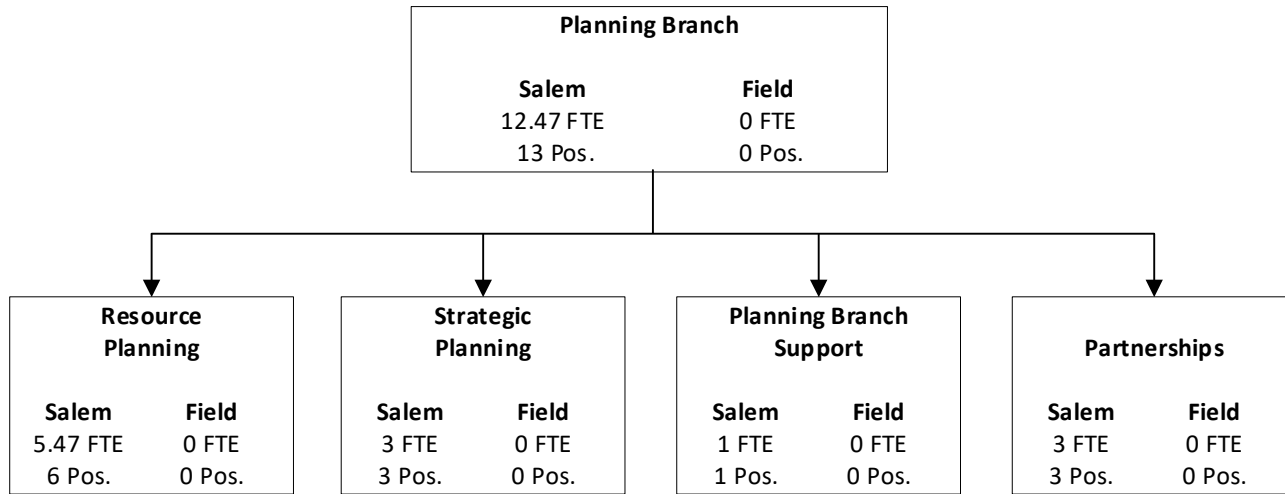


# Planning Branch Narrative

## Organization Charts



Proposed 2023-25 Structure

## Planning Branch Narrative

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Planning Branch is a new program being requested in the 2023-25 biennium, created from existing positions from other programs. As such there is no prior structure to show.

# Planning Branch Narrative

## Executive Summary

### Long-term focus areas impacted by the program

The Planning Branch is a new organizational unit emerging from a department-wide reorganization implemented in the fall of 2021. The reorganization comes as executive leadership considered the department's increasingly complex and dynamic operating environment with key challenges such as climate change, increasingly prolonged and severe fire seasons, financial management related to the costs of fire suppression, and substantial investments in department programs (e.g., SB 762, Private Forests Accord related legislation). As these demands strain agency structure and resources, the Planning Branch responds to these challenges by providing leadership and dedicated capacity to undertake strategic planning and decision support for the agency director, executive team, operating programs, and the Board of Forestry.

The Planning Branch maintains primary responsibility for agency strategic planning processes. It also facilitates the Board of Forestry, including maintenance of the board's strategic plan, the *Forestry Program for Oregon*.

