
12	1	ODF	PLAN	Strategic Planning	1, 2	4	\$0	\$0.00	\$0	\$0	\$0	0	-	Y	N	0	0	N/A	0					
13	10	ODF	FP	Slash Hazard Abatement	11, 14	9	\$0	\$0.00	\$1,651,618	\$0	\$1,651,618	11	5.05	N	N	N/A	477, 526.041	N/A	Pkg 810: \$1,398 OF, 0 Pos, 0 FTE					
14	4	ODF	FP	Rangeland FPA	11, 12	8	\$2,420,507	\$0.00	\$0	\$0	\$2,420,507	6	6.00	Y	Y	N/A	477, 526.041	N/A	0					
15	5	ODF	FP	Cooperative Fire Protection	11, 12	8	\$0	\$0.00	\$10,101,848	\$0	\$10,101,848	61	38.15	N	N	N/A	477, 526.041	N/A	Pkg 810: \$1,065 OF, 0 Pos, 0 FTE					
16	2	ODF	PLAN	Resource Planning	1, 2	4	\$0	\$0.00	\$0	\$0	\$0	0	-	Y	N	0	0	N/A	0					
17	6	ODF	FR	Service Forestry	3, 7, 8	9	\$0	\$0.00	\$0	\$50,335,661	\$50,335,661	48	47.59	Y	N	S	526, 425 - 526, 475	N/A	Pkg 105: \$28,000,000 FF, 0 Pos, 0 FTE Pkg 804: (\$3,418) FF, 0 Pos, (0.08) FTE Pkg 810: \$2,677 FF, 0 Pos, 0 FTE Pkg 804: \$53,161 OF, 1 Pos, 0.46 FTE Pkg 810: \$46 OF, 0 Pos, 0 FTE					
18	7	ODF	FR	Seed Orchard	3, 7	9	\$0	\$0.00	\$2,707,494	\$0	\$2,707,494	8	7.17	N	N	S	526, 425 - 526, 475	N/A	0					
19	14	ODF	FR	Forest Resource Trust Administration	1, 4, 7, 9	9	\$0	\$0.00	\$1,848,835	\$0	\$1,848,835	1	0.78	N	N	S	526, 695 - 526, 775	N/A	0					
20	6	ODF	FP	National Fire Plan	11, 12, 14	8	\$0	\$0.00	\$0	\$21,332,901	\$21,332,901	19	26.67	Y	Y	N/A	477, 526.041	N/A	Pos 810: \$64,975 FF, 0 Pos, 0 FTE					
21	7	ODF	FP	Extraordinary Fire Costs	11, 12	8	\$0	\$0.00	\$5,611,361	\$0	\$5,611,361	8	4.21	N	N	N/A	477, 526.041	N/A	Pkg 810: \$1,984 OF, 0 Pos, 0 FTE					
22	9	ODF	FR	FERNs On-going support	3, 7, 8	9	\$179,189	\$0.00	\$118,922	\$0	\$298,111	1	1.00	N	N	S	670, 527, 786-527	N/A	0					
22	8	ODF	FP	Emergency Fire Cost	11, 12	8	\$0	\$0.00	\$243,072	\$0	\$243,072	0	-	N	N	N/A	477, 526.041	N/A	0					
24	10	ODF	FR	Federal Forests Restoration	3, 7, 8, 9, 13	9	\$9,698,871	\$0.00	\$7,623,163	\$8,140,416	\$25,462,450	44	41.41	Y	Y	S	526, 271-526, 276	N/A	Pkg 106: \$23,449 GF, 0 Pos, 0 FTE Pkg 801: (\$500,000) GF, 0 Pos, 0 FTE Pkg 804: \$16,275 GF, (\$159,267) OF, (\$14,946) FF, (2) Pos, (1.20) FTE Pkg 810: \$2,815 GF, \$1 OF, 0 Pos, 0.00 FTE					
25	3	ODF	PLAN	Partnerships	1, 2	4	\$0	\$0.00	\$0	\$0	\$0	0	-	Y	N	0	0	N/A	0					
26	4	ODF	PLAN	Planning Branch Support	1, 2	4	\$0	\$0.00	\$0	\$0	\$0	0	-	Y	N	0	0	N/A	0					
27	11	ODF	FR	Urban & Community Forestry Assistance	1, 4	2	\$615,247	\$0.00	\$492,069	\$734,651	\$1,841,967	5	5.00	Y	N	S	540, 526, 500 - 526	N/A	0					
28	12	ODF	FR	Oregon Plan for Salmon & Watersheds	7, 8, 9	9	\$719,582	\$0.00	\$0	\$0	\$719,582	1	1.40	N	N	S	541,890 - 541,975	N/A	0					
29	2	ODF	FP	Grazing Acres Landowner Offset	11, 12	8	\$1,500,000	\$0.00	\$0	\$0	\$1,500,000	0	-	Y	N	N/A	477, 526.041	N/A	Pkg 811: \$1,500,000 GF, 0 Pos, 0 FTE					
30	3	ODF	FP	State Landowner Offset	11, 12	8	\$7,500,000	\$0.00	\$0	\$0	\$7,500,000	0	-	Y	N	N/A	477, 526.041	N/A	Pkg 811: \$7,500,000 GF, 0 Pos, 0 FTE					
31	11	ODF	FP	Rangeland FPA Vehicle Fund	11, 12	8	\$1,000,000	\$0.00	\$1,000,000	\$0	\$2,000,000	0	-	Y	N	N/A	477, 526.041	N/A	Pkg 812: \$2,000,000 GF, 0 Pos, 0 FTE					
32	8	ODF	FR	Small Forestland Investment in Stream Habitat	3, 7, 8, 9	9	\$2,000,000	\$0.00	\$7,700,000	\$0	\$9,700,000	0	-	Y	N	S	526, 400-526, 406	N/A	Pkg 801: \$2,000,000 GF, \$7,700,000 OF, 0 Pos, 0 FTE Pkg 811: \$7,000,000 GF, \$7,000,000 OF, 0 Pos, 0 FTE					
33	13	ODF	FR	Landscape Resiliency Fund	13, 9	9	\$7,000,000	\$0.00	\$7,000,000	\$0	\$14,000,000	0	-	Y	N	S	477, 502-477, 504	N/A	Pkg 104: (\$19,995) OF, 1 Pos, (0.25) FTE					
NA	NA	ODF	ADMIN	Agency Support	1, 2	4	\$758,644	\$0.00	\$67,277,360	\$2,865,041	\$70,901,045	138	136.00	Y	Y	N/A	1, 477, 526, 527, 5	N/A	Pkg 106: \$327,714, (2) Pos, (2) FTE Pkg 804: \$201,435 OF, 0 Pos, (0.25) FTE Pkg 810: (\$1,427,482) OF, 0 Pos, 0.00 FTE					
NA	NA	ODF	ADMIN	Billable Support Costs	1	4	\$0	\$0.00	\$3,261,315	\$0	\$3,261,315	0	-	N	N	N/A	1, 477, 526, 527, 5	N/A	Pkg 810: \$757 OF, 0 Pos, 0 FTE Pkg 811: \$374,947 OF, 0 Pos, 0 FTE					
NA	NA	ODF	EQP	Motor Pool Operations	N/A	4	\$0	\$0.00	\$28,505,449	\$0	\$28,505,449	17	18.49	Y	Y	N/A	526, 143 - 526, 152	N/A	Pkg 801: \$12,000,000 OF, 0 Pos, 0 FTE Pkg 810: \$4,666 OF, 0 Pos, 0 FTE					
NA	NA	ODF	EQP	Radio Communications Operations	N/A	4	\$0	\$0.00	\$6,910,145	\$0	\$6,910,145	14	14.00	Y	N	N/A	526, 143 - 526, 152	N/A	Pkg 804: \$738,397 OF, 2 Pos, 2.00 FTE Pkg 810: \$192 OF, 0 Pos, 0 FTE					
NA	NA	ODF	EQP	Wildfire Resiliency-Detection Cameras	11, 12	8	\$0	\$0.00	\$0	\$0	\$0	0	-	Y	N	N/A	526, 143 - 526, 152	N/A	Pkg 804: (\$738,397) OF, (2) Pos, (2.00) FTE					
NA	NA	ODF	FAC	FOCIA Operations	N/A	4	\$0	\$0	\$6,411,934	\$0	\$6,411,934	0	-	N	N	N/A	276, 227 - 276, 285	N/A	NA					
NA	NA	ODF	DEBT	Debt Service Detail	N/A	4	\$18,357,494	\$1,986,913	\$5,260,260	\$0	\$25,604,667	0	-	Y	N	D	92, 286A, 025 - 286	N/A	Pkg 810: (\$308,720) GF, (\$571,207) LF, (\$47,440) OF, 0 Pos, 0 FTE Pkg 811: \$1,198,093 GF, \$2,159,713 OF, 0 Pos, 0 FTE					
NA	NA	ODF	DEBT	Other Debt Related Costs	N/A	4	\$0	\$0	\$0	\$0	\$0	0	-	Y	N	D	92, 286A, 025 - 286	N/A	NA					
NA	NA	ODF	CI	Capital Improvement Projects	N/A	4	\$0	\$0.00	\$5,417,407	\$0	\$5,417,407	0	-	Y	N	N/A	227, 276, 229, 291	N/A	NA					
NA	NA	ODF	CI	Deferred Maintenance	N/A	4	\$0	\$0.00	\$5,234,219	\$0	\$5,234,219	0	-	N	N	N/A	0	N/A	NA					
NA	NA	ODF	CC	Capital Construction Projects	N/A	4	\$0	\$0.00	\$28,205,053	\$0	\$28,205,053	0	-	Y	N	N/A	291, 224, 291, 216	N/A	Pkg 108: \$6,000,000 OF, 0 Pos, 0 FTE Pkg 109: \$5,000,000 OF, 0 Pos, 0 FTE Pkg 110: \$5,000,000 OF, 0 Pos, 0 FTE Pkg 111: \$1,500,000 OF, 0 Pos, 0 FTE Pkg 112: \$10,705,053 OF, 0 Pos, 0 FTE					
							\$184,563,975	\$1,986,913	\$448,516,737	\$85,110,060	\$720,177,685	1,412	1,080.92											

7. Primary Purpose Program/Activity Exists

Prioritize each program activity for the Department as a whole

Document criteria used to prioritize activities:

Broadly:

1. Constitutional or Statutory Requirements or Obligations
2. Oregon Board of Forestry 2003 Strategic Plan - Forestry Program for Oregon
3. Oregon Department of Forestry 2004-11 Strategic Plan and Core Business Functions
4. Key Performance Measure Results
5. Oregon Board of Forestry Work Plans
6. Oregon Department of Forestry 2009-11 Budget Development Guiding Principles

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																						
2025-2027 Biennium																	Agency Number:		62900			
Agency Administration																						
Department-Wide Priorities for 2025-27 Biennium																						
1	2	3	4	5	6	7	8	9	10	12	14	15	16	17	18	19	20	21	22			
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted				
Dept	Prgm/ Div																					
NA	NA	ODF	ADMN	Agency Support	1, 2	4	\$758,644	\$0	\$67,277,360	\$2,865,041	\$ 70,901,045	138	136.00	Y	Y	N/A	Ch. 321, 477, 526, 527, 530, 532	N/A	Pkg 104: (\$19,995) OF, 1 Pos, (0.25) FTE Pkg 106: \$327,714, (2) Pos, (2) FTE Pkg 804: \$201,435 OF, 0 Pos, (0.25) FTE Pkg 810: (\$1,427,462) OF, 0 Pos, 0.00 FTE			
NA	NA	ODF	ADMN	Billable Support Costs	1	4	\$0	\$0	\$3,261,315	\$0	\$ 3,261,315	0	0.00	N	N	N/A	Ch. 321, 477, 526, 527, 530, 532	N/A	Pkg 810: \$757 OF, 0 Pos, 0 FTE Pkg 811: \$374,947 OF, 0 Pos, 0 FTE			
							\$758,644	\$0	\$70,538,675	\$2,865,041	\$ 74,162,360	138	136.00									

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities)
by detail budget level in ORBITS

Document criteria used to prioritize activities:

Administrative Function only, not prioritized.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																		
2025-2027 Biennium																		
Fire Protection																		
Department-Wide Priorities for 2025-27 Biennium																		
1	2	3	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted	
Dept	Prgm/ Div																	
1	1	ODF	FP	Forest Patrol	11, 12	8	\$84,100,565	\$96,817,025	\$0	\$ 180,917,590	680	385.20	Y	Y	N/A	477, 526.041	9.0	Pkg 104: (\$24,743) OF, 0 Pos, 0 FTE Pkg 106: \$129,727, 0 Pos, 0 FTE Pkg 802: (\$219,011) OF, (1) Pos, (1.00) FTE Pkg 804: (\$1,755) OF, 0 Pos, 0 FTE Pkg 810: \$4,494 OF, 0 Pos, 0.00 FTE Pkg 811: \$4,000,000 OF, 0 Pos, 0 FTE
9	9	ODF	FP	Smoke Management Plan Admin	6, 11, 12	9	\$0	\$1,907,142	\$0	\$ 1,907,142	5	3.99	N	N	N/A	477, 526.041	N/A	Pkg 810: \$1,960 OF, 0 Pos, 0 FTE
13	10	ODF	FP	Slash Hazard Abatement	11, 14	9	\$0	\$1,651,618	\$0	\$ 1,651,618	11	5.05	N	N	N/A	477, 526.041	N/A	Pkg 810: \$1,398 OF, 0 Pos, 0 FTE
30	3	ODF	FP	State Landowner Offset	11, 12	8	\$7,500,000	\$0	\$0	\$ 7,500,000	0	0.00	Y	N	N/A	477, 526.041	N/A	Pkg 811: \$7,500,000 GF, 0 Pos, 0 FTE
29	2	ODF	FP	Grazing Acres Landowner Offset	11, 12	8	\$1,500,000	\$0	\$0	\$ 1,500,000	0	0.00	Y	N	N/A	477, 526.041	N/A	Pkg 811: \$1,500,000 GF, 0 Pos, 0 FTE
14	4	ODF	FP	Rangeland FPA	11, 12	8	\$2,420,507	\$0	\$0	\$ 2,420,507	6	5.00	Y	Y	N/A	477, 526.041	N/A	
31	11	ODF	FP	Rangeland FPA Vehicle Fund	11, 12	8	\$1,000,000	\$1,000,000	\$0	\$ 2,000,000	0	0.00	Y	N	N/A	477, 526.041	N/A	Pkg 812: \$2,000,000 GF, 0 Pos, 0 FTE
15	5	ODF	FP	Cooperative Fire Protection	11, 12	8	\$0	\$10,101,848	\$0	\$ 10,101,848	61	38.15	N	N	N/A	477, 526.041	N/A	Pkg 810: \$106 OF, 0 Pos, 0 FTE
20	6	ODF	FP	National Fire Plan	11, 12, 14	8	\$0	\$21,332,901	\$0	\$ 21,332,901	19	25.67	Y	Y	N/A	477, 526.041	N/A	Pos 810: \$64,975 FF, 0 Pos, 0 FTE
22	8	ODF	FP	Emergency Fire Cost	11, 12	8	\$0	\$243,072	\$0	\$ 243,072	0	0.00	N	N	N/A	477, 526.041	N/A	
21	7	ODF	FP	Extraordinary Fire Costs	11, 12	8	\$0	\$5,611,361	\$0	\$ 5,611,361	8	4.21	N	N	N/A	477, 526.041	N/A	Pos 810: \$1,984 OF, 0 Pos, 0 FTE
							\$96,521,072	\$117,332,066	\$21,332,901	\$ 235,186,039	790	468.27						

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Broadly:

