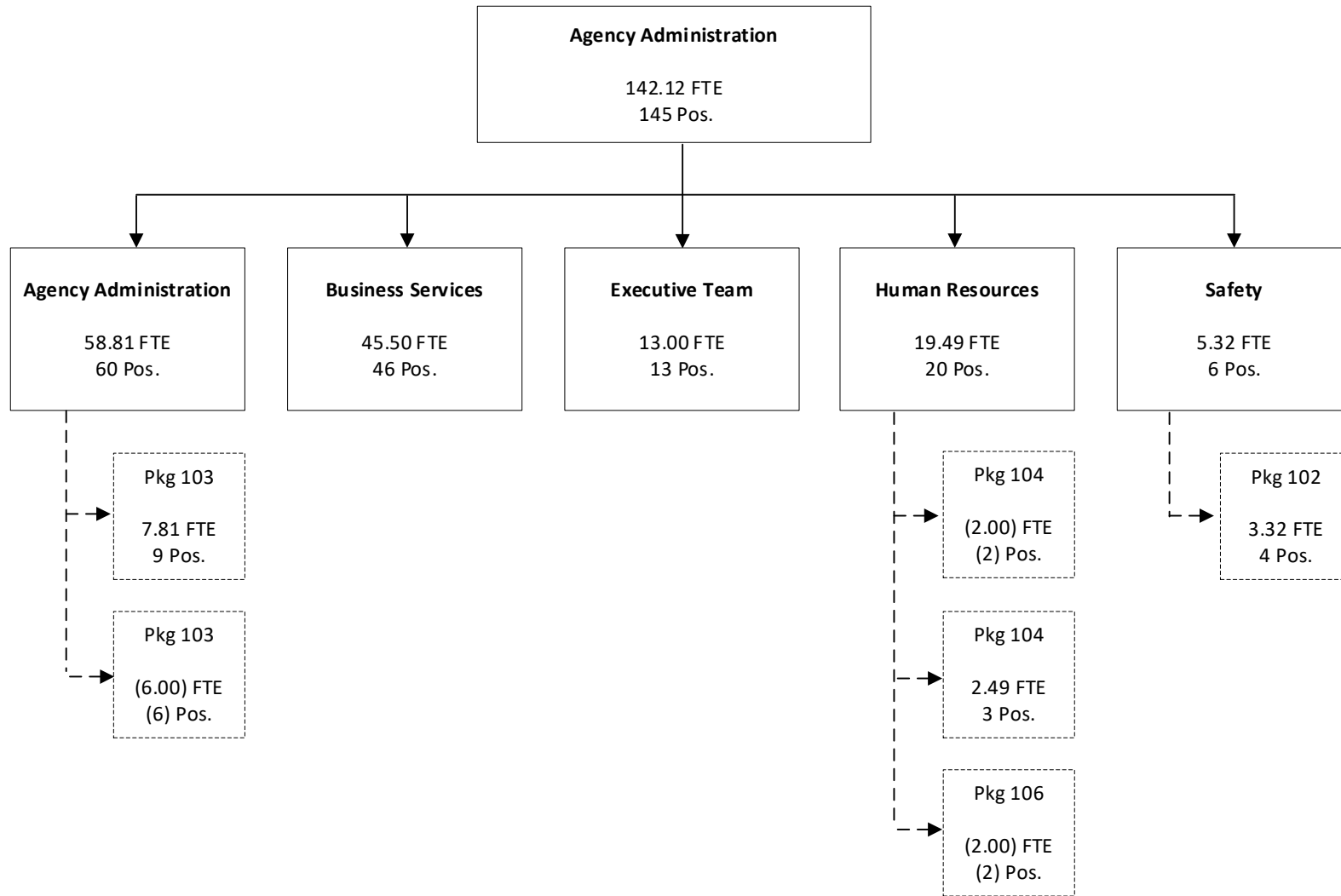


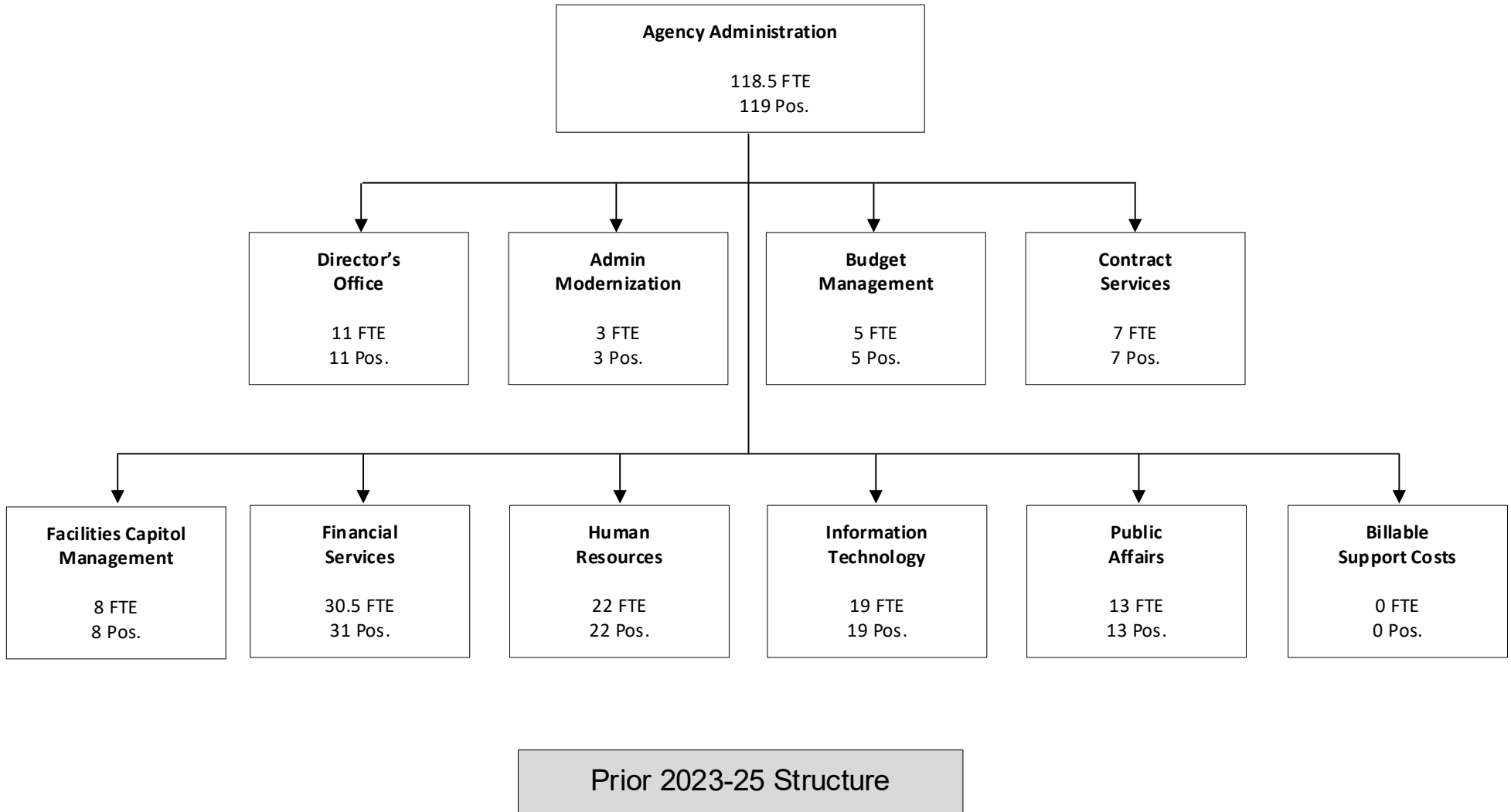
Agency Administration Narrative

Organization Charts



Proposed 2025-2027 Structure

Agency Administration Narrative



Agency Administration Narrative

Executive Summary

Long-term focus areas impacted by the program

Agency Administration: The long-term focus of agency administration is to provide excellent, efficient, and effective centralized services to those within the agency. From the field forester to the executive staff member, we all rely on the core programs operating within administration to deliver the best service possible to Oregonians. It is the division's goal to strive toward organizational excellence.

Human Resources: The long-term focus of human resources is to provide organizational excellence through leadership in human capital management through policy direction and implementation of ODF and DAS CHRO statewide Human Resources policy initiatives. Diversity, Equity and Inclusion are key focuses for Human Resources and the agency. Human Resources leverages Gallup data to implement employee engagement initiatives which creates a work environment that employees will choose the Oregon Department of Forestry as their employer of choice.

Business Services: The long-term focus of Business Services is to ensure excellent stewardship of public funds through strategic and intentional planning around the agency's biennial budget, financial accounting, contract management, and wildfire incident financial