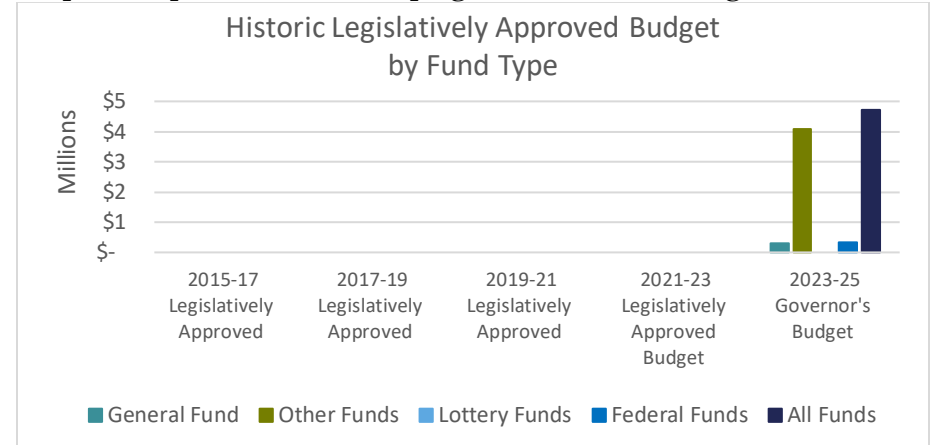
Primary Outcome Area: Provide decision support, analysis, and planning to support delivery of mandated and intentional state services effectively and efficiently across the agency.

Secondary Outcome Area: Build and maintain internal and external relationships to support proactive management of agency affairs, including understanding and acceptance of emerging issues and trends, specifically climate change and equity.

### Primary program contact

Ryan Gordon, Planning Branch Director, 503-945-7393, [ryan.p.gordon@odf.oregon.gov](mailto:ryan.p.gordon@odf.oregon.gov)

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



### Program overview

The agency created the Planning Branch to assist agency leadership, the Board of Forestry, and operating programs and its partners to strategically navigate an increasingly complex operating environment.

The Planning Branch provides management support and subject matter expertise to the agency and its core partners. Specifically, the branch focuses on planning and partnership development in climate, carbon, ecology, taxation, forest resilience, land use planning, wood products utilization and provides support to the Board of Forestry. The Planning Branch also includes staff capacity focused on critical external relationships, such as government-to-government relations and legislative coordination.

### Program funding request

For 2023-25, the Planning Branch is requesting \$4,726,218 total funds (\$302,387 General Fund; \$4,094,884 Other Funds; and \$328,947 Federal Funds).

### Program description

The Planning Branch acts as executive staff support to the State Forester, the Oregon Board of Forestry, the Executive Team and ODF Operating divisions; and builds and maintains external partnerships with stakeholders, partners, and potential funding entities to help achieve ODF's mission.

# Planning Branch Narrative

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The work of the Planning Branch is critical for the Board of Forestry and the agency to accomplish their respective work and ensure ODF is staffed, prepared and ready to accomplish the agency's mission. The Planning Branch Director reports to the State Forester, serves as a member of the agency's Directors Office and Executive Team, and provides strategic direction and leadership to Planning Branch staff. The Planning Branch is divided into the following work units:

***Resource Planning Unit (RPU).*** 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.

***Partnerships Unit (PU).*** The Partnerships Unit focuses on external relations, primarily around state and federal policy and government-to-government coordination. The PU is home to the agency Legislative Coordinator and Government to Government Liaison – both positions represent new, dedicated capacity for this body of work.

***Strategic Planning Unit (SPU).*** The Strategic Planning Unit engages in long-term planning related to forest resilience and Board of Forestry support. The SPU coordinates ODF's internal planning processes, including its Board work plans, Strategic Initiatives, and Annual Operating Plans.

Due to increasing demands and complexity, there are needs for planning, analysis and partnership development that regularly go unmet. The Planning Branch has been structured to add capacity – as possible – to address current and anticipated needs, though an additional management position is needed to address span of control issues.

The estimated cost for 2025-27 is \$4,992,930 and for 2027-29 is \$5,278,731.

## **Program justification and link to long-term outcome**

The branch's direct customers are agency leadership, the Governor's Office, state and federal partners, the Board of Forestry and the agency's operating programs. Indirect customers include forest landowners, local, state, federal agencies and tribal governments, non-profit natural resources organizations,

academic and corporate institutions, and the public in support of the department's operating programs.