1. Constitutional or Statutory Requirements or Obligations
2. Oregon Board of Forestry Strategic Plan - *Forestry Program for Oregon*
3. Oregon Department of Forestry Strategic Plan and Core Business Functions
4. Key Performance Measure Results
5. Oregon Board of Forestry Work Plans
6. Oregon Department of Forestry 2019-21 Budget Development Guiding Principles

Specifically (fulfill mandates or requirements):

1. Protect Oregon forestland from wildfire through a complete and coordinated system without cooperators.
2. Provide robust initial attack response, resource mobilization and incident management capacity, including interagency mutual aid and joint response planning.
3. Increase fire prevention through public education and wildfire risk reduction.
4. Reduce burden on forest land owners and the General Fund through administrative oversight, governance and distribution of the Oregon Forest Land Protection Fund.
5. Acquire and disburse Federal Funds to reduce fuels and increase public education efforts.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																		
2025-2027 Biennium																		
Equipment Pool																		
Department-Wide Priorities for 2025-27 Biennium																		
1	2	3	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted	
Dept	Prgm/ Div																	
NA	NA	ODF	EQP	Motor Pool Operations	N/A	4		\$28,505,449	\$0	\$ 28,505,449	17	18.49	Y	Y	N/A	526.143 - 526.152	N/A	Pkg 801: \$12,000,000 OF, 0 Pos, 0 FTE Pkg 810: \$4,666 OF, 0 Pos, 0 FTE
NA	NA	ODF	EQP	Radio Communications Operations	N/A	4	\$0	\$6,910,145	\$0	\$ 6,910,145	14	14.00	Y	N	N/A	526.143 - 526.152	N/A	Pkg 804: \$738,397 OF, 2 Pos, 2.00 FTE Pkg 810: \$192 OF, 0 Pos, 0 FTE
NA	NA	ODF	EQP	Wildfire Resiliency-Detection Cameras	11, 12	8	\$0	\$0	\$0	\$ -	0	0.00	Y	N	N/A	526.143 - 526.152	N/A	Pkg 804: (\$738,397) GF, (2) Pos, (2.00) FTE
							\$0	\$35,415,594	\$0	\$ 35,415,594	31	32.49						

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
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- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities)
by detail budget level in ORBITS

Document criteria used to prioritize activities:

Administrative function only, not prioritized.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																		
2025-2027 Biennium																		
State Forest Lands																		
Department-Wide Priorities for 2025-27 Biennium																		
1	2	3	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted	
Dept	Prgm/ Div																	
6	2	ODF	SF	Management of Common School Lands	1, 5, 9, 10 & 13	7	\$0	\$3,183,055	\$0	\$ 3,183,055	0	6.37	Y	N	C	Ch. 526, 530, 532, 629	N/A	Pkg 810: \$34,215 OF, 0 Pos, 0 FTE
5	1	ODF	SF	Management of Board of Forestry Lands	5, 9, 10 & 13	6	\$0	\$128,166,166	\$1,028,879	\$ 129,195,045	212	201.25	Y	N	N/A	Ch. 526, 530, 532, 629	N/A	Pkg 810: \$6,080 OF, 0 Pos, 0 FTE
							\$0	\$131,349,221	\$1,028,879	\$ 132,378,100	212	207.62						

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities)
by detail budget level in ORBITS

Document criteria used to prioritize activities:

Broadly:

1. Constitutional or Statutory Requirements or Obligations
2. Oregon Board of Forestry Strategic Plan - *Forestry Program for Oregon*
3. Oregon Department of Forestry Strategic Plan and Core Business Functions
4. Key Performance Measure Results
5. Oregon Board of Forestry Work Plans
6. Oregon Department of Forestry 2019-21 Budget Development Guiding Principles

Specifically (fulfill mandates or requirements):

1. Support and comply with constitutional and statutory mandates for management of state forest lands.
2. Meet fiduciary obligations associated with the management of state forest lands.
3. Meet environmental and economic standards of performance and desired outcomes.
4. Provide educational, learning and social opportunities for stakeholders and users of state forest lands.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry 2025-2027 Biennium Forest Resources																			Agency Number: 62900							
Department-Wide Priorities for 2025-27 Biennium																										
1	2	3	4	5		6		7	\$8	\$10	\$12	14		15	16	17	18	19	20	21	22					
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description		Identify Key Performance Measure(s)		Primary Purpose Program- Activity Code	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory Y (for C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Legislative Adopted							
Dept	Prgm/ Div																									
3	2	ODF	FR	Forest Insect & Disease Management		13	9	\$2,207,608	\$0	\$0	\$ 2,207,608	5	3.57	N	N	S	527.310 - 527.370 - 527.610 - 527.992 - 526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Pkg 810: \$2,866 GF, 0 Pos, 0 FTE							
2	1	ODF	FR	Forest Practices Act Administration		3, 7, 8	9	\$40,443,871	\$15,044,049	\$0	\$ 55,487,920	124	124.62	Y	Y	S	526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Pkg 106: \$36,982 GF, 0 Pos, 0 FTE Pkg 801: \$4,500,000 GF, 0 Pos, 0 FTE Pkg 804: (\$55,846) GF, (\$3,065) OF, 0 Pos, 0 FTE Pkg 810: \$12,368 GF, \$6,938 OF, 0 Pos, 0.00 FTE							
27	11	ODF	FR	Urban & Community Forestry Assistance		1, 4	2	\$615,247	\$492,069	\$734,651	\$ 1,841,967	5	5.00	Y	N	S	526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A								
28	12	ODF	FR	Oregon Plan for Salmon & Watersheds		7, 8, 9	9	\$719,582	\$0	\$0	\$ 719,582	1	1.40	N	N	S	526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A								
11	5	ODF	FR	Cooperative Forestry Partnerships		1, 7	9	\$0	\$307,494	\$0	\$ 307,494	0	0.00	N	N	S	526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A								
17	6	ODF	FR	Service Forestry		3, 7, 8	9	\$0	\$0	\$50,335,661	\$ 50,335,661	48	47.59	Y	N	S	526.425 - 526.475 - 527.610 - 527.786 - 527.799 - 527.810 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Pkg 105: \$28,000,000 FF, 0 Pos, 0 FTE Pkg 804: (\$3,418) FF, 0 Pos, (0.08) FTE Pkg 810: \$2,677 FF, 0 Pos, 0 FTE							
18	7	ODF	FR	Seed Orchard		3, 7	9	\$0	\$2,707,494	\$0	\$ 2,707,494	8	7.17	N	N	S	526.425 - 526.475 - 527.610 - 527.786 - 527.799 - 527.810 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Pkg 804: \$53,161 OF, 1 Pos, 0.46 FTE Pkg 810: \$46 OF, 0 Pos, 0 FTE							
22	9	ODF	FR	FERNS On-going support		3, 7, 8	9	\$179,189	\$118,922	\$0	\$ 298,111	1	1.00	N	N	S	526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A								
32	8	ODF	FR	Small Forestland Investment in Stream Habitat		3, 7, 8, 9	9	\$2,000,000	\$7,700,000	\$0	\$ 9,700,000	0	0.00	Y	N	S	526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Pkg 801: \$2,000,000 GF, \$7,700,000 OF, 0 Pos, 0 FTE							
33	13	ODF	FR	Landscape Resiliency Fund		13, 9	9	\$7,000,000	\$7,000,000	\$0	\$ 14,000,000	0	0.00	Y	N	S	477.502 - 477.504 - 527.610 - 527.992.5 26.425 - 526.460 - 527.610 - 527.992 - 526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Pkg 811: \$7,000,000 GF, \$7,000,000 OF, 0 Pos, 0 FTE							
10	4	ODF	FR	All Lands Initiative		3, 7	9	\$6,062,772	\$510,282	\$672,511	\$ 7,245,565	4	4.00	Y	N	S	526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A								
4	3	ODF	FR	Private Forests Accord		3, 7, 8	9	-\$375	\$0	\$0	\$ (375)	0	0.00	Y	N	S	526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Program merged to Harvest Tax/FPA Admin							
24	10	ODF	FR	Federal Forests Restoration		3, 7, 8, 9, 13	9	\$9,698,871	\$7,623,163	\$8,140,416	\$ 25,462,450	44	41.41	Y	Y	S	526.271 - 526.276 - 527.610 - 527.992 - 526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A	Pkg 804: \$16,275 GF, (\$159,267) OF, (\$14,946) FF, (2) Pos, (1.20) FTE Pkg 810: \$2,815 GF, \$1 OF, 0 Pos, 0.00 FTE							
19	14	ODF	FR	Forest Resource Trust Administration		1, 4, 7, 9	9	\$0	\$1,848,835	\$0	\$ 1,848,835	1	0.78	N	N	S	526.695 - 526.775 - 527.610 - 527.992 - 526.400 - 526.404 - 315.124 - 527.840 - 526.500 - 526.515 - 541.890 - 541.975 - 315.104 - 321.367 - 527.610 - 527.992 -	N/A								
								\$68,926,765	\$43,352,308	\$59,883,239	\$ 172,162,312	241	236.54													

7. Primary Purpose Program/Activity Exists

- Civil Justice
- Community Development
- Consumer Protection
- Administrative Function
- Criminal Justice
- Economic Development
- Education & Skill Development
- Emergency Services
- Environmental Protection
- Public Health
- Recreation, Heritage, or Cultural
- Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Broadly:

- Constitutional or Statutory Requirements or Obligations
- Oregon Board of Forestry Strategic Plan - Forestry Program for Oregon
- Oregon Department of Forestry Strategic Plan and Core Business Functions
- Key Performance Measure Results
- Oregon Board of Forestry Work Plans
- Oregon Department of Forestry 2019-21 Budget Development Guiding Principles

Specifically (fulfill mandates or requirements):

- Monitor and assess forest health conditions statewide to minimize forest insect and disease epidemics (provides early detection and prevention).
- Implement Oregon Forest Practices Act "Best Management Practices" (BMPs) through technical assistance and education of forest landowners and operators.
- Increase voluntary landowner investments in forestland through Oregon Plan restoration activities.
- Increase investments in forestlands through technical assistance, education and financial assistance to family forest landowners.
- Increase forest stand establishment and management on non-industrial private forest land for timber, water quality and wildlife.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																		
2025-2027 Biennium																		
Facilities Maintenance & Development																		
Department-Wide Priorities for 2025-27 Biennium																		
1	2	3	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted	
Dept	Prgm/Div																	
NA	NA	ODF	FAC	FOCIA Operations	N/A	4	\$0	\$6,411,934	\$0	\$ 6,411,934	0	0.00	N	N	N/A	276.227 - 276.285	N/A	N/A
							\$0	\$6,411,934	\$0	\$ 6,411,934	0	0.00						

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Administrative Function only, not prioritized.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																			
2025-2027 Biennium																	Agency Number: 62900		
Debt Service																			
Department-Wide Priorities for 2025-27 Biennium																			
1	2	3	4	5	6	7	8	9	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	LF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted	
Dept	Prgm/ Div																		
NA	NA	ODF	DEBT	Debt Service Detail	N/A	4	\$18,357,494	\$1,986,913	\$5,260,260	\$0	\$ 25,604,667	0	0.00	Y	N	D	283.085 - 283.092, 286A.025 - 286A.035, 291.216	N/A	Pkg 810: (\$308,720) GF, (\$571,207) LF, (\$47,440) OF, 0 Pos, 0 FTE Pkg. 811: \$1,198,093 GF, \$2,159,713 OF, 0 Pos, 0 FTE
NA	NA	ODF	DEBT	Other Debt Related Costs	N/A	4	\$0	\$0	\$0	\$0	\$ -	0	0.00	Y	N	D	283.085 - 283.092, 286A.025 - 286A.035, 291.216	N/A	N/A
							\$18,357,494	\$1,986,913	\$5,260,260	\$0	25,604,667	0	0.00						

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities)
by detail budget level in ORBITS

Document criteria used to prioritize activities:

Administrative Function only, not prioritized.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																					
2025-2027 Biennium																	Agency Number: 62900				
Capital Improvements																					
Department-Wide Priorities for 2025-27 Biennium																					
1	2	3	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22			
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted				
Dept	Prgm/ Div																				
NA	NA	ODF	CI	Capital Improvement Projects	N/A	4	\$0	\$5,417,407	\$0	\$ 5,417,407	0	0.00	Y	N	N/A	276,227, 276,229, 291,216	N/A	N/A			
NA	NA	ODF	CI	Deferred Maintenance	N/A	4	\$0	\$5,234,219	\$0	\$ 5,234,219	0	0.00	N	N	N/A		N/A	N/A			
							\$0	\$10,651,626	\$0	\$ 10,651,626	0	0.00									

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities)
by detail budget level in ORBITS

Document criteria used to prioritize activities:

Administrative Function only, not prioritized.

Agency Summary Narrative

PROGRAM PRIORITIZATION FOR 2025-27

Department of Forestry																					
2025-2027 Biennium																Agency Number:		62900			
Capital Construction																					
Department-Wide Priorities for 2025-27 Biennium																					
1	2	3	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22			
Priority (ranked with highest priority first)	Dept. Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Legislative Adopted				
Dept	Prgm/ Div																				
NA	NA	ODF	CC	Capital Construction Projects	N/A	4	\$0	\$28,205,053	\$0	\$ 28,205,053	0	0.00	Y	N	N/A	291.224, 291.216	N/A	Pkg 108: \$6,000,000 OF, 0 Pos, 0 FTE Pkg 109: \$5,000,000 OF, 0 Pos, 0 FTE Pkg 110: \$5,000,000 OF, 0 Pos, 0 FTE Pkg 111: \$1,500,000 OF, 0 Pos, 0 FTE Pkg 112: \$10,705,053 OF, 0 Pos, 0 FTE			
							\$0	\$28,205,053	\$0	\$ 28,205,053	0	0.00									

7. Primary Purpose Program/Activity Exists

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

19. Legal Requirement Code

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities)
by detail budget level in ORBITS

Document criteria used to prioritize activities:

Administrative Function only, not prioritized.

Agency Summary Narrative

Reduction Options

As with past biennia, a regular part of the budget process is the requirement for agencies to propose General Fund reduction options for consideration by the Governor during the Governor's Budget development process, and for the Legislature during the Legislatively Adopted Budget. The primary reason reduction options are necessary is that the Oregon Constitution mandates that the biennial budget must be balanced within available revenues; however, the Legislature may authorize debt financing for some projects and activities. Therefore, it may become necessary for the Governor or the Legislature to mandate budget reductions in order to achieve a balanced budget.

Proposed reductions are strategic in nature, rather than simply across the board. There is not always a specified budget "target" for the department other than each agency must identify ten-percent reduction options from the Current Service Level for General Fund and Lottery Funded programs. Ten-percent reductions in Other Funds and Federal Funds will also be identified to comply with House Bill 3182 (1999) to achieve a "90 percent budget".