management. Business Services seeks to maximize available funding in order for the agency to effectively implement operational goals. In addition, Business Services works to ensure that the agency's fiscal needs are communicated and understood by the DAS Chief Financial Office, the Governor's office, and the Legislative Fiscal Office. Business Services prioritizes the health, safety, and wellbeing of the personnel doing this work through focus on diversity, equity, and inclusion and promoting a culture of empowerment and respect.

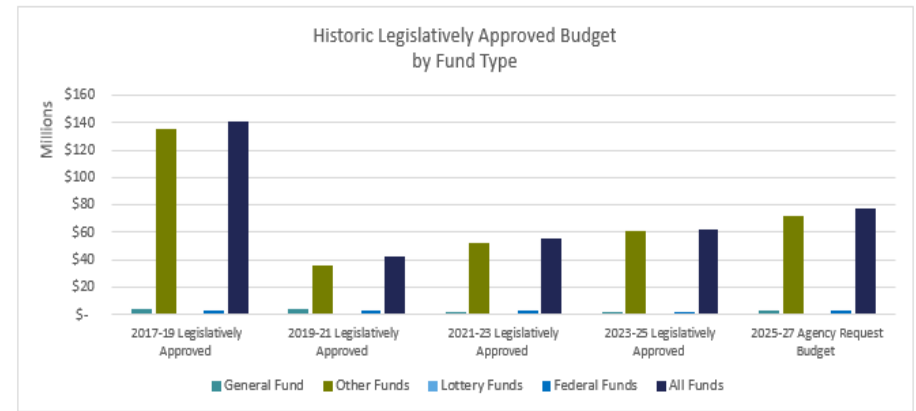
Primary program contact

James Short, Chief Financial Officer, 503-302-8478
james.short@odf.oregon.gov

Wendy Heckman, Deputy Director Agency Administration, 503-689-3704
wendy.e.heckman@odf.oregon.gov

Shauneen Scott, Human Resources Director, 971-375-6724
shauneen.k.scott@odf.oregon.gov

Graphical representation of the program unit's funds budget over time



Program overview

Agency Administration's mission is to support all agency employees with the resources and core business functions necessary to successfully perform their respective duties. This is important in that a forester or wildland fire fighter relies on the specific services provided. Key examples are Fleet Services (previously Motor Pool) providing a vehicle or Wireless Radio Communications providing a mobile radio. Those field positions would not be able to perform their duties without these services.

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.