The complex cross-cutting issues of climate, equity, wildfire risk and forest resilience require thorough analysis and decisive reasoning to ensure the most positive outcomes over the long-term. Like an incident management team at a wildfire, the Planning Branch analyzes the nuances and tradeoffs of a changing world to inform decision-making across the agency.

## **Enabling legislation/program authorization**

The Planning Branch provides agency-wide decision and planning support for the Board of Forestry, Executive Team, and operating programs. From this perspective, the Planning Branch supports the agency's full mission and suite of enabling statutes. Specific factors contributing to development of the Planning Branch and its functions include:

- An increasingly complex and dynamic operating environment associated with environmental, socio-political, and economic factors;
- the passage of complex legislation, including Senate Bill 762 and the Private Forest Accord, associated investments in the department, and legislative mandates;
- an overdue and unmet need to revise the Board of Forestry's strategic plan, as well as long term capacity for its implementation;
- a clear need to reinvest in agency strategic planning and associated agency management processes; and
- mandates to modernize agency operations, especially with a focus on climate change and equity.

## **Funding streams**

The Planning Branch is funded by the Other Funds and Federal Funds assessed against department programs on a pro-rated basis by funding source, such as state forest timber receipts and the Forest Products Harvest Tax.

## ***Program Narrative***

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The agency created the Planning Branch to assist agency leadership, the Board of Forestry, and operating programs and its partners to strategically navigate an increasingly complex operating environment.

## Planning Branch Narrative

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The Planning Branch provides management support and subject matter expertise to the agency and its core partners. Specifically, the branch focuses on planning and partnership development in climate, carbon, ecology, taxation, forest resilience, land use planning, wood products utilization and provides support to the Board of Forestry. The Planning Branch also includes staff capacity focused on critical external relationships, such as government-to-government relations and legislative coordination.

The work of the Planning Branch is critical for the Board of Forestry and the agency to accomplish their respective work and ensures ODF is staffed, prepared and ready to accomplish the agency's mission. The Planning Branch Director reports to the State Forester, serves as a member of the agency's Directors Office and Executive Team, and provides strategic direction and leadership to Planning Branch staff. The Planning Branch is divided into the following work units:

**Resource Planning Unit (RPU).** 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. Upon request, the RPU provides direct support to the Governor's Office regarding forest and broader resource management policies.

The RPU functions as technical and analytical staff to the agency director and Board of Forestry. It coordinates, supports, and directs issues and subject management with other agencies and jurisdictions, develops analyses, and provides guidance and recommends programs and policies to the Board and department. RPU leads and coordinates the analysis of broad forestry, department-wide, or integrated forest resource policy issues and assists in the development of department and Board positions on state and national issues.

The RPU provides leadership during policy work with other state and federal agencies and the private sector on forest sustainability, climate and carbon, land use, forest health, and economic development to support a robust resource sector and retention of resource and working forestland.

The RPU also acquires information and performs scientific and policy analyses essential to development and support of sound statewide natural resource

policies that sustain and enhance the health of Oregon's forest ecosystems, watersheds, and airsheds. This includes coordinating with public and private partners to assimilate, catalogue, and refine data and tools to ensure integrated, statewide, and landscape-scale capability to assess conditions, trends, opportunities, and barriers.

**Partnership Unit (PU).** The Partnerships Unit focuses on external relations, primarily around state and federal policy and government-to-government coordination. The PU includes the agency Legislative Coordinator and Government-to-Government Liaison.

The Department of Forestry values its partnership with Oregon's tribal nations and recognizes their shared commitment to the stewardship of our natural resources to promote environmental, economic and community sustainability. The department is dedicated to strengthening cooperative relationships with Oregon's nine federally recognized tribal nations and understands that Oregon's rich cultural heritage strengthens our partnership and protects cultural resources for future generations. The agency is pleased to add dedicated support for this important body of work.

The Planning Branch has also added dedicated capacity for legislative coordination. In the past this responsibility has been shared among multiple individuals within the organization, making long-term coordination and relationship retention a challenge. With the addition of this dedicated capacity, the department anticipates more success in proactively tracking and affecting legislative issues that have a nexus with core work.

