



## Oregon Department of Forestry 2019-21 Biennium – Agency Request Budget Guiding Principles of Budget Development

Budget development principles are essential in leading the Department and the Board of Forestry in budget content and process development. These principles set the stage for moving forward and long-term reflection from a budget perspective.

Guided by agency leadership and previous principles, the 2019-21 Budget Development will:

- Promote an open and transparent process with employees and stakeholders and seek and encourage public input.
- Maintain core business functions and customer service as a priority while maintaining an agency-wide perspective.
- Identify and address service gaps that exist between the current budget and the budget needed to implement legal mandates, the Board of Forestry work plans, and key components of the agency's strategic initiatives.
- Be creative and proactive but realistic in concept development and proposals, recognizing the balance between asking for needed resources while considering budget climate, stakeholder and legislative expectations, and revenue constraints.
- Maintain a viable, effective, highly-skilled, and empowered sustainable workforce and organization.
- Identify and capture opportunities to increase efficiency and effectiveness.
- Ensure that individual revenue sources fund a fair and equitable portion of the internal service costs that are in direct relation to services and products utilized by the program.
- Align with the Board and agency missions, legal mandates, strategic initiatives, agency/program performance measures and the Governor's priorities.
- Partner with other natural resource agencies and tribal governments on issues of mutual interest.
- Innovate new ways for revenue generation, providing services, and stakeholder outreach and involvement that aim to reduce vulnerability to cyclical fluctuations.
- Be responsive to changes in the socio-economic situation during the development process itself and be flexible to change direction or course if needed.
- Clearly communicate the results of budget investments or reductions that impact forest resources and prioritize services that directly benefit, protect, and sustain Oregon's forest resources.