Agency Administration Narrative

Program funding request

For 2025-27, the Agency Administration Division is requesting \$76,983,165 All Funds (\$2,760,452 General Fund, \$71,786,433 Other Funds, and \$2,436,280 Federal Funds). The division's 2025-27 funding proposal is a 3% Total Funds increase over Current Service Level (CSL). This increase is attributed to multiple Policy Option Package (POP), especially 102-Safety Risk Mitigation, which requests \$1.9 Million in General Fund limitation to provide the appropriate level of safety training and safety incident response agency-wide including support of our Incident Management Teams (IMTs).

Program description

Agency Administration is comprised of seven programs: Information Technology, Federal Grant Support, Public Affairs, Wireless Radio Communications, Facilities Capital Management, Resource Planning, and Fleet Services (previously Motor Pool). Each program provides essential services for the agency to perform its duties and deliver the best services to Oregonians. The program narratives below outline deliverables that are continuously being evaluated and improved.

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

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

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

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

Major cost drivers are personnel as we strive to build a diverse and innovative workforce where employees understand and value their role in the agency's mission. Other costs can be categorized as operational costs, vehicles, computers, facilities, to provide some simple examples.

The **Human Resources Program** provides leadership in human resource management to the department and associated organizations, with a focus on high-quality, responsive customer service. The program is responsible for providing direction, guidance, and assistance to Department of Forestry employees on recruitment and retention, employee and labor relations, workforce development, diversity, equity and inclusion, employee engagement, and protected leave.

Human Resources supports approximately 700 permanent and 700 seasonal positions throughout the state. The program contributes to the accomplishment of department goals by supporting the development of a diversified, creative, and skilled workforce that views ODF as their employer of choice. The program is faced with the major challenge of integrating all human resource functions, many of which are currently disparate, into a cohesive program that provides the department with a diverse, well-trained and highly motivated workforce.

Business Services is comprised of the following:

- The Financial Services Program provides financial information and makes available required legal reports on the use of public funds. It provides fiscal services in accordance with federal and state laws, rules, policies and

Agency Administration Narrative

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

- The Budget Management Program works to ensure that the department's budgetary resources are adequate by providing policymakers with analysis and recommendations on policy initiatives related to the department's biennial budget. The program's fiduciary responsibilities are to support biennial budget development, the internal fiscal budget process, work closely with Human Resources to ensure the agency adheres to position management standards, and to monitor budget execution for compliance with policy and statutory objectives. This is accomplished by fiscal analysts organized around the department's budgetary applications, program structure, geographic areas and administrative sections.
- The Procurement Program provides strategic, technical and operational support and oversight for the department's procurement activities, such as contracts, grants, agreements, purchase orders and contract administration activities. The program seeks to minimize the potential for inherent process-related risks, ensure the best value to the department, and maximize limited resources.
- The Protection Finance Unit (PFU) provides financial guidance related to the agency's Protection program. The PFU is involved in all facets of Protection finance with two main goals of providing overall incident finance support and to ensure financial controls and tracking are in place for all Protection expenses, revenue, and fiscal budgets. Support comes in the form of communicating effectively with programs and field personnel to meet the standards of our Protection financial rules and policies. Protection financial controls and tracking are monitored by the PFU to

provide the most up-to-date information on current incident costs, payments/billings cash flow, and fiscal budget consistency. The unit is broken into functions; Incident Business Advisors who provide the core Protection finance guidance and support, Severity finance tracking and payments, Incident Billings and other agency/state finance communications, and FEMA claim auditing and coordination. The PFU communicates extensively with our Federal and other agency financial counterparts to ensure ODF's Protection finance standards are understood and accepted by all that we work with.

Program justification and link to long-term outcome

Agency Administration and the agency's strategic plan are deeply interconnected. The agency's priorities in this plan are:

- Priority: Resilient forests
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.
- Priority: Resilient communities
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.
- Priority: Addressing the wildfire crisis
Goal: Prevent, suppress, manage, and mitigate wildfire to protect communities, allow natural ecosystem processes, and promote the adaptive capacity of Oregon's forests.
- Priority: Climate leadership
Goal: The Board and Department will build capacity for climate-smart leadership.
- Priority: Organizational excellence
Goal: Strengthen the public trust and confidence in ODF's ability to effectively accomplish its mission and provide excellent service to Oregonians.

None of these priorities can be achieved without the support of the services provided by administrative programs.

Agency Administration Narrative

Enabling legislation/program authorization

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

ORS 321 - Timber Taxes

ORS 477 - Fire Protection

ORS 526 - Forestry Administration; Private Forests

ORS 527 - Insect and Disease Control; Private Forests

ORS 530 - State Forest Lands

ORS 532 - Log Brands

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

Funding streams

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

Funding proposal comparison

The estimated costs for 2027-29 are \$82,383,954 and for 2029-31 is \$88,216,301.

Administrative Programs

Human Resources is faced with the major challenge of integrating all human resource functions: human capital management, recruitment and retention, diversity, equity and inclusion; employee engagement and workforce development into a cohesive human resources program that provides the Department with an engaged, inclusive and diverse, well-trained and highly motivated work force.

Establishing a Workforce Development Unit within HR to focus on the training, development, productivity, engagement and retention of new and current employees to align with the State Forester's priorities. This is being accomplished

by utilizing and realigning existing workloads and positions to ensure appropriate classifications of work performed to be more efficient and streamlined.

Workforce Development and Employee Engagement:

- Continue to implement diversity strategies identified in the Department's Diversity, Equity and Inclusion and Affirmative Action Plans.
- Promote an inclusive work environment that encourages and enables all employees to reach their full potential.
- Training, career development and succession planning to ensure the Department is prepared for projected retirement of nearly 10 percent of its permanent work force in the next five years.
- Employee onboarding and Uplift Your Benefits trainings
- Gallup Employee Engagement Survey will inform leadership of areas of focus for maximum employee engagement and growth.
- Continue to offer Agency Leadership Program and access to external leadership trainings to prepare future agency leaders.