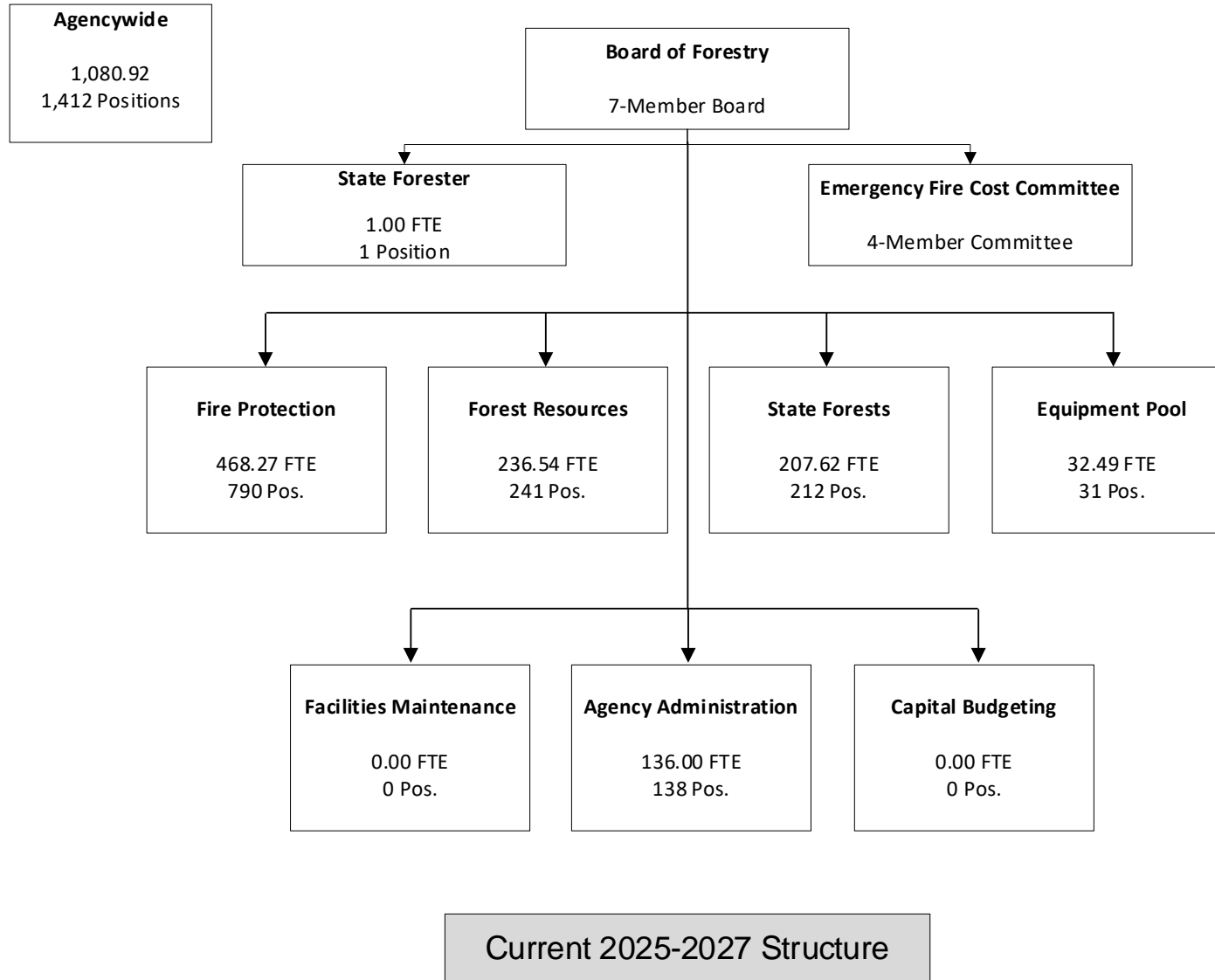
The department develops reduction options in a deliberative fashion. Reductions are based on the same set of strategic guidance used to develop policy packages, such as legal requirements and obligations, the Forestry Program for Oregon, the department's strategic planning efforts, and stakeholder input.

Any reductions offered by the Department which the Legislature chose to impose have been included in policy packages in each Program. All details can be found in the individual program narratives.

Agency Summary Narrative

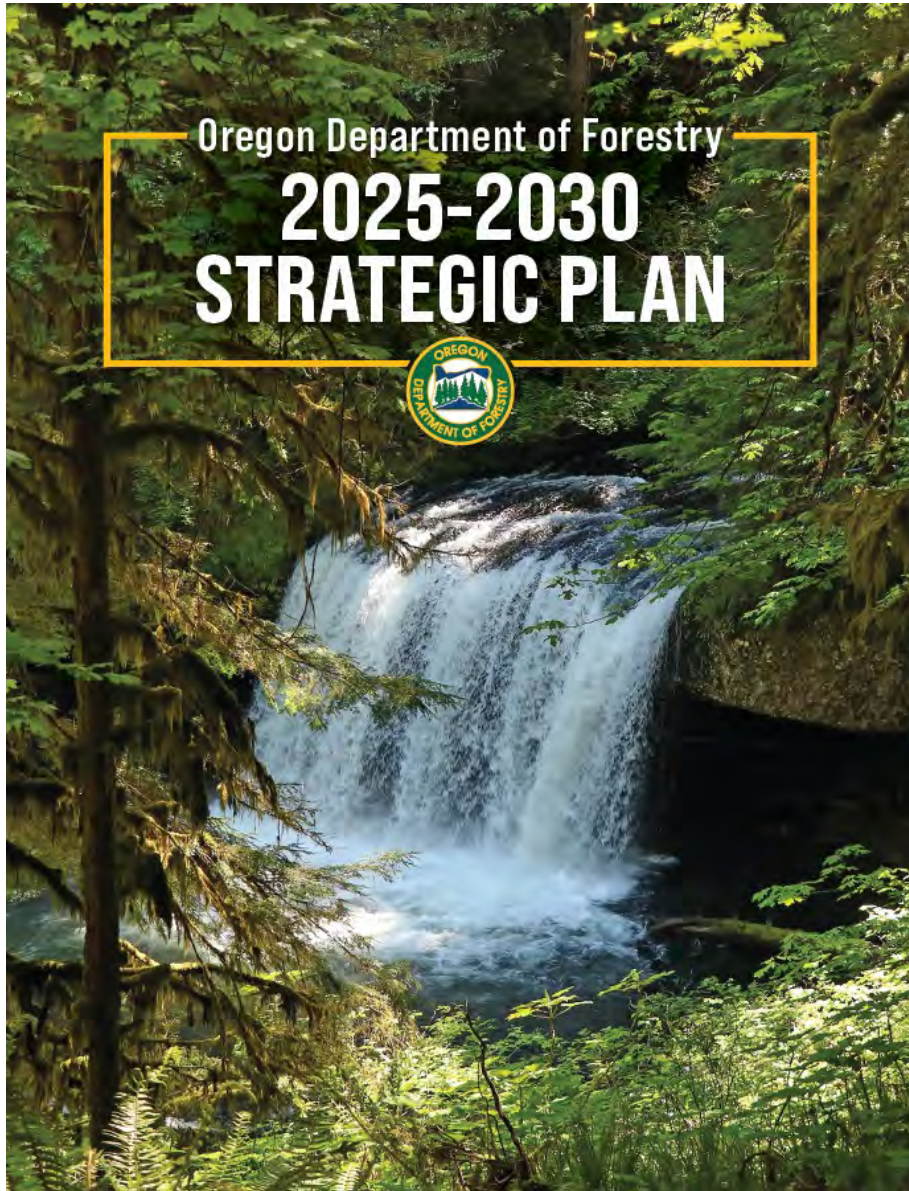
2025-27 Organization Chart

Legislatively Adopted Budget



Agency Summary Narrative

ODF 2025-30 Strategic Plan



INTRODUCTION

Forests are an integral part of the social economic and environmental fabric of our state, and as such, their vulnerability is ours as well. Clean air and water, sustainable forest products, biodiversity, public health and safety, and many more critical benefits Oregonians rely upon require a foundation of resilient forest ecosystems. But there is a lot of work to do to help our forests get there.

Oregon's forest ecosystems are vulnerable. Forest health overall is in decline. This is due in large part to climate-driven stressors—such as insects, diseases, drought and wildfire—and historic forest management decisions. Recognizing the importance and urgency of this work, the Oregon Board of Forestry and Oregon Department of Forestry collaboratively developed this bold, forward looking strategic Vision for Oregon's Forests that will best serve Oregon's forests and people into the future.

ABOUT THIS PLAN

This plan draws from the Vision for Oregon's Forests, a joint planning effort between the board and department. The Vision establishes the strategic direction that will guide the policy and operational decisions for the board and department in the coming years and serves as the foundation for continued planning work. It also informs several other key department and board strategies and plans, including:

- » Biennial Agency Request Budget
- » Affirmative action; diversity, equity & inclusion; and employee engagement action plans
- » Oregon's Forest Action Plan
- » Agency communications and information technology strategies
- » Succession management plan

Throughout the remainder of 2024 and into 2025, the board and department will continue to build upon the foundation provided by the Vision for Oregon's Forests, including development of objectives and performance/progress measures. Once that work is complete, department leadership will begin their work of ensuring alignment between strategy and operations. Engagement with department and board advisory committees, Tribes, key state and federal agencies, stakeholders, other partners, and local communities to identify actions will be a core component of continuing planning efforts.

Regular reviews of/updates to this plan and reports on progress will be necessary to keep up with the department's constantly changing operational environment.

Target review/update and reporting timeframes:

- » Priorities & Goals: Every 5 years
- » Objectives: Biennially
- » Strategies & Tactics: As needed, but at least annually
- » ODF executive leadership progress checks: Quarterly
- » Board progress report: Annually

Agency Summary Narrative



ABOUT US

Oregon Board of Forestry (est. 1907)

For more than a century, the Board of Forestry and Department of Forestry have been caring for Oregon's forests. The board was established in 1911, along with the positions of state forester and deputy state forester. Together, they were charged with preventing forest fires and coordinating the response when fires did start. This was the start of Oregon's complete and coordinated fire protection system that is still a crucial part of our suppression success today.

Less than a decade after being founded, the Board of Forestry adopted a forest policy for the state that identified the need for increased forest protection, a forest nursery, insect control, and formation of state forests. This policy was the starting point for the broad portfolio of work the board and department are responsible for today.

The Oregon Board of Forestry is a seven-member citizen board appointed by the Governor and confirmed by the state Senate. The board's primary responsibilities are to:

- » Supervise all matters of forest policy within Oregon.
- » Appoint the State Forester, who also serves as the director of ODF.
- » Adopt rules regulating forest practices.
- » Provide general supervision of the State Forester's duties in managing ODF.

The board is charged with representing the public interest. No more than three members may receive any significant portion of their income from the forest products industry. At least one member must reside in each of the state's three major forest regions: northern, southern, and eastern. The term of office is four years, and no member may serve more than two consecutive full terms. The State Forester serves as secretary to the board.

Oregon Department of Forestry (est. 1911)

The Department of Forestry's work is truly a team effort. The policy and direction established at the headquarters level guides the work happening in the field statewide. The department's headquarters are in Salem, but much of the on-the-ground work is done by the leadership and staff of ODF's 12 districts with 24 units from Astoria to Wallowa and all the way down to Lakeview and Medford. The dedicated public servants in these offices are the people responsible for fighting fires, assisting landowners and managing our state forestlands every day for their fellow Oregonians. ODF also partners with three forest protective associations as part of the fire protection program.

ODF's Fire Protection Division is the state's largest fire department and protects 16 million acres of private, state, and some federal lands. ODF has been protecting Oregon's forests for 110 years. The department emphasizes preventing human-caused fires, reducing wildfire risks through improved forest health and resiliency, and keeping those fires that do start as small as possible. This approach minimizes resource loss, fire danger and smoke impact to communities, and suppression costs. ODF leads Oregon's complete and coordinated fire protection system. This system relies on partnerships with local, state, tribal, and federal government; the structural fire service; landowners; forest operators; contractors and more.

ODF's Forest Resources Division is responsible for several key areas of operation that contribute to sustainable, healthy forests. The most prominent work they do involves the administration of the Forest Practices Act, which is a cornerstone of natural resource protection in Oregon that encourages sound management of forestlands.

Division staff also:

- » Monitor and help preserve forest health across the state,
- » Provide technical assistance to landowners, and
- » Support local urban and community forestry efforts.

The division also houses the Federal Forest Restoration Program that, along with the Good Neighbor Authority, enables ODF to assist its federal partners in forest restoration and resiliency work on federally managed forestlands. Since the federal government is responsible for so much of Oregon's forests, the condition of these lands has a dramatic effect on the health of the state's total forestland.

ODF's State Forests Division manages more than 760,000 acres of working forests—also known as Board of Forestry lands—to provide social, economic and environmental benefits for Oregonians, which is not an easy task. The way the division's work is funded adds to the complexity. State forestland management is funded by a portion of the revenues received from timber sales on these lands. The majority of the revenue goes to the counties in which the timber sales are located and helps fund essential local services. ODF retains 36.25% of the revenues, which has to support all aspects of state forestland management. Essentially, all recreation and environmental work on state forestlands is paid for by timber sales. The ability to build trails, maintain campgrounds, and improve wildlife habitats are all dependent upon timber being harvested off those same lands.

Agency Summary Narrative

VISION / MISSION / VALUES

VISION

Complex and resilient forest ecosystems that endure and adapt.

MISSION

To protect and promote resilient forests that benefit all Oregonians.

VALUES

ECOSYSTEM BENEFITS: Healthy, functioning ecosystems provide reciprocal benefits to people and the forest, including jobs, food, clean air and water, recreation, habitat, regional biodiversity, carbon storage, and so much more.

ECOSYSTEMS SUPPORT: People's actions are critically important to the continued resilience and adaptive capacity of forest ecosystems, including habitat protection, wildfire management, seedling selection, cultural and natural resources stewardship, restoration activities, and water and soil protection.

FORESTRY INFRASTRUCTURE: The forest products sector—including its workforce and infrastructure—plays a vital role in supporting healthy ecosystems and resilient forests and communities.

CLIMATE-SMART FORESTRY: Addressing the management needs related to climate change requires a holistic approach that considers adaptation, mitigation and the social dimension of forestry, which includes community and economic aspects.

RELATIONSHIPS: Strong, respectful relationships are the backbone of our work. Those relationships are built and maintained through transparent, honest, effective communication.

WORKFORCE: At ODF, our workforce is our greatest asset. We provide them with a safe, diverse and inclusive workplace that encourages continuous learning and improvement.

SAFETY: The safety of ODF's workforce and the public is always a top priority.

PUBLIC SERVICE: Through efficient and effective stewardship of natural and public resources, we strive for excellence in our service to the public.

SOUND DECISION MAKING: ODF empowers its workforce to make decisions in the best interest of Oregonians based on science, best practices and lessons learned.

ACCOUNTABILITY: We are transparent about our actions and take ownership of the outcomes. We do what we say we're going to do.



Goal

To reduce the vulnerability of Oregon's forests from a myriad of catastrophic climate driven disturbances, ODF will direct its policy management and educational actions to enable and promote all forestland managers to make intentional decisions that increase adaptive capacity of forest ecosystems.

The Board of Forestry believes that all forest owners and stewards have a social responsibility to improve the resilience and adaptive capacity of their lands. The Department of Forestry has the tools to incentivize and support this work.

Context

Changes related to climate, social values and economics are resulting in changes to ecosystem functions and ecosystem services provided to our society. Society recognizes the importance of reciprocal relationships between humans and forests; relationships in which humans support forests so that forests can support humans and other species.

Communities in rural, suburban, and urban environments can support forest management if communities can see their values considered and represented in the outcomes of that management, including clean water and air, fish and wildlife habitat, timber for jobs and housing, and recreational opportunities. Complex, functional forest ecosystems in each of Oregon forest types hold the greatest opportunities for providing these values over space and time.

Objectives

Development in late 2024-early 2025.

Agency Summary Narrative



Strategies

- » Promote ecological forestry principles that further forest complexity components using a variety of silvicultural approaches and landscape designs.
- » Engage in the development of safe harbor agreements, habitat conservation plans, and other regulatory compliance mechanisms in collaboration with landowners and state and federal agencies.
- » Engage with the Governor's Office and Legislature on potential incentives to encourage implementation of stewardship agreements on private lands.
- » Promote the Forest Legacy Program and other efforts to protect private forestlands. And the multitude of public benefits they provide, from fragmentation and conversion.
- » Engage with partners on place-based plans that seek to balance ecological, economic and social trade-offs to support the resilience, recovery and regeneration of diverse forests in the aftermath of severe disturbance events.
- » Manage ODF's state forestlands to produce a blend of social, economic and environmental benefits to Oregonians, and demonstrate leadership in forest management.
- » Increase partnerships and co-stewardship work with tribes, including incorporation of tribal ecological knowledge into ODF forest management activities.
- » Increase cross-jurisdictional alignment on management of public forestlands that meets the needs and expectations of Oregonians.