**Strategic Planning Unit (SPU).** The Strategic Planning Unit engages in long-term planning related to forest resilience and Board of Forestry support. The SPU coordinates ODF's internal planning processes, including its board work plans, strategic initiatives, and annual operating plans.

More focused capacity for Board of Forestry facilitation is critical as the agency navigates an increasingly complex policy arena, transitions in agency leadership, and significant rulemaking around recent legislation. The Board is also beginning revision of its strategic plan, the *Forestry Program for Oregon*, which requires a sustained commitment of agency resources.

The passage of SB 762 provided dedicated support for a Strategic Planning Coordinator to develop and implement a 20-year strategy for landscape

# Planning Branch Narrative

resiliency, as outlined in the Shared Stewardship MOU. This position has been – and will remain – engaged in facilitating shared stewardship among state and federal partner agencies, in support of development and implementation of the 20-year strategy, which intersects a number of the department’s operating programs.

More capacity is needed within this unit, specifically in support of agency planning, decision support, and change management. The department has recruited two limited duration positions to address immediate capacity needs, and has also engaged a third party consultant to assist with strategic planning at the agency level.

Overall, the Planning Branch has been structured to add capacity – as possible – to address current and anticipated needs, though an additional management position is needed to address span of control issues as the program grows.

## Essential Packages

### **Pkg 060-Planning Branch**

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. One of these is the creation of a new SCR, taking positions and their related S&S from multiple SCRs. These actions are net-zero at the Agency-wide level, but not at the SCR level. In the Planning Branch it results in a budget increase of \$311,599 General Fund, \$4,096,579 Other Funds, and \$328,947 Federal Funds, for a total of \$4,737,125 All Funds. There was also an increase of 13 Position Counts and 12.47 FTE.

## Policy Packages

Package Number	Component Title	All Funds	Positions / FTEs
090	Analyst Adjustments	(\$9,212)	0/0.00
092	Statewide AG Adjustment	(\$1,695)	0/0.00
<b>Total Packages:</b>		<b>(\$10,907)</b>	<b>0/0.00</b>

## Package Narrative

### **Package 090-Analyst Adjustments**

**Purpose:** This package adjusts vacancy rate on General Fund positions to 5 percent

**Staffing impact:** None

**Revenue source:**

	<u>Agency Request Budget</u>	<u>Governor’s Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	(\$9,212)	
Other Funds	\$0	\$0	
Federal Funds	\$0	\$0	
<b>All Funds</b>	<b>\$0</b>	<b>(\$9,212)</b>	
<b>Position/FTE</b>	<b>0/0.00</b>	<b>0/0.00</b>	

### **Package 092-Statewide AG Adjustment**

**Purpose:** This package reduces Attorney General rates to 4.62 percent to reflect adjustments in the Governor’s Budget

**Staffing impact:** None

**Revenue source:**

	<u>Agency Request Budget</u>	<u>Governor’s Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$0	\$0	
Other Funds	\$0	(\$1,695)	
Federal Funds	\$0	\$0	
<b>All Funds</b>	<b>\$0</b>	<b>(\$1,695)</b>	
<b>Position/FTE</b>	<b>0/0.00</b>	<b>0/0.00</b>	

# Planning Branch Narrative

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## *Detail of Revenue 107BF07*

Source	Fund	ORBITS Revenue Acct	2019-2021 Actuals	2021-23 Legislatively Adopted	2021-23 Estimated	2023-25 Agency Request	2023-25 Governor's	2023-25 Legislatively Adopted
Federal Funds	6400	0995	\$0	\$0		\$335,208	\$335,208	
Transfer In-Intrafund	3400	1010	\$0	\$0		\$2,523,758	\$2,523,758	
Transfer from General Fund	3400	1060	\$0	\$0		\$2,551,279	\$2,551,279	