Recruitment:

- Leverage statewide recruitment practices and refine agency outreach efforts to attract a diverse applicant pool through marketing the Department as an employer of choice.

Classification:

- Pay equity/equal pay analysis
- Continue to monitor job classifications to ensure that classifications and associated pay/benefits are viable, comparable to related classification, and facilitate the department's vision of having a diverse, aligned and empowered workforce.
- Work closely with the Department of Administrative Services on agency specific and statewide classification studies.

Protected Leave Administration:

- Administration of statutory protected leaves for employees.

Information Technology: The Information Technology Program manages technology capabilities across the entire agency. The IT program consists of four sub-units: Help Desk, Systems Administration, Application Development,

Agency Administration Narrative

and Geographic Information Systems (GIS). IT provides planning, coordination and services in database administration, application development, GIS, data processing, technology training, computer, mobile device, software and peripheral purchasing, data security, web technologies and system administration for all enterprise systems. In partnership with the State Data Center Services and Cyber Security Services, the program also manages the department's internet web filtering, anti-SPAM appliance, and data backup systems. Department infrastructure consists of 44 local area networks (LANs) serving more than 2,850 computers and mobile devices. The department also maintains 43 production servers and 28 remote servers at field offices that are managed by the State Data Center. The program also partners with DAS on the enterprise systems used by ODF such as Workday, OregonBuys, and Statewide Financial Management System (SFMS).

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

Federal Grant Support Unit: The Federal Grants Support Unit exists as a centralized Federal grant management function for the agency, providing guidance, 2CFR 200 requirements, other applicable codes and regulations, tools, training, and oversight for grant processes ranging from application to implementation. This unit ensures that ODF maintains a good standing relationship with Federal agencies and is a steward of Federal Funds to maintain the ability to receive future federal funding. This Unit directly supports competitive grant ranking and selection for federal and state assistance.

The unit leverages Federal funds to achieve the agency's mission to avoid fragmentation of working forestlands, improve habitat for native fish and wildlife, and other goals outlined in the Board of Forestry's overarching Vision for Oregon's Forests. This support includes the identification of Federal grant programs, coordination of grant requirements with Federal agencies, developing and documenting grants processes, tracking, modifications, sub-agreements and providing resources to ODF field offices doing the work on the ground. Private landowners and other partners use these funds to contract management actions,

such as forest fuel reduction, forest health treatments, stream restoration, and management planning activities.

Additional activities of the Unit include project identification, grant development and management, and working with field staff to identify opportunities and researching various Federal and other funding sources. When opportunities are identified, work includes bringing the grants into the department, setting monitoring processes to accurately report accomplishments, developing new funding sources, building partnerships with potential public and private funding organizations, developing stronger partnerships with state and federal implementing agencies, non-governmental organizations, and private sector partners to leverage and align programs to increase the amount of work being completed and the collective impact.

Unit staff maintain access to various online reporting and grant management sites and work closely with Financial Services to assist in project management and reimbursement processes.

The unit is primarily funded by Federal funds with some General Fund. Revenue sources for Federal grants typically provide funding over a three- to five-year period. The total funding of all active grants administered during a biennium generally amounts to \$38-40 million.

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

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

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- Overseeing the department's web and social media presence.
- Managing the department's public records program.
- Assisting with fulfilling the department's statutory requirements under the state's public meetings law.
- Fielding calls and emails from members of the public with general forestry-related questions.

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

Resources Planning: The Resource Planning Unit houses core economic, ecological, climate policy, land use, wood utilization, and data coordination functions. The RPU coordinates ODF's internal policy effort with the Governors' Office, and between ODF divisions, and other state and federal agencies. RPU staff develops analyses, programs, and policy to inform policy decisions and actions taken by the State Forester and the Board of Forestry.

Equipment Pool: The Equipment Pool Program is composed of the Fleet Services and Wireless Radio Communications, which are managed within the Administrative Program.

Fleet Services and Wireless Radio Communications are currently managed under the Equipment Pool Program and share the same general responsibilities that include, but are not limited to the following:

- Ensuring compliance with additional federal and state policies.
- Ensure compliance with biennial budgets, legislative actions, federal and state audits, interagency agreements, strategic plans and leadership direction.
- Ensure effective management of internal service fund and fund accounts within Oregon Accounting Manual and best practices guidance.
- Provide essential statewide support services that meet the needs of users.

Wireless Radio Communications will be transitioning out of the Equipment Pool this biennium, creating 2 independent programs as needed to correct span

of control ratio closer to the 7 employees to 1 manager DAS recommendation. Equipment Pool is currently 17 to 1 and not in line with the agency's priority of organizational excellence.

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

Procurement: This Program provides strategic, technical and operational support and oversight for the department's procurement activities, such as contracts, grants, agreements, purchase orders and contract administration activities. The program seeks to minimize the potential for inherent process-related risks, ensure the best value to the department, and maximize limited resources.

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

Agency Administration Narrative

Important background for decision makers

- Continued decentralization by the state Department of Administrative Services, resulting in Department of Forestry increases in:
 - Reviews and audits, and the personnel to accommodate them.
 - Roles and responsibilities at the agency level, with increases in personnel and other costs to manage this workload.
 - Need for strong internal controls and process improvement to implement these controls.
 - Complexity in risk management.
- Increased need for efficient and often automated business systems, in turn requiring increased investment in hardware, software and staff training.
- Increased need for analysis and process improvement.
- Increased financial management controls to decrease the likelihood of fraud, waste or abuse.
- Increased scrutiny and complexity of federal contracting rules, in turn increasing responsibility at the local level and requiring the agency to reevaluate rules, increase training and certification of procurement staff, and requiring staff to perform more complex functions.
- Increased interest in the condition of state facilities, requiring improved inventories of buildings, grounds, roads, trails and bridges, along with improved ability to manage these assets. State mandates have also increased the complexity of facilities management.
- The department needs to reduce the number of unsupported custom applications currently in use. Several of our custom applications use obsolete or hard-to-maintain platforms. A transition to standardized and web-accessible systems will greatly enhance our ability to deploy applications to both employees and members of the public who would like to do business with the department online.
- 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.