Performance/Progress Measures

Development in late 2024-early 2025.

- 7 -



Goal

Policy and management decisions foster healthy relationships between humans and forests, so that forests support resilient human communities through social, economic, and ecological change.

Context

Forests have both direct and indirect effects on quality of life, economic opportunities for communities, and ecological conditions in rural, suburban, and urban areas across the state. Resilience varies regionally and between communities of place and culture. Forests provide a range of benefits to Oregonians and contribute to community resilience. Place-based and scientifically informed management approaches support forests to contribute a full range of benefits to enhance community resilience by meeting their needs.

Objectives

Development in late 2025-early 2025.

Strategies

- » Promote access to forests for recreation, culture, education, and appreciation, in ways that are welcoming and inclusive for a wide range of diverse communities. Ensure access respects cultural resource protections, private ownership and natural resources.
- » Promote forest and forestry related educational programs, technologies, pilot projects, forest management jobs, infrastructure and other tools to invest in the sustained economic viability and vitality of communities.
- » Ensure management of forests contributes to clean water and air.
- » Create a culture of shared learning and engagement about forestry with communities that includes culturally specific and appropriate approaches and content.
- » Employ shared stewardship to support collaborative management across ownerships, promoting diverse strategies that maintain environmental and economic values.
- » Take a place-based approach to supporting resilient communities that recognizes unique characteristics of that place.
- » Engage with communities on place-based plans to support community recovery from severe disturbance events.

Performance/Progress Measures

Development in late 2024-early 2025.

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Agency Summary Narrative



Goal

Prevent, suppress and mitigate wildfire to protect communities and expedite forest resilience activities that promote the adaptive capacity of Oregon's forests.

Context

Wildfire has been a force that has helped shape Oregon's forests for millennia. Naturally occurring and prescribed fire, as well as suppression of fire, have played important roles in creating the forests we have today. Across Oregon, fire in forests has always existed in a variety of regimes, from frequent, low intensity fire to stand-replacing events, and mixed severity fires that present a spectrum of disturbance patterns.

Over the past decade, wildfires in Oregon have been trending toward larger, more complex, and more challenging and costly due to climate change and current forest conditions. With more people living in or near forests, there are far more lives, property and infrastructure threatened every year. Beyond immediate physical safety concerns, wildfire and smoke have broader impacts on public health, community wellbeing, local economies and our state's natural resources, including water and air quality.

This plan seeks a balanced approach that recognizes the role of fire suppression in protecting life and property, the role of active management to mitigate risk and control forest fuels, the ecological role of fire on the landscape, and the importance of place-based solutions.

Objectives

Development in late 2024-early 2025.

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Strategies

- » Development of a stable, equitable, and sustainable funding structure that adequately funds the resources needed to address Oregon's wildfire crisis and recognizes the broad impacts of catastrophic wildfire on public health and safety, community wellbeing, economies and natural resources across Oregon.
- » Lead state-level efforts to expand the use of prescribed fire and fully integrate this tool into forest restoration and resiliency and community fire adaption efforts. Learn from tribes and incorporate tribal ecological knowledge into prescribed fire policy and practice.
- » Continuously improve upon Oregon's complete and coordinated wildfire protection system to meet the needs of the changing operational environment.
- » Increase community education and engagement on wildfire topics, such as wildfire science, Oregon's fire environment, the importance of mitigation, and actions they can take to protect themselves and their communities (prevention, mitigation, preparedness, etc.).
- » Prioritize and promote fuels management and forest resiliency work in areas with human life and infrastructure, especially in the wildland-urban interface.
- » Advance the implementation of the 20-year Landscape Resiliency Strategy and all-lands shared stewardship across Oregon.
- » Promote fire and smoke-adapted communities in the wildland-urban interface and beyond to mitigate the impacts of climate-induced increases in wildfire severity.
- » Promote management activities that provide for safe operations before, during and after wildland fire events.
- » Align with the National Cohesive Wildland Fire Management Strategy:
 - Restore and maintain landscapes.
 - Support fire adapted communities.
 - Respond to fire.
- » Improve cross-jurisdictional alignment and coordination on preparedness, prevention, mitigation and suppression to provide consistent, quality service to Oregonians.

Performance/Progress Measures

Development in late 2024-early 2025.

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Agency Summary Narrative



Goal

The Board and Department will build capacity for climate-smart leadership.

Context

The Board adopted its Climate Change and Carbon Plan in November 2023, which centered climate-smart forest management to guide activities contributing to adaptation and mitigation, as well as social dimensions of the effects of climate change. Climate-smart forestry is a holistic approach for addressing the management needs related to the existential pressures exerted from climate change.

Objectives

Development in late 2024-early 2025.

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Strategies

- » Implement the adopted Climate Change and Carbon Plan.
- » Lead efforts for a just and equitable transition to climate-informed silviculture and climate-smart forestry that optimizes climate mitigation and adaptation, while maintaining a sustainable flow of wood products to ensure long-term resource benefits and viability of the forest products industry and flow of long-lived forest products.
- » State forests management: Lead by example and demonstrate climate-smart forest management on state forests to achieve adaptation, mitigation, and the achievement of forest resource goals.
- » Accelerate the pace, scale, and quality of climate appropriate forest restoration to increase the resilience to increased wildfire, drought, and biotic disturbance severity and incidence. Support implementation of the recommendations of the Governor's Council on Wildfire Response.
- » Increase the extent and resilience of urban and community forests to maximize the climate mitigation and health benefits of urban forest canopy.
- » Facilitate the reforestation of areas burned by wildfire and encourage afforestation of low-productivity lands that are understocked or not in forest use.
- » Support a strong, but flexible, land use planning system as a cornerstone of maintaining Oregon's forests on private lands.
- » Create and maintain a research and monitoring program to track the status and trends of ecological, economic, and social indicators and the effects of climate change and to track progress related to this plan.

Performance/Progress Measures

Development in late 2024-early 2025.

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Agency Summary Narrative



Goal

Strengthen trust and confidence in ODF's ability to effectively accomplish its mission and provide excellent service to Oregonians.

Context

Oregon state agencies have an obligation to the Oregonians they serve to continually improve business processes to promote organizational efficiency and effectiveness in their delivery of services. Achieving this requires alignment: internally at all levels; with the direction provided by the Board of Forestry, Executive Branch and Legislature; with our partners; and with the public we serve. Organizational excellence requires a well-trained, highly competent and diverse staff of professionals and a culture that values and encourages individual and team learning and continuous improvement.

Objectives

Development in late 2024-early 2025.

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Strategies

- » Engage with legislators and Executive Branch leadership to promote awareness and understanding of the agency's challenges, opportunities and complexities.
- » Build an agency governance structure that ensures consistent, optimized and efficient implementation of all agency functions.
- » Create and maintain strategic and operational plans that support accomplishment of the goals in this document.
- » Foster a culture of continuous improvement and innovation to increase efficiency and effectiveness.
- » Engage and collaborate regularly with the nine federally recognized Tribes in Oregon.
- » Collaborate and coordinate with partners to identify and pursue opportunities and leverage efficiencies to accomplish individual and shared goals and objectives.
- » Increase transparency into key areas of interest including agency performance, enforcement activities, and financial condition.
- » Expand ODF's education, information, outreach and engagement efforts to increase awareness and understanding of all that the agency does and the variety of ways in which it impacts Oregonians.
- » Continue to build a diverse workforce where employees understand and value their role in the agency's mission.
- » Encourage a culture of learning by providing development opportunities and supporting professional growth.
- » Incorporate diversity, equity and inclusion into all aspects of ODF's business and operations.

Performance/Progress Measures

Development in late 2024-early 2025

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Agency Summary Narrative

Agency DEI Memo 2025



Oregon
Tina Kotek, Governor

Department of Forestry
State Forester's Office
2600 State St
Salem, OR 97310-0340
503-945-7200
www.oregon.gov/ODF

1. Who benefits from agency programs, both directly and indirectly?

All Oregonians benefit from ODF programs including recreation, education, and interpretation opportunities. The revenue from timber sales support local schools.

2. Who will be burdened by agency programs?

There is no intended or anticipated burden to internal or external entities from our agency programs. Many programs are funded through grants, landowners, and timber sales. The General Funds are very minimal. Without the help of our generous landowners the burden would be more substantial. The co-ops and landowners are supporting our ability to sustain agency programming. We work diligently to maintain the growth and development of all our programs.

However, all Oregonians are impacted by wildfires in Oregon. This has a significant impact on the health and safety of citizens, and delivery of programs. During wildfire season, all employees of ODF may be asked to support the wildfire support efforts in protection and suppression of fires.

3. How does the agency increase or decrease racial equity?

The agency could increase racial equity by increasing position authority to sustain full-time positions, outside of fire season, to deliver services to under privileged populations.

Do proposed new programs have potential unintended/racial equity consequences?

Current programming needs to increase and promote climate change which would have a positive impact, along with fuel reduction that reduces the risk of wildland fire. Addition funding is needed to sustain staffing to support a proactive approach to fuel reduction which helps to support the decrease of wildfires. This would result in lower fire costs to the state. Intentional interventions to support running programs such as fuel reduction, is more cost effective, reducing fire risk.

What benefits may result from the program?

- Providing education on preparedness and prevention of wildfires reduces the risk of fires. Prevention programs would create more open dialogue to truly keep Oregon Green.
- Education and information on direct impact of our natural resource's depletion.
- Coordination with all the Tribes to help us create more awareness and understanding.

We have such an amazing state with the help and dedication of the Oregon Department of Forestry to create a wonderful place to enjoy the outdoors.

4. Whose voices and perspectives are not at the table? Why?

To the best of the agency's knowledge all voices or perspectives are not excluded at the table, if it is discovered that there are, it was not the agency's intent. The agency works diligently to have everyone's voice heard. ODF values inclusion and it is critical for all individuals to be heard.

5. What does the agency do to ensure multiple perspectives are part of our decision-making process?

The agency has a proactive approach to embrace and incorporate inclusion and engagement across the agency through transparency and open communication. The agency has ongoing engagement and communications with partners, that includes multiple partnership in all of our communities, landowners, legislators, environmental groups, special interest groups, and tribes.

Agency Summary Narrative

ODF DEI Plan 2023-2025



Honoring the Land

Oregon Department of Forestry recognizes that while land acknowledgments are intended to be respectful, they often oversimplify complex tribal histories and fail to recognize the ongoing impacts of colonization that tribal communities continue to live with to this day. ODF will continue to work with the nine federally recognized Tribes in Oregon on best practices for honoring the land.

ODF is committed to continuing to learn and honor the Tribes, especially when it comes to stewardship of forested lands. The sovereignty, well-being, cultures, and languages of Indigenous peoples are born of their homelands and that makes these lands and waters cherished to Native communities. All of us have a responsibility to treat the lands and waters with respect and care so they can be stewarded with respect and care for the next generation.

For additional education and information, learn more about each of the nine federally recognized Tribes: [Burns Paiute](#), [Confederated Tribes of Coos, Lower Umpqua and Siuslaw](#), [Confederated Tribes of Cow Creek Lower Band of Umpqua](#), [Confederated Tribes of Grand Ronde](#), [Confederated Tribes of Siletz Indians](#), [Confederated Tribes of Warm Springs](#), [Confederated Tribes of Umatilla Indian Reservation](#), [Coquille Tribe](#), and [Klamath Tribes](#).

Thank you.

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Agency Summary Narrative

Introduction

The last three years have changed the world and therefore the workforce. The COVID-19 global pandemic, the Black Lives Matter movement, political upheaval, a wave of anti-transgender and anti-LGBT bills across the country, all while a new generation is entering the workforce. The impacts of climate change are becoming more visible with every year, putting lives at risk. We have seen this locally in the form of devastating wildfires, an ice storm which left hundreds of thousands without power for days, and a week-long heat dome that killed dozens.

With these changes come a need to change the way we do things in the workforce. The “way it has always been” no longer works. It is paramount in this ever changing and diversifying environment that we put forth the effort and resources to keep up with the change and strive to be a healthy and safe society where differences are celebrated.

This plan is intended to be a living and breathing document, updated every biennium to keep up with changes in the world around us so we can continue to support our workforce and the Oregonians we serve.

Concepts Defined

Throughout this document many terms are used that the reader might not be familiar with. Please reference [Appendix C: Diversity, Equity, and Inclusion Glossary of Concepts](#) for the definitions of these terms used by state agencies.



Acknowledgements

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Agency Summary Narrative

A Message from State Forester Cal Mukumoto

To all forestry employees,

Thank you for your continued commitment to customer service and dedication to your roles as stewards of public lands. Over the last few years, we have undertaken big changes to our core business functions as we scale and restructure to adapt to seismic shifts in forest practices and wildfire challenges facing our state. More and more, we're finding ourselves at the center of multi-year recovery efforts and increasingly involved in the communities we protect in ways we haven't before.

As we manage this change and as communities continue to look to us for leadership, we have an opportunity to recommit ourselves to our Diversity, Equity, and Inclusion values and follow the Governor's lead by placing racial equity first and seeking to understand with a racial justice lens for the advancement of all Oregonians.

The Department of Forestry's Diversity, Equity, & Inclusion (DEI) 2023–2025 Action Plan outlines leadership priorities and milestones for our agency. Chief among our goals is to implement diversity, equity, and inclusion into every aspect of our business with racial justice first.

I stand in lockstep with the Governor and am committed to helping staff better understand these concepts and what anti-racism really means. I have directed our leaders to do the same. In this plan, we will move towards unlearning our implicit bias and actively changing our internal and external practices, which will include acknowledging historic context, understanding the root causes, and ensuring that racism has no place at our agency.

Much like with any change management process, a large part of this plan will center on gaining understanding and empowering employees to act as change agents. I encourage you to lean into these concepts and approach them in the spirit of growth and improvement. I am committed to galvanizing employees, outlining expectations, and providing the support needed to achieve these goals.

I invite community partners to join us in this work and look for opportunities to collaborate, and I charge the public to hold us accountable to these principles.

While the department recognizes the recent momentum we've created while realizing this vision, we also know this is just the beginning and understand and there is much work to be done. ODF has a long history of meeting the high standards that we and the public set for the agency.

I encourage all ODF employees to recognize their unconscious bias when approaching and interacting with each other in our day-to-day jobs. Through understanding, acceptance and mutual support we can create a workplace that is welcoming to all. I take great pride in sharing this plan and look forward to the progress we will make together.

X 

Cal Mukumoto
Oregon State Forester



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A history to be learned from

At all levels of government explicit and implicit bias are both visible and non-visible structures built into law, policy, and practice. These are artifacts of biased ideologies of the past which have persisted through generations. No agency conducts business without the presence of this history, and ODF is no different. It is imperative we as an agency, and each of us individually, are willing to look at our past, recognize the harms and inequities that persist and take ownership of our role in addressing them. Identifying this history will empower the agency to act with a justice-minded outlook.

Oregon's forests and lands today are reflections of a complicated history of contact and disparate worldviews surrounding lifeways and belief systems. Since time immemorial, the Indigenous peoples of these lands we now call Oregon lived in ecological harmony with the forests, viewing themselves as part of the ecosystem, inseparable and non-extractive. What European settlers saw as "wild and untamed" forests, were lands managed by the ancestors of descendent Tribal communities for thousands of years. These are the original progenitors of land management strategies resulting in fire-adapted landscapes and communities in Western States. Colonialists brought concepts such as land ownership and commercialism, along with non-native species and forest management practices, which have proven to be exceptionally damaging to human-ecological systems. European settlers believed they knew how best to manage the forests and lands of Oregon and excluded Indigenous voices from the conversation.