Essential Packages

Pkg 010-Vacancy Factor and Non-ORPICS Personal Services

This package includes standard inflation of 4.2% on non-ORPICS items such as temporaries, overtime, shift differential, all other differentials, and unemployment compensation, including the OPE associated with them.

Pkg 031-Standard Inflation

The purpose of this package is to include a set of standardized inflation rates for all agencies, increasing their budgets above their final base amounts for all non-personal-services expenditure accounts. These rates are 4.2% for standard or "generic" accounts, and then larger rates for "Price List Accounts," specifically 6.8% for Professional Services charges. There is no change to position counts or FTE.

Pkg 032-Above Standard Inflation

The purpose of this package is to record increases to the budget which exceed the standard inflation rate. In Agency Administration this package records the

Agency Administration Narrative

increased State Government Services charges from the DAS Price List, in the amount of \$7,011,546 Other Funds. There is no change to Position Counts or FTE.

Pkg 060-Technical Adjustments

The purpose of this package is to make technical budget adjustment and corrections. The department is making multiple structure changes this biennium due to internal re-organization efforts. In the Agency Administration program this involves moving most of the positions previously in SCR 629-060-00-00-00000 back into SCR 629-008-00-00-00000. These actions are net-zero at the Agency-wide and Fund Type level but not at the SCR level, resulting in a increase to Agency Administration of \$9,033,188 (\$891,862 General Fund, \$6,096,034 Other Funds, and \$2,045,292 as well as an increase of 21 Position Count and 21.00 FTE.

Policy Packages

Package Number	Component Title	All Funds	Positions / FTEs
102	Safety Risk Mitigation	\$1,280,894	4 / 3.32
103	Administration Capacity Reprioritization	\$108,193	3 / 1.81
104	Workforce Development	(\$63,600)	1 / 0.49
106	Payroll Transfer to DAS	\$327,714	(2) / (2.00)
108	Toledo Construction, Phase 3	\$75,000	0 / 0.00
109	Santiam Replacement	\$70,000	0 / 0.00
110	Klamath Lake Fire Cache Replacement	\$70,000	0 / 0.00
111	State Foresters Building Remodel	\$180,000	0 / 0.00
112	Veneta Campus Construction	\$155,000	0 / 0.00
113	Deferred Maintenance & Capital Improvement	\$75,000	0 / 0.00
Total Packages:		\$2,278,201	6 / 3.62

Package Narrative

Package 102 – Safety Risk Mitigation

Purpose: The Department of Forestry values, above all else, the safety of employees. The agency recognizes the staffing currently available to provide the

appropriate level of safety training and safety incident response agency-wide, specifically to our Incident Management Teams (IMTs), is not sufficient. The agency also recognizes the staffing and infrastructure currently available to appropriately support our districts and IMTs is not sufficient. Reliable communications coverage is critical in keeping our staff safe in the remote areas we work and fight fire in. A recent agency reorganization elevated safety and risk management as top agency priorities. This package maximizes the General Fund available to the agency while also repurposing existing resources.

How achieved: This initiative is to establish a robust team to provide safety specialists within our three geographic areas available to be on incident response teams for fire protection, develop and provide training in coordination with Human Resources, and evaluate safety incidents statewide to create a safer work environment for all employees. The current wireless radio communications network has capacity limitations in both equipment and personnel that impact statewide operations. Modernization to improve the capacity and the resiliency of the network is required. Our defined objective is to have a unified communication network working in a common operating environment.

Safety capacity: The agency has identified that it is deficient in its ability to provide the needed level of safety guidance, training, and response across the state. Addressing this deficiency will require:

- A centralized Occupational Health and Safety Manager 3 at our headquarters to build out the safety program to align with today’s needs.
- A Safety Specialist 2 located in each of the agency’s 3 geographic areas (Northwest, Southern, and Eastern). These local positions will provide a more expedient capacity in emergency situations, as the agency currently only has one Safety Specialist 2 who is stationed 6 hours away from our furthest unit office.
- A Behavioral Health Specialist to address the growing wellness needs of our staff as we navigate stressful and traumatic experiences they face when protecting life and property from catastrophic wildfires. This will be an in-house position to provide mental health support, including training and guidance to our peer-to-peer support group.
- One Safety Specialist 1 to address data reporting and compliance needs as the program is built out.

Wireless radio communications capacity: The agency currently has 15 Communication System Analysts (CSA) with 9 of those positions supervised

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from our Salem headquarters. There is a need for a Wireless Radio Communications Manager (BOM2) as the span of control of the current manager is 17 to 1. This position will help alleviate this imbalance as we continue to restructure this program to a more efficient and effective model. There is also a lack of capacity to support the Klamath-Lake District's radio communication needs. That district currently shares a CSA position with the Southwest Oregon District. A new CSA2 is needed to share this large coverage area and will be stationed in the district's geography to address capacity constraints. With the Governor's Office and DAS Chief Financial Office directing agencies to reprioritize existing programs to fund the needs for the biennium, difficult decisions need to occur to help fulfill these key needs. The agency requests 1 Information Systems Specialist 2 and 1 Automotive Mechanic 2 position, both from the Motor Pool Program, be abolished to help fund the wireless radio communications capacity needs.