Starting 25 years ago, ODF has been making small steps towards recognizing the knowledge and connections to the land Indigenous peoples and the Sovereign Nations have. During this time, our field staff have been building relationships with the Sovereign Nations individually as well as attending, reporting, and trying to engage Tribes at the natural resource working group and cultural resource cluster. While often these attempts have come with good intention, a lack of deeper knowledge of the Tribes has been a barrier to the agency. ODF appointed a position as a dedicated government-to-government liaison to act as the intermediary between the agency and the nine Federally Recognized Tribes of Oregon. Given the long history of silencing Indigenous voices, ODF and the state must actively prioritize these voices and become supportive stewards of those whose ancestry is visible today.

Despite Oregon being the only state in U.S. history to enter the union with exclusion laws, there is also a long history of racial and ethnic diversity. Maxville, in northeast Oregon east of the town of Wallowa, was home to Black loggers at a time when Oregon's constitution included a provision excluding Blacks from the state (Trice G., 2014). Maxville had a population of about 400 residents, 40 to 60 of them African American. It was the largest town in Wallowa County between 1923 and 1933.

Company jobs were typically segregated based on ethnic origin. Black workers felled the trees in teams, using cross-cut saws, and many had experience as log loaders, log cutters, railroad builders, tong hookers, and section foremen. The Greek workers at Maxville had expertise in railroad building, and white workers worked as section foremen, tree toppers, saw filers, contract truck drivers, and bridge builders. Economic conditions, especially the Great Depression and the consequent downturn in the lumber market, caused Maxville's decline. When the logging



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operation ceased, Bowman-Hicks closed the town in 1933. The Maxville Heritage Interpretive Center in Joseph, a nonprofit cultural organization, is engaged in uncovering, recording, and preserving the multicultural logging history of Maxville and the Pacific Northwest (Trice G., 2022).

Racial Equity at the Front

Oregon Department of Forestry (ODF) is committed to following the Racial Equity Values from the State of Oregon's Diversity, Equity, and Inclusion (DEI) Action Plan (Stoudamire-Wesley, 2021).

Oregon is intentionally placing racial equity at the center of their DEI plan to counterbalance the racist policies and practices that must be dismantled in our state. To learn more about the state's plan to put race first, look at the [State of Oregon's DEI Plan 2021](#) (Stoudamire-Wesley, 2021).

Racial Equity Values from the State of Oregon's DEI Action Plan (2021)

Putting racial equity at the forefront while understanding intersectionality. We must be bold and put racial equity at the forefront as a primary and pervasive location of oppression that connects with and worsens other identity-based inequities.

Prioritize equity, anti-racism, and racial justice actions. Commitment to prioritizing equity and eliminating racial disparities involves taking action in our policies, budgets, decision-making, and daily work.

Foster internal and external partnerships. Across the state enterprise and other institutions, community-based organizations are crucial to achieving racial equity. True partnership means shared power, listening, resolving tensions by creating solutions together, and scaling up what already works well.

Ensure collective responsibility and accountability. As public servants, we have a collective responsibility at every level of government to proactively reduce racial disparities and barriers. We must establish measurements of success so that we can ensure improvements are real and ongoing.

Intersectionality

While the state of Oregon has implemented a DEI framework which centers race, that does not mean the other identities are forgotten or ignored. Throughout this planning process, disability status, sexual orientation, gender identity, citizen status, language, literacy levels, and many more identities will be brought to the forefront as they intersect with race.

DEI Action Plan Objectives

In 2023, Governor Tina Kotek tasked all individual state agencies with creating a DEI Action Plan for their agency utilizing the statewide plan as a guide. This plan is to act as a guide for ODF's early efforts at dismantling racism and establishing a shared understanding among staff.

The objectives of the ODF DEI Action Plan are based off the statewide plan:

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- **Normalize** the concepts of racial justice in forestry and natural resources – acknowledge history, prioritize, and make urgent efforts to put racial equity at the forefront.
- **Organize** efforts and build organizational capacity across departments for connected, cohesive, and amplified impacts. Foster both internal and external partnerships.
- **Operationalize** and embed racial equity into every part of ODF, putting DEI strategies into practice.
- **Guide and direct** agency-level operationalizing of racial equity and DEI work.
- **Inspire** expansion of equity by sharing and collaborating to build on what is already happening.

ODF is already advancing DEI initiatives across the agency, many of which are internally focused. This plan aims to coordinate that work into a cohesive strategy that supports accomplishment of the above objectives and helps realize ODF's vision of a having workforce that reflects the diversity and values of Oregonians and providing them with a safe, inclusive and supportive workplace that values employees and enables them to reach their full potential in providing excellent public service.

ODF DEI Assessment

In October of 2022, ODF contracted with an outside agency, Pulsely, to complete a department-wide DEI assessment. The goal of this assessment was to utilize a data driven approach to inform the agency's DEI efforts by providing a firm baseline and help set realistic goals the agency can continue to measure. ODF had a 52% response rate, with a high level of management response. The two largest pools of tenure range responses were 6 months to 1 year and 11 to 15 years.

Results

DEI Snapshot:

- Diversity Score 44%
- Equity Score 41%
- Inclusion Score 63%

"Inclusion, at 63%, is the highest of the three overall scores for ODF. It is important to note that inclusion is easier to build when there is less diversity, and ODF's diversity metric, at 44%, is much lower. ODF's equity score, which is 41%, suggests that some workforce segments are having an unequal experience. If the employee segments with lower inclusion scores are smaller in size, the overall ODF inclusion score may mask the experiences of those groups."

Pulsely uses 8 Pillars of Inclusion to score agencies:

1. Visible DEI Leadership
2. Managerial Relationships
3. Career Support
4. Equal Opportunity
5. Belonging
6. Work-Life Effectiveness
7. Team Psychological Safety
8. Behavioral Accountability

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ODF's highest pillar score was in Career Support, with Equal Opportunity and Work-Life Effectiveness emerging as the areas that need the most attention.

Additionally, Pulsely identified ODF's most at risk groups (defined as groups disproportionately impacted by inclusion challenges).

- LGBTQ+/Prefer not to Answer with no promotion
- Women with no promotion
- Women 40-44 years old
- Women of color
- Top management/senior-level women
- Women in the NW/Seed segment
- Management non-supervisory
- 36-39 years old

All ODF staff were invited to leave their thoughts on what the most important thing ODF could do to make the workplace more diverse and inclusive. Those comments were then categorized into themes. The top 6 themes ODF staff commented on were:

1. Diverse Hiring/Recruitment
2. Build Inclusive Culture
3. Listen to Employees
4. Visible DEI Leadership
5. Cultural/Diversity Training
6. Equal Opportunity

See additional results in [Appendix B](#).

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Agency Demographics

Summary and Analysis

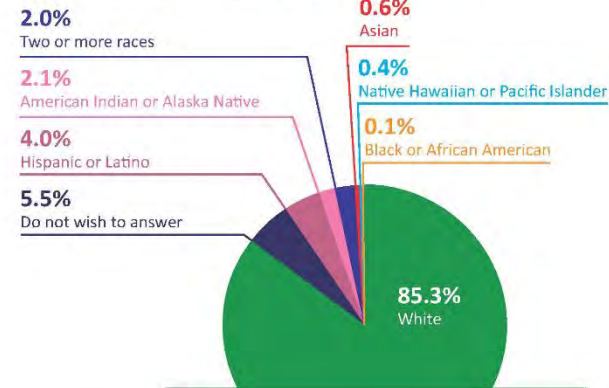
The Department of Forestry's workforce doubles annually when the agency hires seasonal staff to support firefighting and state forestland recreation efforts during the summer. Our seasonal employees typically work from June to October each year. The workforce during the summer is 1,416, which includes all permanent, limited duration, and seasonal employees. The two graphics below show the racial/ethnic and age demographics of ODF employees (Workday data as of April 30, 2023).

Hiring and Retention Data:

All of the hiring and retention data was pulled from Workday's DEI Dashboard for the year between May 1, 2022 and April 30, 2023. In that year, 412 individuals were hired by ODF, 100 were promoted, and 200 left. Of the 412 hired, 86 were for permanent positions and 326 were classified as either seasonal, limited duration, or temporary. For the purposes of this section, the focus is on the 86 individuals hired into permanent positions, the 70 internal promotions and the 52 permanent positions who left state government employment.

Race/Ethnicity

The current Workday agency demographics reflect:



Retention by race and ethnicity:

	White	Hispanic or Latino	American Indian or Alaska Native	Black or African American	Asian	Native Hawaiian or Pacific Islander	Two or More	No Answer
Hired	64	5	5	1	1	0	2	2
Left	40	2	0	1	0	0	1	8
Net Change	+24	+3	+5	0	+1	0	+1	+1

Note: This statistics reflect a net gain in employees from hiring associated with legislation authorizing additional positions.

Promotions by race:



Note: Race/ethnicity options for Two or More, Black or African American, Asian, and Native Hawaiian or Pacific Islander were not represented in promotion data.

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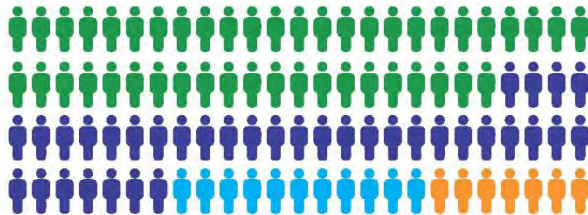
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Generations

The current Workday agency demographics reflect:



46.1%
Millennials (1981 - 1996)
35.8%
Generation X (1965 - 1980)
10.6%
Baby Boomers (1947 - 1964)
7.5%
Generation Z (1997 - Current)

Retention by Generation:

	Millennials	Generation Z	Generation X	Boomers
Hired	61	10	9	4
Left	18	2	15	11
Net Change	+43	+8	-6	-7

Note: The Boomers generation is entering prime retirement years, and there is a net gain among total employees from increased hiring through legislation.

Promotions by Generation:

	Millennials	Generation Z	Generation X	Boomers
Promoted	34	7	28	1
Percentage of total promotions	48.6%	10%	40%	1.4%

Gender Binary Options

The current Workday agency demographics reflect:

Gender Binary Options

70.4% Male **29.6% Female**

Note: According to the DEI Survey, 2% of ODF employees identify outside the binary gender options of "male" and "female" found in Workday.

Retention by Gender Binary:

	Females	Males	Did not answer
Hired	34	50	2
Left	24	22	6
Net Change	+10	+28	+4

Promotions by Gender Binary:

	Females	Males	Did not answer
Promoted	28	42	0
Percentage of total promotions	35.3%	64.6%	0%

Bilingual English and Spanish

The current Workday agency demographics reflect:

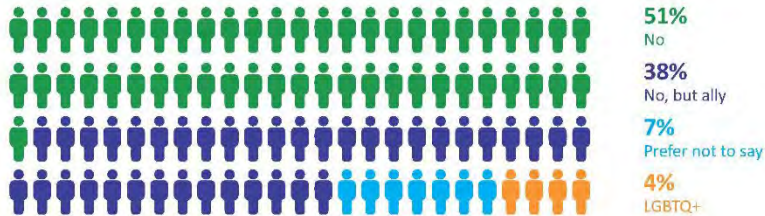
93.3% English **0.7% Bilingual**

Note: Currently, ODF has no designated bilingual positions, which means no staff are making the bilingual differential bargained by the unions' represented staff.

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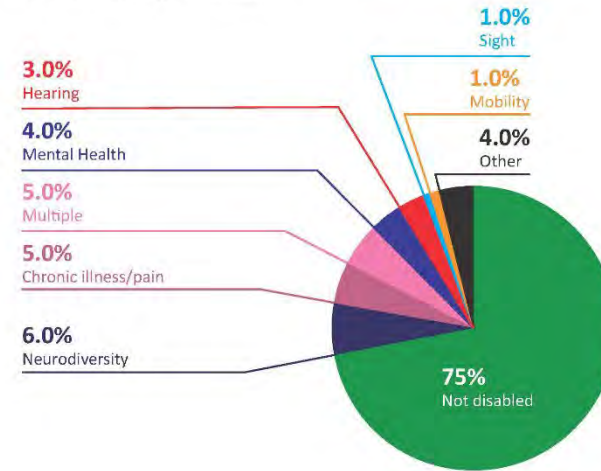
LGBTQ+ Community

This data was gathered from the DEI Survey, as Workday does not collect data on LGBTQ+ identification. According to Pulsely, it is common to see a Prefer not to say % larger than the LGBTQ+% when the Ally group is less than the No group. Ally was defined in the survey as a personal supporter of LGBTQ+ colleagues.



Disability Reporting

It should be noted, Workday reports 99.3% of ODF's workforce does not report a disability. In contrast, 75% of the staff who took the DEI survey reported no disability. That is nearly a 25% difference in reporting. It is worth considering why there is such a vast difference in reporting disability status.



Source: Pulsley assessment.

Veteran Status

The current Workday agency demographics reflect:

Veteran Status

93.6% Not a Veteran 6.4% Veteran

Veteran Promotions and Retention:

27 Hired 5 Promoted 5 Left +22 net change

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Reported Disabilities

99.3% No Reported Disability 0.7% Reported Disability

Source: Workday Data.

Disability Promotions and Retention:

0 Hired 0 Promoted 1 Left

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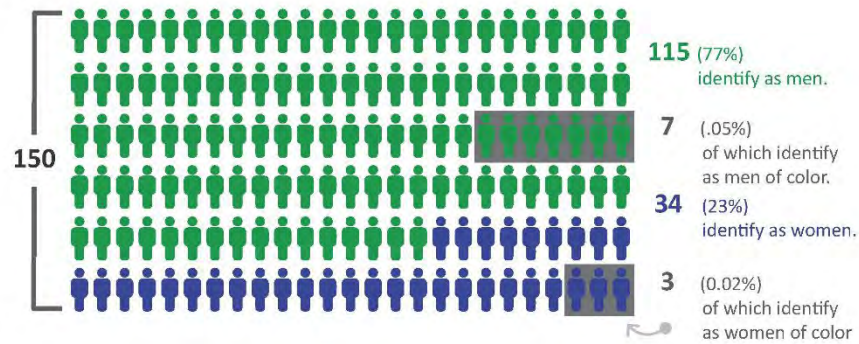
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Leadership Composition

This data was gathered from employees labeled as "supervisor or manager" in Workday.

ODF Supervisors & Managers

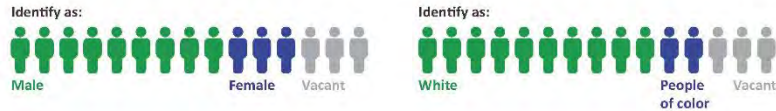


9 identify as veterans

1 identified with a disability

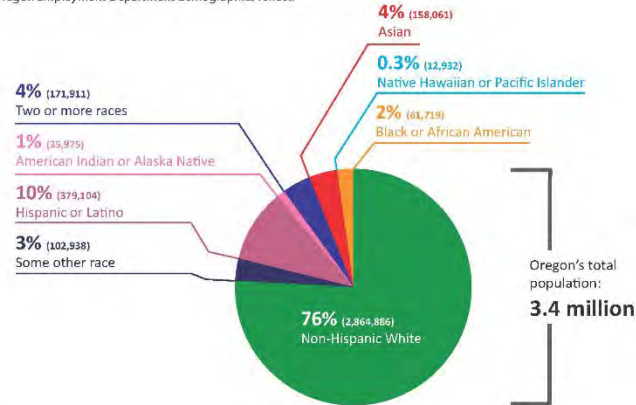
Note: Four supervisors & managers selected "I do not wish to answer" for ethnicity.

Executive Team Composition



State Demographics

Oregon Employment Department demographics reflect:



Workforce and Agency Comparison:

	White	Hispanic or Latino	American Indian or Alaska Native	Black or African American	Asian	Native Hawaiian or Pacific Islander	Two or More	No Answer	Some Other Race
Workforce	76%	10%	0.3%	2%	4%	1%	4%	N/A	3%
ODF	85%	4%	2%	0%	0%	0%	1%	5%	N/A
Representation Difference	9% over	6% under	2% over	2% under	4% under	1% under	3% under	N/A	N/A

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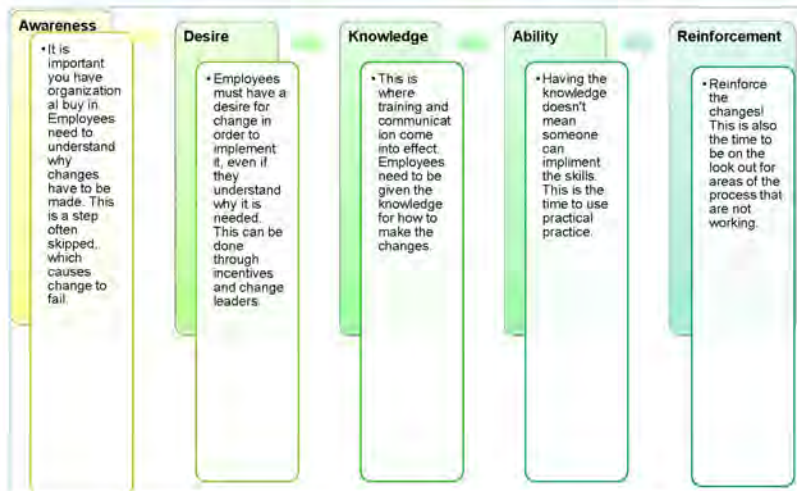
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Approach to DEI Action Plan implementation

At this time, ODF is still early in the DEI journey. In 2022 a DEI Assessment was completed, which the 2023-2025 Affirmative Action Plan was based on. Based on the successes in the Department of Corrections DEI work and given the similar demographics of workforce, ODF will be adopting the same change management style: Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) (Scherer, 2022).

The next year of DEI work will be focusing on an awareness and desire campaign to get the workforce bought into the changes that come with DEI work. The goal will be bringing the agency to the Knowledge stage of the ADKAR model by the end of 2024.

ADKAR Methodology



Next steps will be looking at the policy, procedures, and processes that inform the direction of the agency while running an internal DEI awareness and desire campaign across the agency. To help inform this process, the agency will conduct a Racial Equity Assessment using the Racial Equity Toolkit (Nelson & Brooks, 2016)

Key Strategy and Focus Areas



Community Engagement

In an ecosystem, every member is important and plays a role in the overall health of the system. Communities operate in the same way. To have a healthy and productive community we must include every member in the system. This means actively engaging and developing an awareness and dynamic relationships with the whole of the public and groups who are either unheard, underrepresented, or have been historically excluded.

- Relationships with the Sovereign Nations
 - ODF hired a government-to-government liaison in 2022 to continue the long work of repairing relationships with the Nine Federally Recognized Sovereign Nations. This work will be prioritized by including the position on the leadership team.
- Relationships with historically excluded communities
 - ODF is dedicated to finding new ways to be in relationship with communities. For the 20-year shared stewardship plan, ODF is asking for financial support to facilitate more inclusive community outreach.
- Statewide public outreach and community engagement
 - ODF is actively participating with Portland State University, National Policy Consensus Center Oregon's Kitchen Table (OKT) to engage the broader public and include input from underrepresented perspectives to better inform agency values and operations. Awareness of untold needs is critical to realizing a fully representative and engaged agency. This work will be an ongoing effort, with periodic reengagement, and partnership with OKT to ensure better awareness, engagement, and communication with the whole of Oregon's diverse communities.
 - ODF is expanding recruitment by going to career fairs at universities, community, colleges, and high schools across the state.

Communications

It is vital that communication and DEI work is transparent and accountable. This requires a commitment from the agency at all levels on timely and transparent communication. In order to make

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DEI operational in the agency, it is important to go beyond a "DEI Lens" on communication, as a lens can be taken off.

- Increase access for Limited English Proficiency (LEP) Oregonians to ODF services.
 - ODF will create and fill a bilingual position by the end of 2023.
 - ODF will identify prioritized documents to translate into Spanish and have them translated and available to all districts by October 2023.
 - ODF will have all interpretation and translation services available to staff clearly explained and accessible by June 2024.
 - All staff will be trained in interpretation usage by the end of 2024.
- Public facing communication
 - DEI will be a part of every aspect of the new REI/State Forest website as it is being built over the next two years.
 - DEI and Public Affairs will work on a plan for incorporating DEI into ongoing public social media posts.
- Accessibility:
 - ODF will review current ADA compliance and accommodation process and services to ensure use of best practices in accessibility.
- Awareness Campaign
 - This is where ODF's change management awareness campaign will be achieved. A combination of micro learning, listening sessions, email communications, and in-person talks will be utilized to reach all employees.



Data

As stewards of information in the form of data, it is imperative to remember that data can be manipulated in the hands of people. Data taken out of context is not useful and has been used in the past to enact violence on groups or be positioned to form inaccurate narratives, leading to group think or confirmation bias. So, while utilizing data is the fairest and most responsible way to track changes and challenges, it must always be look at through the context in which it was created. ODF is committed to being good stewards of data.

- ODF will continue to utilize the results of the DEI Assessment in all DEI planning.

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- ODF will create an annual "Recruitment, Hiring, and Retention Highlights" document at the end of every calendar year. This report will show the demographics of applicant pools, interview pools, hires, and terminations for the calendar year. These findings will be compared with state averages and national averages.

Decision Making and Budgets

A key aspect of the plan is for ODF to make DEI operational in the agency. Part of that will be changing the question of "is there space or time for DEI" to "how can we prioritize DEI in this?" One way progress will be shown in this area is when nothing can "opt out" of DEI.

- ODF will use the Racial Equity Toolkit the state has provided to complete an initial audit on the equity of internal decision making and budget processes. The results of this will inform next steps. This will be completed by December, 2024.

Contracting and Procurement

- According to EO 22-15, DAS will be working towards closing gaps, removing barriers, and promoting equity in state contracting for minority-owned, women-owned, service-disabled-veteran-owned, and emerging small businesses, and businesses for whom language access is a barrier. As DAS rolls out their active measures and update the rules and expectations, ODF will continue to follow those rules and train staff accordingly.
- ODF will complete an audit on its current contracting and procurement processes using the Racial Equity Toolkit. The results of that will inform next steps. This will be completed by Dec 31, 2024.

Diversifying Workforce and Internal Culture

With the results of the DEI Assessment, the current 2023-2025 Affirmative Action Plan (Donecker, 2023) offers a detailed map for diversifying the workforce and changing workplace culture.

Service Delivery

ODF is a unique agency in how it serves the public.

- ODF will complete an audit on the current service delivery using the Racial Equity Toolkit. The results of that will inform next steps. This will be completed by June 1, 2024.

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DEI Operationalized

One of the goals of the state's DEI plan is to shift DEI from being another item on a list to being built into every aspect of the agency. This requires DEI to become operationalized in every aspect of the state's work. One of the ways this can be done is including DEI in things like all staff meeting, strategic planning, and performance reviews.

When you use a "DEI lens" you can remove the lens when it's no longer convenient. When you operationalize DEI in an agency, it becomes a part of the work, not separate. There is no removing it when it becomes hard or inconvenient, it is still there.

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Recommendations from Pulsely Survey

Pulsely had 4 key recommendations for ODF based off the results, as well as more detailed recommendations for each at risk group.

Key Recommendations:

1. *Equal Opportunity, a lower score at ODF, is impacting retention, engagement, and innovation for ODF; underrepresented groups had even lower scores on equal opportunity which suggests that ODF is not fully leveraging the potential these employees can bring to the workplace. Findings reveal that Women and LGBTQ+ employees who have not received promotions have lower scores on both Career Support and Equal Opportunity. While we expect higher performers to receive more development and advancement, it is unusual to see this level of statistical significance by demographic group. This finding suggests that unconscious bias is impacting career opportunities for these two groups and needs to be monitored.*

Where career opportunity is left to organic processes, inequity in career experiences may unintentionally develop. When opportunity is impacted by affinity bias and who you know more than by objective policies, the group that benefits is those that mirror dominant group characteristics. De-bias performance management and promotion processes to increase the equity of career development and advancement.

2. *Although it was an average score overall, Visible DEI Leadership is a key factor impacting, engagement, retention, and innovation of ODF employees. Create a sense of urgency to build more Visible DEI Leadership which reflects both whether employees see visible representation in leadership and encompasses how leaders' actions, priorities, and words are consistent with a culture of inclusion. Build D&I Championship among Leaders, an essential element for accelerating progress toward both Business and D&I goals. Employees are looking for indicators of equal opportunity signaled by greater diversity in executive leadership, more proportional rates of advancement, and leaders who demonstrate engagement to inclusion through words, actions, and priorities.*
3. *Leaders set the standard for what behavior is appropriate - either by their own behavior or whether they hold others accountable for inappropriate behavior. While Behavioral Accountability was an average score overall, it was a significant inclusion gap for many at-risk groups. Silence, in the face of misconduct, is implicit consent. To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable.*
4. *Work-Life Effectiveness is a significant challenge at ODF Employees need to be able to speak up about the challenges they experience in the workplace, particularly around Work-Life conflicts. Foster regular discussions between employees and their managers to identify issues and discuss mutually beneficial solutions.*

Conclusion

America as a country and Oregon as a state are becoming more diverse. Nationally, the share of the white population fell from 63.7% in 2010 to 57.8% in 2020, the lowest on record. Groups formerly categorized as minorities may reach majority status by 2044 and the U.S. might not have a single ethnic or racial majority by 2065. Five-point six percent of U.S. adults identify as lesbian, gay, bisexual or transgender, up from 4.5% in 2017; whereas almost 17% of adults in Generation Z identify as LGBT. Among the college-educated workforce 50.2% are women, up 11% since 2000 (Krause, 2022).

Employees in an inclusive environment are more engaged, demonstrate higher advocacy for their organizations, and have a greater intent to stay. That same study found with respect to race engaged employees are much less likely to leave their organization regardless of race (Gallup, 2022). It is imperative from both an enterprise standpoint and a moral standpoint. Advancing DEI is the moral and right thing to do.

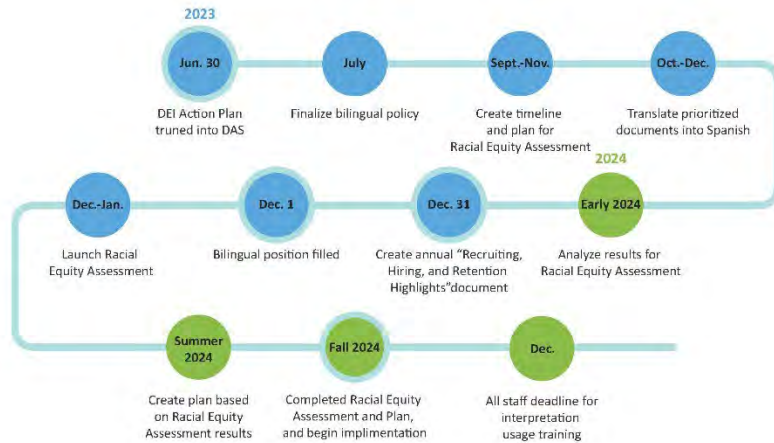
Executive Team Support

The executive team has reviewed, provided input, and supports the approved plan. We believe this plan aligns with the expectations set forth by the governor, the state, and Oregonians. We understand the purpose of the plan and are committed to supporting these values. We appreciate the support and commitment of all ODF employees to achieve these goals as part of your service to Oregonians.

This work is not just on the shoulders of the DEI Council or the DEI Strategy Officer; it takes a commitment from everyone in the agency. Thank you for your commitment to this work, your patience and grace.

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DEI Action Plan Timeline 2023-2025



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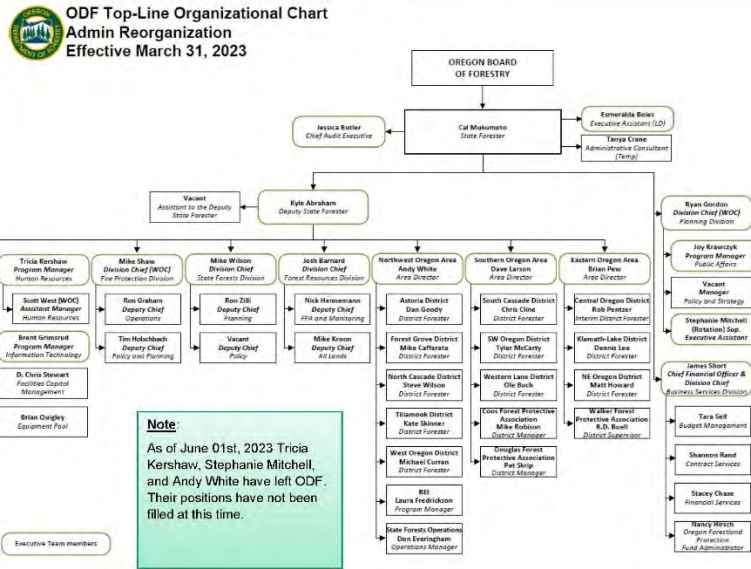
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Appendix A: ODF Top-Line Organizational Chart



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Appendix B: DEI Assessment Results

At-Risk Groups

Degree of Gap:

Small Medium Large Very Large

Grade	At Risk Groups	% of Pop.	Inclusion Gaps	Performance Indicators Impacted	Prioritized Actions
No Promotion	D LGBTQ+/PNTS with No Promotion	5%	<ul style="list-style-type: none"> Equal Opportunity Career Support Visible DEI Leadership Behavioral Accountab. 	<ul style="list-style-type: none"> Innovation Engagement Retention 	Build objective selection criteria, fairness in job progression, and reduce favoritism to minimize affinity bias. Monitor the patterns of outcomes from performance appraisal and promotion decisions by demographic group to assess the equity of and fairness of career opportunity.
	C Women with No Promotion	14%	<ul style="list-style-type: none"> Equal Opportunity Career Support Behavioral Accountab. Visible DEI Leadership 	<ul style="list-style-type: none"> Engagement Innovation Retention 	
Gender Intersection	D Women with 40-44 years old	6%	<ul style="list-style-type: none"> Career Support Belonging Behavioral Accountab. Equal Opportunity 	<ul style="list-style-type: none"> Engagement Innovation Retention 	Provide more intentional focus on capability-building of experienced women clear career path guidance, and programs with structured career supports.
	C Women of Color	5%	<ul style="list-style-type: none"> Behavioral Accountab. Career Support Belonging Visible DEI Leadership 	<ul style="list-style-type: none"> Innovation Retention Engagement 	To ensure a workplace that works for everyone, there needs to be much greater clarity in what is and is not acceptable workplace behavior and everyone, regardless of level, needs to be held accountable.
	C Top Management/ Sr Level Women	2%	<ul style="list-style-type: none"> Behavioral Accountab. Belonging Career Support Visible DEI Leadership 	<ul style="list-style-type: none"> Engagement Innovation Retention 	Encourage constructive dialogue about differences and a culture where those from the dominant groups can speak up to hold each other accountable for non-inclusive comments, "jokes", and behavior.
	D NW/Seed Women	7%	<ul style="list-style-type: none"> Behavioral Accountab. Belonging Equal Opportunity Visible DEI Leadership 	<ul style="list-style-type: none"> Engagement Innovation Retention 	
	D Management non-supervisory	6%	<ul style="list-style-type: none"> Equal Opportunity Work-life Effectiveness Manag. Relationships Visible DEI Leadership 	<ul style="list-style-type: none"> Retention Innovation 	Build mentoring and sponsorship programs to support career growth of high potentials.
Age	C 35-39 years old	15%	<ul style="list-style-type: none"> Work-life Effectiveness Visible DEI Leadership Belonging Equal Opportunity 	<ul style="list-style-type: none"> Retention Innovation Engagement 	Promote more effective work-life utilization, role modeled by leaders so that employees are not stressed trying to conform to work patterns that aren't sustainable for them.