Wireless radio communications infrastructure update: The agency is requesting \$155,000 in Services & Supplies funding to update 15 of our radio repeater sites. These sites are outdated and at risk of failure. A failure of this kind would create a significant safety issue for our wildland firefighters, as this is the only method of communication they have during fire operations in remote areas. Repair of the current sites is limited in that the existing repeaters are no longer in production and very limited parts are available. Expertise in repairing these dated repeaters is also phasing out as employees retire, and new hires do not have the training or experience with this dated technology. These funds will be utilized to update these selected sites to stabilize and bring consistency across our statewide network of 71 sites (see map). Plans are in place to ask for additional funds over the next 3 biennia to address the full modernization of our communications network to meet future needs. A key long-term need is to conduct a hands-on assessment to identify deficiencies with the network infrastructure and facilities to appropriately protect investments in equipment. The agency would like to contract out a third-party assessment similar to what the Oregon Department of Transportation has done in the past. This would only be feasible with a significant investment, as ODOT's assessment cost approximately \$1 million in 2007. Today's cost would be much higher.

Staffing impact: This package adds 4 position counts (3.32 FTE) of safety-related classification to the Agency Administration program, to be phased in during the 25-27 biennium.

Quantifying results:

Safety: Establish focused coordination of the Safety Program in serving the needs of our employees across all areas and Programs. The Occupational Health and Safety Manager will promote the program as the number one priority of the agency. This position in coordination with the other Salem and field safety positions will provide expertise to all staff members, promoting improved business practices toward safety minded actions. The additional capacity will allow the agency to better capture and track safety metrics and reportable incidents. These metrics will be utilized to identify corrective actions needed to align with current standards and agency priorities. Metrics will also be used to track safety performance by district.

Wireless radio communications: Establish focused coordination and prioritization of communication and detection camera networks. The Radio Communications Manager will promote a centralized and coordinated service across all districts. Prioritized needs will keep all repeater sites up and running at peak performance with minimal outage periods. Will increase efficiency in maintaining and modernizing our infrastructure. The position will be well suited to manage day-to-day centralized needs while maintaining appropriate staffing levels during times where all 3 of our IMTs may be deployed. Current metrics indicate we are well below drawdown at those times.

Revenue source:

	<u>Agency Request</u>	<u>Governor's</u>	<u>Legislatively</u>
	<u>Budget</u>	<u>Budget</u>	<u>Adopted Budget</u>
General Fund	\$1,889,011		
Other Funds	(\$608,117)		
Federal Funds	\$0		
All Funds	\$1,280,894		
Position/FTE	4/3.32		

Package 103 – Administration Capacity Reprioritization

Purpose: The Facilities Capital Management Program supports the Department of Forestry's mission through an integrated facilities management plan that protects the health and safety of the public and personnel, protects and preserves the department's capabilities, capital investments, and minimizes life-cycle facilities costs.

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ODF is challenged by a decentralized facilities management structure and aging facilities, with a total of 380 buildings/structures totaling 818,172 square feet; an average service life of over 50 years, and an average facility condition index in the poor category, and a total current replacement value of \$316 million.

ODF's facilities program is not adequately staffed to ensure that its infrastructure is managed effectively to meet programming needs, to provide the stewardship needed to be nimble and resilient, and applying basic best management practices in support of managing safe and functional facilities. To support a long-range strategic facilities capital plan the department is requesting to add permanent program capacity to:

1. Address workload capacity limitations in both the Statewide and Salem Campus operational units.
2. Meet statutory, executive order, and departmental performance requirements.
3. Manage the Department's Facilities Operations and Maintenance Cost Recovery Rental Program, the Facilities Operations and Capital Investment Account (FOCIA).
4. Provide facilities management and construction project management capacity within the program's Salem Campus and Statewide operational units.
5. Enhance the responsive adaptation, recurring maintenance, and investments required to manage the Department's extensive network of facilities in Salem and the field.
6. Effectively manage the department's facilities portfolio data to consistently provide performance data for the planning of future capital construction investments, and biennial SB 1067 related requests for capital improvement investments and the continuous reduction in the deferred maintenance backlog statewide.

This package maximizes the direction given by reprioritizing resources from other administrative programs to the Facilities and Resource Planning programs. The package requests adding permanent capacity for ODF's Facilities Program to support maintenance, capital improvement, and capital construction needs statewide. This POP would make multiple existing limited duration positions in the program permanent and reclass three positions to accurately reflect key duties. This POP would be funded using existing resources.

How achieved:

Facilities Capacity: The agency is requesting a combination of permanent financing for multiple limited duration positions (LDs) and reclassifications to address the facilities capacity problem. This includes:

- 4 current LD positions to permanent (Operations & Policy Analyst 3, Construction & Project Manager 2, Facilities Operations Specialist 2, and Electrician 3)
- 3 new positions (Facilities Operations Specialist 2, Construction Project Manager 2, and Construction & Facilities Maintenance Manager 1)
- 3 reclassifications (Facility Energy Technician 2 to a Facilities Operations Specialist 2, Supply Specialist 2 to a Program Analyst 1, and Construction & Facilities Maintenance Manager 2 to a Construction & Facilities Maintenance Manager 3)

The new Construction & Project Manager 2 will support Eastern Oregon Area needs as the current supports all 3 areas. Current duties will shift to supporting Northwest Oregon Area and Southern Oregon Areas. The addition of the 2 new Facilities Operations Specialists will support the areas as well, having one dedicated to each area. The new Construction & Facilities Maintenance Manager 1 is needed to meet the span of control ratio and will supervise these new positions, building out the Statewide Facilities Management Program.

Results will be quantified by the trending of the facility condition index. Minor and major maintenance projects and capital improvement projects will be tracked and quantified by the application of the department Facilities Capital Investment Account. Target milestones and the department's facilities plan will be evaluated quarterly and reported to the Capital Projects Advisory Board (CPAB) every June of the even year prior to the forthcoming legislation session.