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Appendix C: Diversity, Equity, and Inclusion Glossary of Concepts

Accessibility: The extent to which a space is readily approachable and usable by people with disabilities. A space can be described as:

- Physical or literal space, such as a facility, website, conference room, office, or bathroom
- Figurative space, such as a conversation or activity
- Digital space, such as a website

Anti-Black Racism: Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that Black people are inferior to another racial group. Anti-Black racism is reflected in interpersonal, institutional, and structural levels of racism.

Anti-Racism: Active process of identifying and challenging racism, by changing systems, organizational structures, policies and practices, and attitudes, to redistribute power in an equitable manner.

Colonialism: Colonialism is a practice of subjugation and economic exploitation of one people over another, through political and economic control, often involving extraction of resources and/or removal of people from an existing place.²⁵

Color-Blind Racial Ideology: The belief that people should be regarded and treated as equally as possible, without regard to race or ethnicity. While a color-blind racial ideology may seem to be a pathway to achieve equity, in reality it ignores the manifestations of racist and discriminatory laws and policies which preserve the ongoing processes that maintain racial and ethnic stratification in social institutions.

Cultural Humility: When one maintains an interpersonal stance that is open to individuals and communities of varying cultures, in relation to aspects of the cultural identity most important to the person. Cultural humility can include a life-long commitment to self-critique about differences in culture and a commitment to be aware of and actively mitigate power imbalances between cultures.

Discrimination: The unequal treatment of members of various groups based on race, ethnicity, gender, gender expression, socioeconomic class, sexual orientation, physical or mental ability, religion, citizenship status, a combination of those identified, and/or other categories. *Also refer to Racism.*

Diversity: Honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Equality: The effort to treat everyone the same or to ensure that everyone has access to the same opportunities. However, only working to achieve equality ignores historical and structural factors that benefit some social groups and disadvantages other social groups in ways that create differential starting points. *Also refer to Racial Equity; Justice.*

Equity: Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of

support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

Gender Pronoun: The term one uses to identify themselves in place of their name (i.e. ze/hir/hirs, ey/em/eirs, they/them/theirs, she/her/hers, he/him/ his, etc.). The use of the specific gender pronoun identified by each individual should be respected and should not be regarded as optional.

Implicit Bias: A belief or attitude that affects our understanding, decision, and actions, and that exists without our conscious awareness.

Inclusion: A state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

Individual Racism: This type of racism, often unknowingly, rests within individuals and comprises our private beliefs and biases about race and racism. Such ideas are influenced and shaped by the larger culture that surrounds us and can take many different forms including: prejudice towards others of a different race; internalized oppression — the negative beliefs about oneself by people of color; or internalized privilege — beliefs about superiority or entitlement by white people.

Interpersonal Racism: This is the form of racism that people most often think of — a set of intentionally harmful, extremist actions and behaviors executed by specific persons against other individual people. This is the bias that occurs when individuals interact with others and their personal racial beliefs affect their public interactions.

Institutional Racism: As the name suggests, this form of racism occurs within institutions and reinforces systems of power. It is often more difficult to name or witness because it is more deeply embedded in practices and policies, often presenting as a norm. Institutional racism refers to the discriminatory policies and practices of particular institutions (schools, workplaces, etc.) that routinely cause racially inequitable outcomes for people of color and advantages for white people. Individuals within institutions take on the power of the institution when they reinforce racial inequities.

Intersectionality: Coined by Professor Kimberlé Crenshaw in 1989, this term describes the ways in which race, class, gender, and other aspects of our identity, "intersect" with one of another, overlap, intersect, and interact, informing the way in which individuals simultaneously experience oppression and privilege in their daily lives interpersonally and systemically. Intersectionality promotes the idea that aspects of our identity do not work in a silo. Intersectionality, then, provides a basis for understanding how these individual identity markers work with one another.

Justice: The process required to move us from an unfair, unequal, or inequitable state to one which is fair, equal, or equitable, depending on the specific content. Justice is a transformative practice that relies on the entire community to respond to past and current harm when it occurs in society. Through justice, we seek a proactive enforcement of policies, practices, and attitudes that produce equitable access, opportunities, treatment, and outcomes for all regardless of the various identities that one holds.

Oppression: A system of supremacy and discrimination for the benefit of a limited dominant class that perpetuates itself through differential treatment, ideological domination, and institutional control. Oppression reflects the inequitable distribution of current and historical structural and institutional power, where a socially constructed binary of a "dominant group" hoards power, wealth, and resources.

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at the detriment of the many. This creates a lack of access, opportunity, safety, security, and resources for non-dominant populations.

Prejudice: A preconceived opinion or assumption about something or someone rooted in stereotypes, rather than reason or fact, leading to unfavorable bias or hostility toward another person or group of people. Literally a “pre-judgment.”

Racial Disparity: An unequal outcome one racial group experiences as compared to the outcome for another racial group.

Racial Disproportionality: The underrepresentation or overrepresentation of a racial or ethnic group at a particular decision point, event, or circumstance, in comparison to the group’s percentage in the total population.

Racial Equity: Closing the gaps so that race can no longer predict any person’s success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision.

Racial Justice: The proactive process of reinforcing and establishing cement of policies, practices, attitudes, and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all individuals and groups impacted by racism. The goal, however, is not only the eradication of racism, but also the presence of deliberate social systems and structures that sustain racial equity through proactive and preventative measures. *Also refer to Social Justice; Anti-Racism.*

Racial Microaggression: Commonplace verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate or imply hostile or derogatory racial slights and insults toward people of color (e.g. asking a person of color “How did you get your job?” to imply they are not qualified).

Racism: The systematic subjugation of members of targeted racial groups, who hold less socio-political power and/or are racialized as non-white as means to uphold white supremacy. Racism differs from prejudice, hatred, or discrimination because it requires one racial group to have systematic power and superiority over other groups in society. Often, racism is supported and maintained, both implicitly and explicitly, by institutional structures and policies, cultural norms and values, and individual behaviors.

Restorative Justice: A theory of justice that emphasizes repairing harm by having the parties decide together in order to cause fundamental changes in people, relationships, and communities.²⁶

Social Justice: A process, not an outcome, which (1) seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) challenges the roots of oppression and injustice; (3) empowers all people to exercise self-determination and realize their full potential; (4) and builds social solidarity and community capacity for collaborative action.

Structural Racism: Distinct but related to institutional racism, structural racism refers to how racial bias among institutions work together — intentionally or not — to disenfranchise people of color and create disparate outcomes. This involves the cumulative and compounding effects of an array of societal factors, including the history, culture, ideology, and interactions of institutions and policies that systematically privilege white people and disadvantage people of color. The effects of structural racism are hard to pinpoint because they are cumulative and pervasive.

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Systems of Oppression: The ways in which history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs interact to maintain a hierarchy — based on race, class, gender, sexuality, and/or other group identities — that allows the privileges associated with the dominant group and the disadvantages associated with the targeted group to endure and adapt over time.

Systems Reform or Systems Change: A process designed to address the root causes of social problems and fundamentally alter the components and structures that perpetuate them in public systems (i.e. education system, child welfare system, etc.).

Targeted Universalism: Setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.

White Privilege: The unearned power and advantages that benefit people just by virtue of being white or being perceived as white.

Xenophobia: Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that immigrants are inferior to the dominant group of people. Xenophobia is reflected in interpersonal, institutional, and systemic levels of oppression and is a function of white supremacy.

This glossary was borrowed from the State of Oregon Diversity, Equity, and Inclusion Action Plan (Stoudamire-Wesley, 2021).

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ODF IT Strategic Plan



Oregon Department of Forestry
Information Technology Strategic Plan
2023-2025 Biennium

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Message from the CIO

We are pleased to present the Oregon Department of Forestry (ODF) Information Technology (IT) Strategic Plan. IT management and staff developed this document with feedback from our many stakeholders. It also considers the agency's Strategic Plan and the State CIO's strategic framework.

This plan outlines the IT mission, vision, and values. It also describes critical focus areas and priorities guiding our work over the next several years. This plan is only the beginning. We will continue planning to ensure that each service area aligns with the strategic plan and meets our identified goals. We will measure and assess success and adjust where necessary to continue working toward achieving our mission and vision while demonstrating our agreed-upon values.

Many of our goals are focused on improving the way we operate internally. The goals centered around our people, culture, and communications will help us mature our organizational foundation, which in turn will aid us in better serving the agency. By involving managers and employees in the planning process, we believe each of our team members will be able to link their daily work to support the IT mission and vision.

I want to thank IT leadership and staff who have dedicated their time and knowledge to this planning effort. Their ongoing support keeps the vision alive as we work toward achieving the identified goals.

We remain steadfast and passionate about our work and are dedicated to delivering services that will be accessible, reliable, secure, and available wherever and whenever needed. We look forward to partnering in leading the technical modernization initiatives to meet the Oregon Department of Forestry's business outcomes.

Brent Grimsrud
Chief Information Officer
Oregon Department of Forestry

1. The Agency

The **Oregon Department of Forestry (ODF)** is the state of Oregon agency that performs various functions relating to managing, regulating, and protecting public and private forest lands in the state. It was established in 1911 with the creation of the State Board of Forestry, its governing board, and the State Forester office appointed by that Board.

Mission

To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

Vision

- Healthy and resilient forested ecosystems and watersheds, with functional aquatic and terrestrial habitats, supporting vibrant local communities and providing quality outdoor opportunities for all Oregonians.
- A workforce that reflects the diversity and values of Oregonians and a safe, inclusive, and supportive workplace that values all employees and allows them to reach their full potential in providing excellent public service.
- An organization and culture that responsibly and collaboratively manages the public resources to achieve the outcomes valued by Oregonians.
- An innovative and adaptable organization with sufficient resources and appropriate policies to achieve its mission.

Values

- Diversity, equity, and inclusion in all aspects of our business
- Honesty and integrity
- Safety in the workplace
- Respectful, strong, collaborative relationships
- Engagement and cooperation of all Oregonians
- Leadership in professional forestry
- Innovation based on sound science.
- Excellent, efficient, and effective service
- Individual initiative, effectiveness, and hard work

Agency Summary Narrative

2. IT Environment

ODF has 34 remote locations in 12 districts and three Fire Protection Associations. Current agency staffing levels are approximately 1300 positions. During fire season, this number can increase by several hundred seasonal workers. The IT program supports these users with over 2800 devices (PCs, Phones, and Tablets).

Historical context

The agency has grown in size and complexity in the last five years. From 2018 to today;

- ODF Biannual Budget has increased from 330 million to 576 million
- ODF Staffing levels have increased from 800 to 1300
- Supported devices have increased from 1500 to 2800
- Monthly Help Desk tickets have increased from 400 to 800

IT workforce

ODF IT has 23 full-time permanent staff. Broken down in the following units:

- Help Desk Unit: 4
- System Administration Unit: 3
- GIS Unit: 4
- Application Unit: 7
- Admin/Management: 4

IT staffing levels have remained unchanged for the last five years.

IT budget

At a high level, the IT budget contains five elements: Personnel Services, Services and Supplies, Data Center, Agency Software, and Network.

Yearly budget (example FY24)

Personnel Services	\$ 3,107,689.00
Services and Supplies	\$ 210,000.00
Data Center (servers)	\$ 1,300,000.00
Agency Software	\$ 1,350,000.00
Network Connectivity	\$ 425,000.00
Total	\$ 6,392,689.00

IT Systems Administration Unit

Planning and Acquisition: The Systems Administration Unit is responsible for strategic network planning and acquiring hardware and software. This involves evaluating the agency's current and future needs, defining hardware and software standards, and procuring technology that aligns with the department's goals. **Maintenance of Network and Servers:** This unit maintains and updates the agency's wide area network (WAN) and 75 servers. Regular maintenance activities include security updates, software patches, and hardware upgrades to ensure the network's reliability and security. **Mobile Device and Computer Management:** Managing a significant number of mobile devices (1,300) and computers (1,500) is a critical responsibility. This involves configuring devices, ensuring security protocols are in place, and troubleshooting issues to guarantee optimal functionality.

IT Help Desk Unit

Technical Support: The Help Desk Unit provides remote and on-site technical support to approximately 1,200 staff members across 35 Unit Offices in Oregon. This includes troubleshooting hardware and software issues, assisting with connectivity problems, and addressing other IT-related concerns. **Ticket Resolution:** Responding to an average of 780 monthly tickets over the last two years, the Help Desk Unit efficiently manages and resolves various IT-related incidents. This involves tracking issues, prioritizing tasks, and ensuring timely resolution to minimize disruptions.

IT GIS Unit

The GIS Unit works with ODF to manage spatial data that drives and improves business workflows. Responsibilities of the ODF GIS Unit include agency coordination, providing a shared vision for the agency, and enhancing collaboration. The unit supports over 300 individual GIS users and approximately 50 power users working with GIS. The GIS Unit manages complex databases of ODF spatial datasets, maintaining an enterprise environment with over 500 data layers available for access by the entire agency. The ODF GIS Unit maintains access to over 60 Terabytes of statewide remote sensing imagery and topography data.

IT Applications Unit

The IT Applications Unit plays a pivotal role in the organization by overseeing the creation, management, and maintenance of approximately 48 custom-built applications. This unit is a critical hub for IT initiatives through Enterprise Information Services, offering essential services such as project management and business analysis. Additionally, the team is actively modernizing existing applications by incorporating cutting-edge technology. To enhance collaboration and usage, the IT Applications Unit collaborates closely with other parts of the agency to raise awareness and promote the utilization of its applications. This multifaceted approach positions the unit as a central driver for innovation, efficiency, and strategic IT advancements within the organization.

Agency Summary Narrative

IT Governance

In the fall of 2023, ODF created an IT Governance committee called the Information Technology Steering Committee (ITSC). This included a new ODF Governance policy and committee charter. The committee consists of department and field office representation representing all agency areas. The committee is working on various policy and procedure documents, prioritization and decision criteria, and project tracking for ongoing efforts.

IT project management

ODF currently has a low level of maturity for IT project management across the agency. State-certified or PMI-certified project managers are not commonly used. ODF has relied heavily on staff to function as IT project managers.

IT fire deployment

During fire season, the IT Operations Unit and the IT GIS Unit deploy personnel as on-site Incident Technology Support Specialists (ITSS) and Geographic Information System Specialists. These specialists play a vital role in providing technological support for large fire suppression efforts, ensuring that the necessary technology and data are in place to support critical operations during emergency situations. Maintenance of Incident Management Team (IMT) Technology Assets: IT Operations maintains approximately \$150K of IMT technology assets. This involves regular checks, updates, and ensuring that these assets are ready for deployment as needed.

3. IT Context

The IT program is dedicated to delivering services that will be accessible, reliable, secure, and available wherever and whenever needed.

Our Mission

Provide technical expertise to ODF to fulfill its mission through transparent analysis, guidance, and solutions.

Our Vision

Center of excellence for technology through responsive and innovative solutions.