Public Affairs Re-prioritization: The agency has decided to abolish 6 positions from its Public Affairs Program to meet the Facilities Program capacity needs. Public Affairs core business includes promoting statutory compliance with public records and public meetings laws, media relations and engagement, social media management, internal and external website management, and all agency internal and external communications strategy, planning and content creation. This work is essential to keeping the public informed of the work the agency does to promote and protect Oregon's forests.

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However, with many of our facilities falling apart and posing risks to the health and safety of our staff, the agency feels that Facilities Program capacity takes priority and promotes the best service to Oregonians. With the Governor’s Office in partnership with the Chief Financial Office at DAS directing agencies to re-prioritize agency programs to fund the needs for the biennium, difficult decisions needed to occur. This reprioritization will reduce the Public Affairs Program from 11 to 5, resulting in a loss of information, communication and outreach services to divisions, programs, employees and Oregonians. Scope and expectations of the Public Affairs program will be adjusted to fulfillment of statutory requirements, with any remaining capacity used to support the highest priority communications needs.

Resource Planning Capacity: The agency has restructured the Administration Division absorbing a portion of the previous Planning Branch. This restructuring has left the Resource Planning Unit without a manager. There is a need to fund this Natural Resource and Sustainability Manager to oversee the 7 staff members of the unit.

Staffing impact: This package adds three position counts (1.81 FTE) to the Facilities sub-program, to be phased in during the 25-27 biennium.

Quantifying results: Results will be consistently quantified by the trending of the facility condition index. Target milestones will be evaluated quarterly and reported to the Capital Projects Advisory Board every June of the even year prior to the forthcoming legislation session.

Revenue source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor’s</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	\$108,193		
Federal Funds	\$0		
All Funds	\$108,193		
Position/FTE	3/1.81		

Package 104 – Workforce Development

Purpose: The Department of Forestry believes its workforce is its greatest asset, and is committed to providing a safe, diverse and inclusive workplace that

encourages continuous learning and improvement. The agency needs to develop quantitative and qualitative approaches to efficiently and effectively attract, engage and retain our workforce. Currently the agency has no staff dedicated to this function. A recent agency reorganization elevated workforce development as one of the top agency priorities. This package maximizes General Fund available to the agency while also reprioritizing existing resources.

How achieved: This package will establish a lean workforce development team within the current Human Resource Division. Portions of this plan are already being carried out. We have a work-out-of-class Workforce Development Manager and job rotations for a Learning and Development Specialist 2 and Administrative Specialist 1. This was accomplished by working with existing staff on best utilization of current positions and staff to identify the best methods for moving forward. There are no other options to fund this other than reorganizing the existing positions within the HR Program.

Staffing impact: This package adds 1 position count and 0.49 FTE to the Human Resources sub-program, to be phased in during the 25-27 biennium.

Quantifying results: By establishing a workforce development unit within the Human Resource Division, the agency can focus on how to maximize our human capital by attracting, motivating, retaining, and engaging our workforce through training and career development, performance management, communication, equal opportunities and fair treatment. Metrics for retention, recruitment, and training needed and delivered will be tracked and reported on an annual basis. This will add to the existing employee engagement survey conducted annually and comparisons can be made to track progress and identify areas of focus.

Revenue source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor’s</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	(\$63,600)		
Federal Funds	\$0		
All Funds	(\$63,600)		
Position/FTE	1/0.49		

Agency Administration Narrative

Package 106 – Payroll Transfer to DAS

Purpose: ODF was facing challenges with successfully administering a more complex payroll function following transition to Workday payroll with our existing payroll staff. There was considerable turnover in payroll positions that directly impacted our ability to pay our employees accurately and timely. By moving the payroll function to DAS, whose staff have the most expertise in the Workday payroll system, our employees will benefit from quicker issue resolution and getting paid timely and accurately. Long term, this helps the agency better focus on its core mission of protecting Oregon’s forests.

How achieved: DAS payroll already has the expertise in working within the Workday payroll system. They are also the experts in implementing any new law changes. This eliminates the requirement that ODF staff stay abreast of current and future changes effecting payroll. Numerous other agencies have already moved their payroll to DAS and experienced better results for paying their employees accurately and on time. There is no downside to moving ODF’s payroll function to DAS.

Staffing impact: The department is giving up 2 position counts and 2.00 FTE from the Human Resources sub-program, transferring them to DAS.

Quantifying results: The agency transitioned its payroll function to DAS on May 1, 2024. There have been little to no issues with the transfer. It has almost been seamless.

Revenue source: Other Funds supported by Admin Prorate transfers from operating programs, of which 57% is GF and 43% OF.

	<u>Agency Request</u> <u>Budget</u>	<u>Governor’s</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	\$327,714		
Federal Funds	\$0		
All Funds	\$327,714		
Position/FTE	(2)/(2.00)		

Package 108 – Toledo Phase 3

Purpose: This policy option packages look to support the needed investments to further the project goals for the Toledo facility relocation project.

How achieved: Cost of issuance for all capital construction resides in the budget for the Agency Administration program. This is the only impact this package has on the program.

Staffing impact: This package has no impact on positions or FTE.

Revenue source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor’s</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	\$75,000		
Federal Funds	\$0		
All Funds	\$75,000		
Position/FTE	0 / 0.00		

Package 109 – Santiam Facility Replacement

Purpose: This policy option package supports the needed investment to facilitate the replacement of the North Cascade District HQ’s Santiam Administration Office building destroyed by fire.

How achieved: Cost of issuance for all capital construction resides in the budget for the Agency Administration program. This is the only impact this package has on this program.

Staffing impact: This package has no impact on positions or FTE.

Revenue source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor’s</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	\$70,000		
Federal Funds	\$0		
All Funds	\$70,000		
Position/FTE	0 / 0.00		

Package 110 – Klamath Lake Fire Cache Replacement

Purpose: This policy option package supports the needed investment to facilitate the replacement of the Klamath Lake District HQ’s Fire Cache Facility destroyed by fire.

Agency Administration Narrative

How achieved: Cost of issuance for all capital construction resides in the budget for the Agency Administration program. This is the only impact this package has on this program.

Staffing impact: This package has no impact on positions or FTE.

Revenue source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor's</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	\$70,000		
Federal Funds	\$0		
All Funds	\$70,000		
Position/FTE	0 / 0.00		

Package 111 – State Foresters Building Renovation

Purpose: The State Forester's Office Building Restoration Project is to maintain and improve the departments longest held and continuously occupied facility while preserving a historic resource that defines both the department and Oregon as a whole.

How achieved: Cost of issuance for all capital construction resides in the budget for the Agency Administration program. This is the only impact this package has on this program.

Staffing impact: This package has no impact on positions or FTE.

Revenue source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor's</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	\$180,000		
Federal Funds	\$0		
All Funds	\$180,000		
Position/FTE	0 / 0.00		

Package 112 – Veneta Campus Remodel

Purpose: The objective is to invest in the modernization of the Western Lane District's headquarters and grounds due to the age and condition of the

majority of its facilities. The project will include removal of six existing buildings, an addition to the existing administration building, construction of a new multi-purpose operations facility, and preparation for future developments. It also addresses:

- Site-wide master plan analysis considering the adjacency of functions, existing workflow, and parking needs to better serve the community with quicker responses to the field to fight wildfires. The site will be more efficient in layout and with facilities that are no longer a threat to crews working in hazardous conditions;
- Expansion possibilities with growing staff needs;
- Different energy efficiency mandates including the State Energy Efficient Design (SEED) Program and on-site renewable energy production per Oregon's Green Energy Technology requirement for public buildings;
- Opportunities to move closer to Carbon Neutral Ready to reduce greenhouse gas emissions and the agency's carbon footprint as required by Executive Order 17-20; and
- Enabling more effective and efficient operations, enhancing mission readiness.

How achieved: Cost of issuance for all capital construction resides in the budget for the Agency Administration program. This is the only impact this package has on this program.

Staffing impact: This package has no impact on positions or FTE.

Revenue source:

	<u>Agency Request</u> <u>Budget</u>	<u>Governor's</u> <u>Budget</u>	<u>Legislatively</u> <u>Adopted Budget</u>
General Fund	\$0		
Other Funds	155,000		
Federal Funds	\$0		
All Funds	\$155,000		
Position/FTE	0 / 0.00		

Package 113 – Deferred Maintenance & Capital Improvement

Purpose: The purpose of this package is to request authority to address deferred maintenance and capital improvement issues, mandated by the budget

Agency Administration Narrative

instructions to be at least 2% of current replacement value (CRV) of the department's buildings and infrastructure. The 2017 Legislature passed Senate Bill 1067 (reference Section 9) requiring all agencies to include at least 2% of the current replacement value in their Agency Request Budget (ARB).

How achieved: Cost of issuance for all capital construction resides in the budget for the Agency Administration program. This is the only impact this package has on this program.

Staffing impact: This package has no impact on positions or FTE.

Revenue source:

	<u>Agency Request Budget</u>	<u>Governor's Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0		
Other Funds	\$75,000		
Federal Funds	\$0		
All Funds	\$75,000		
Position/FTE	0 / 0.00		

Agency Administration Narrative

Detail of Revenue 107BF07

Source	Fund	ORBITS Revenue Acct	2021-2023 Actuals	2023-25 Legislatively Adopted	2023-25 Estimated	2025-27 Agency Request	2025-27 Governor's	2025-27 Legislatively Adopted
Forest Protection Taxes	3400	0170	\$1,358,672	\$489,913	\$489,913	\$0		
Business Lic and Fees	3400	0205	\$91,280	\$131,121	\$131,121	\$131,121		
Charges for Services	3400	0410	\$3,108,828	\$1,620,831	\$1,620,831	\$3,208,619		
Admin and Service Charges	3400	0415	\$0	\$0	\$0	\$0		
Fines and Forfeitures	3400	0505	\$0	\$0	\$0	\$0		
Fines and Forfeitures	8800	0505	\$0	\$0	\$0	\$0		
Rent and Royalties	3400	0510	\$0	\$0	\$0	\$0		
Interest Income	8800	0605	\$0	\$0	\$0	\$0		
Sales Income	3400	0705	\$2,017	\$28,678	\$28,678	\$28,678		
State Forest Land Sales	3400	0730	\$109	\$0	\$0	\$0		
Donations	3400	0905	\$2,040	\$0	\$0	\$1,460		
Other Revenues	3400	0975	\$292,086	\$1,062,935	\$1,062,935	\$42,883		
Federal Funds	6400	0995	\$1,311,900	\$699,977	\$739,421	\$2,436,280		
Transfer In-Intrafund	3400	1010	\$17,766,019	\$21,826,049	\$24,424,524	\$31,031,077		
Transfer from General Fund	3400	1060	\$27,045,312	\$29,211,109	\$29,211,109	\$37,472,212		
Transfer from Administrative Svcs	3400	1107	\$0	\$0	\$0	\$0		
Transfer from Justice, Dept of	3400	1137	\$0	\$36,969	\$36,969	\$0		
Tsfr From lands, Dept of State	3400	1141	\$200,040	\$0	\$0	\$0		
Tsfr from Emergency Mgmt Dept	3400	1258	\$2,450	\$0	\$0	\$0		
Tsfr Out-Intrafund	3400	2010	(\$1,841,261)	\$0	(\$64,229)	\$0		