Our Values

- Integrity
- Positive Partnerships
- Accountability
- Innovation
- Knowledge

4. IT Strategic Initiatives

The IT Program goals are based on the agency's objectives and strategies. The agency is still in the process of developing these items. The IT strategy will be updated as the agency updates our overall strategy.

The agency does have a stated goal of "Operational Excellence," which is the basis for this plan.

IT goals based on the agency goal - Operational Excellence:

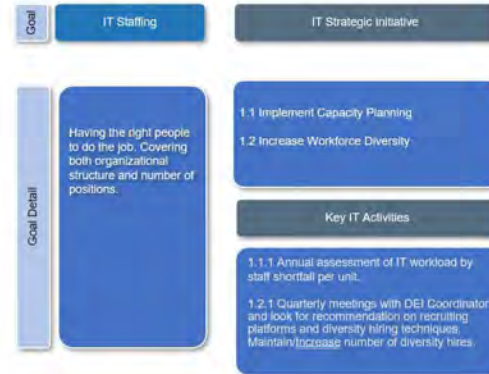


Agency Summary Narrative



5. Metrics and Targets

Strategic Goal 1:

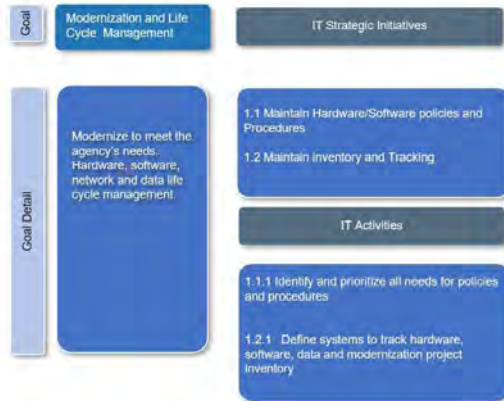


Strategic Goal 2:

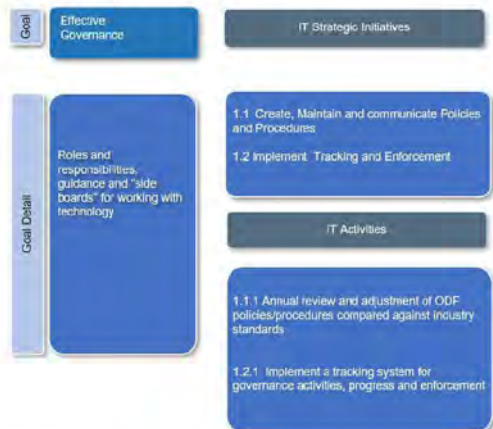


Agency Summary Narrative

Strategic Goal 3:



Strategic Goal 4:



Standard Metrics currently collected to aid in benchmarking and measuring progress toward identified goals include:

- Help Desk Ticket Aging
 - Help Desk incidents that are older than 60 days.
 - The goal is 0
- Critical Vulnerability Score
 - Percentage of critical security issues found per workstation
 - Goal: below 50%
- Open Computer Orders
 - Current number of open PC orders.
 - The Goal is less than 30
- IT Budget vs Actuals
 - Percent of the IT Program Service and Supply budget spent.
 - The goal is between 90-110% spent

Detailed metric tracking data is shown in Appendix A.

6. IT Roadmap

Mandatory Activities

- EMS Conversion (MaaS360 to Intune), Feb 2024 – Feb 2025
- Windows 11 Upgrade, December 2023 – October 2024
- Server 2016 Upgrade, March 2024 – December 2024

Activities for the 23-25 Biennium

Yearly Capacity Planning

1.0 IT Staffing, 1.1.1 Annual assessment of IT workload by staff shortfall per unit.

Policy Review and Prioritization

2.0 Engagement, 1.1.1 Annual review and adjustment of ODF policies/procedures compared against industry standards.

After Action Review Procedure

2.0 Engagement, 1.3.1 Develop Procedures regarding when and how to conduct After-Action Reviews.

Hardware and Software Tracking

3.0 Modernization, 1.2.1 Define systems to track hardware, software, data, and modernization project inventory.

Agency Summary Narrative

Governance Tracking and Reporting

4.0 Governance, 1.2.1 Implement a tracking system for governance activities, progress, and enforcement.

Given current stagnate staffing levels and the likelihood of success for a policy option package in 25-27, ODF IT plans to remain on a low initiative, operational maintenance footing for the near future. If funding does become available, the plan will be adjusted in partnership with the agency and emerging priorities.

Communication

DAS EIS and the ODF IT Steering Committee will review the IT Strategic plan. It will then be sent to all ODF Staff in an informational email. IT will also be available for download from our internal intranet site.

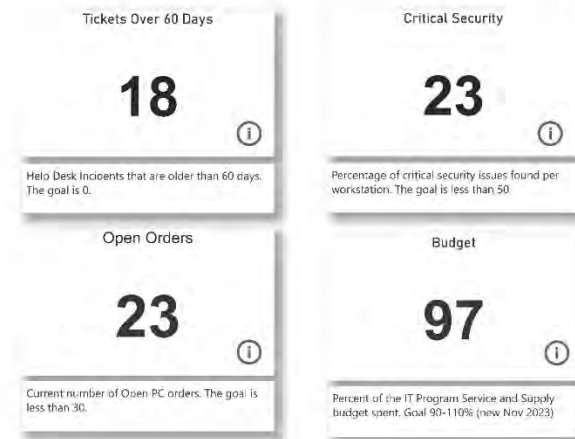
Lifecycle

The ODF IT Strategic Plan will be updated annually, before the start of the fiscal year, with activities for the IT Program. The overall plan will be revised before the start of each Biennium.

Appendix A: Key Metric Details

Oregon Department of Forestry
INFORMATION TECHNOLOGY
Key Metrics

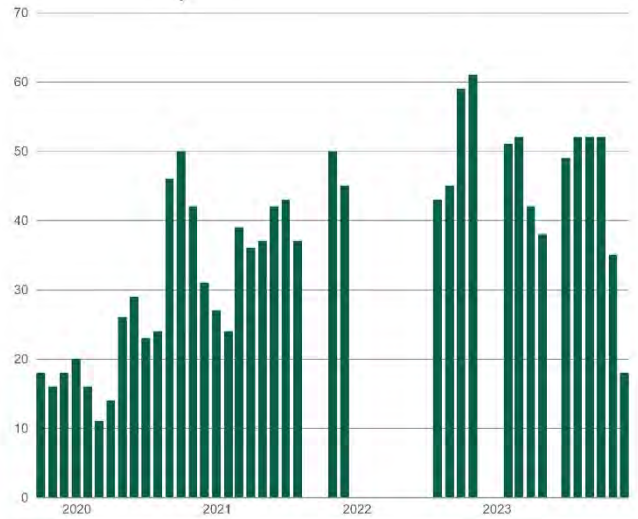
November 2023



Agency Summary Narrative

Oregon Department of Forestry
INFORMATION TECHNOLOGY
Key Metrics

Tickets Over 60 Days

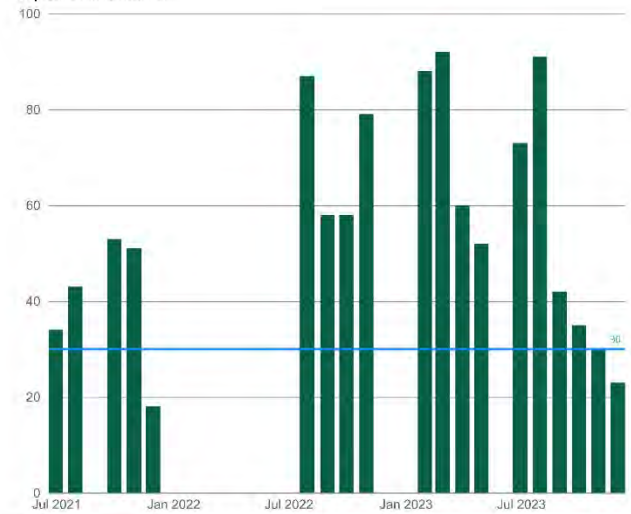


Help Desk Incidents are older than 60 days.
The goal is 0.



Oregon Department of Forestry
INFORMATION TECHNOLOGY
Key Metrics

Open PC Orders



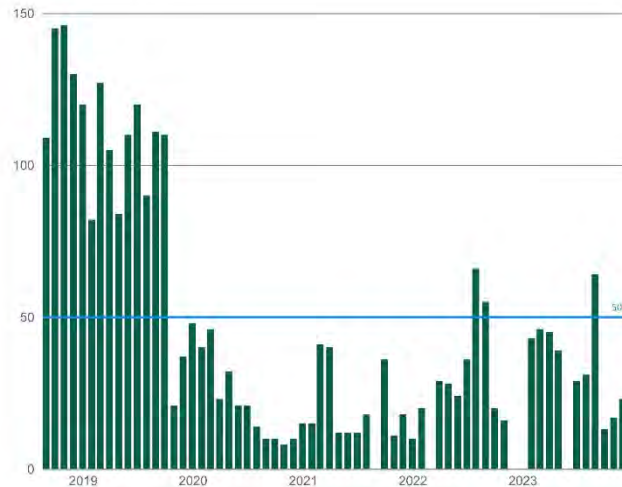
Current number of Open PC orders. The goal is
less than 30.



Agency Summary Narrative

Oregon Department of Forestry
INFORMATION TECHNOLOGY
Key Metrics

Critical Security

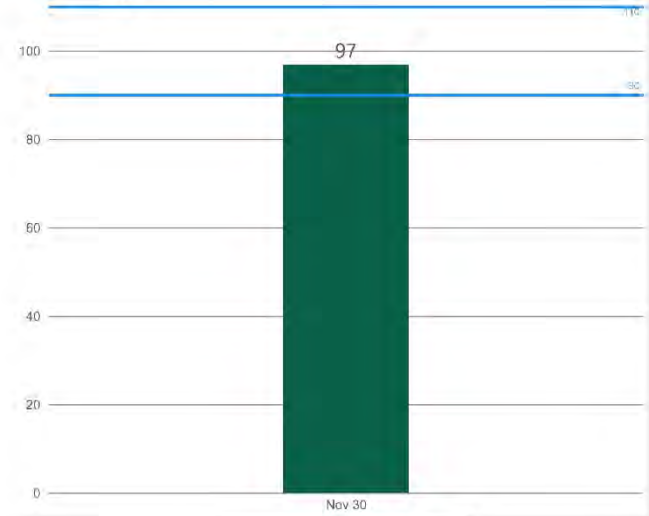


Percentage of critical security issues found per workstation. The goal is less than 50



Oregon Department of Forestry
INFORMATION TECHNOLOGY
Key Metrics

IT S&S Budget



Percent of the IT Program Service and Supply budget spent. Goal 90-110%



Agency Summary Narrative

ODF Fires Reporting System Upgrade

Enterprise IT Project Prioritization | 2025-27

Enterprise IT Project Prioritization 2025–27			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
TOTAL PROJECT SCORE (0-100)			57	76
CRITERIA	WEIGHT	SCORING GUIDE		
Technology and Strategic Alignment	35%	WEIGHTED SUBTOTAL	17	23
Alignment to Strategic Plans <ul style="list-style-type: none">Does this investment adhere to the Governor’s Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight)?Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon’s Data Strategy: Unlocking Oregon’s Potential, and the Modernization Playbook?Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor’s agency-specific Racial Equity Plan, and ethical use of data—investing in data justice and representation, visibility, and ethics to serve all Oregonians?Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems?Does this investment align with and support the agency’s IT and business strategic plans, including strategies for modernizing legacy systems?Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?			2	2
Technology Best Practices and Priorities <ul style="list-style-type: none">Does this investment align with and support the following enterprise information technology priorities?<ul style="list-style-type: none"><i>Information Security</i> . Improving the security and resilience of the state’s systems<i>Modernization</i> . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation<i>A Better Oregon Through Better Data</i> . Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use.<i>Cloud Forward</i> . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructureDoes this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)?For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant?Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?			1	2

Agency Summary Narrative

Enterprise IT Project Prioritization | 2025-27

			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
TOTAL PROJECT SCORE (0-100)			57	76
CRITERIA	WEIGHT	SCORING GUIDE		
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	17	19
People-Centered Approach <ul style="list-style-type: none"> Does this investment put people first—the people who rely on essential services and those working to provide those services? Does this investment help to eradicate racial and other forms of disparities in state government? Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities? Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? If the investment is for agency use, does it improve the agency users' experience? 		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	1	2
Business Process Transformation <ul style="list-style-type: none"> Does this investment contribute to business process improvement/transformation? Does this investment improve service delivery to customers, partners, or other stakeholders? Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? Have measurable business outcomes and benefits been established, including the return on investment if applicable? 		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	2	2
Investment Risk <ul style="list-style-type: none"> Would inaction impact systems or solutions that support critical business functions? Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? Are there community impacts of not undertaking this project? Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? Does this investment address an identified and documented highly probable agency risk? 		3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	3	3

Agency Summary Narrative

Enterprise IT Project Prioritization | 2025-27

			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
			57	76
CRITERIA	WEIGHT	SCORING GUIDE		
Agency Readiness and Solution Appropriateness	40%	WEIGHTED SUBTOTAL	23	33
Organizational Change Management (OCM) <ul style="list-style-type: none"> Does the investment significantly impact operations throughout the organization? Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? Has the agency identified community engagement or community involvement as a component of the change management process? Is external outreach or training planned to implement this change with constituents? 		3 - Fully Aligned (all applicable criteria addressed)	1	3
		2 - Mostly Aligned (most applicable criteria addressed)		
		1 - Partially Aligned (some applicable criteria addressed)		
		0 - Not Aligned (no or very few applicable criteria addressed)		
Solution Scale and Approach <ul style="list-style-type: none"> Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? Does the investment fully address the agency's business problem, benefits and outcomes? Is the solution of the appropriate size and scale? Does this investment adhere to principles in <i>EIS Cloud Forward</i> (p.4) or <i>Modernization Playbook</i> (p.6), etc.? Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution? 		3 - Fully Aligned (all applicable criteria addressed)	2	2
		2 - Mostly Aligned (most applicable criteria addressed)		
		1 - Partially Aligned (some applicable criteria addressed)		
		0 - Not Aligned (no or very few applicable criteria addressed)		
Capacity <ul style="list-style-type: none"> Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative? Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources? Will this investment impact the agency's ability to deliver on its core business functions? Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities? Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices? 		3 - Fully Aligned (all applicable criteria addressed)	3	3
		2 - Mostly Aligned (most applicable criteria addressed)		
		1 - Partially Aligned (some applicable criteria addressed)		
		0 - Not Aligned (no or very few applicable criteria addressed)		

Agency Summary Narrative

Enterprise IT Project Prioritization | 2025-27

			P3 - SIPM Score	FIRES Replacement & Can I Burn Application
TOTAL PROJECT SCORE (0-100)			57	76
CRITERIA	WEIGHT	SCORING GUIDE		
Governance and Project Management Processes <ul style="list-style-type: none"> Does the agency have formal IT governance in place that will oversee this investment? Does the investment have executive sponsorship and steering committee in place? Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage? For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project? Are agency DEI staff involved in the IT Governance and prioritization process? Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)? Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan? Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project? Does the agency use mature project management practices (PMBOK)? 			1	2
3 - Fully Aligned (all applicable criteria addressed)				
2 - Mostly Aligned (most applicable criteria addressed)				
1 - Partially Aligned (some applicable criteria addressed)				
0 - Not Aligned (no or very few applicable criteria addressed)				

References:

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How Administrative Burdens Can Harm Health*. [www.Healthaffairs.Org](https://www.healthaffairs.org/doi/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacting%20with%20government%20programs). Retrieved February 9, 2022, from <https://www.healthaffairs.org/doi/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacting%20with%20government%20programs>

Scores
3
2
1
0