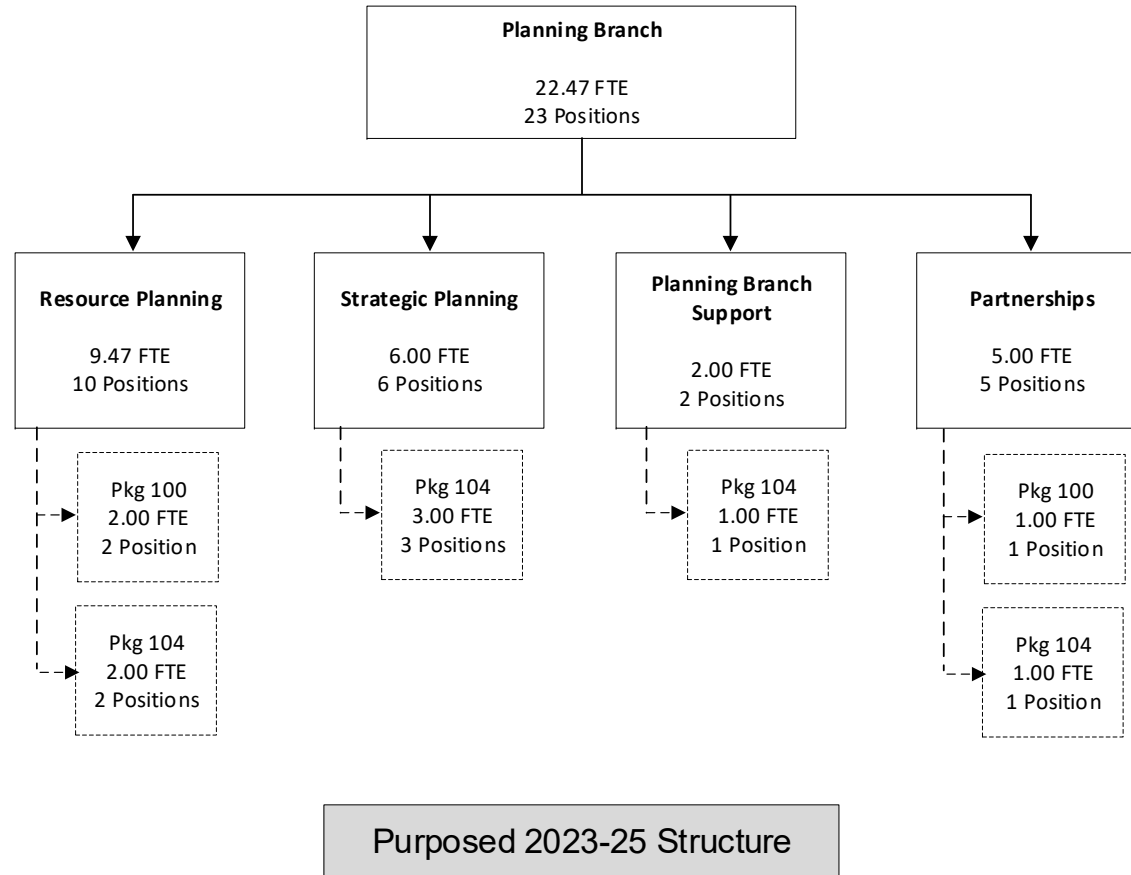


Planning Branch Narrative

Organization Charts



Planning Branch Narrative

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*.

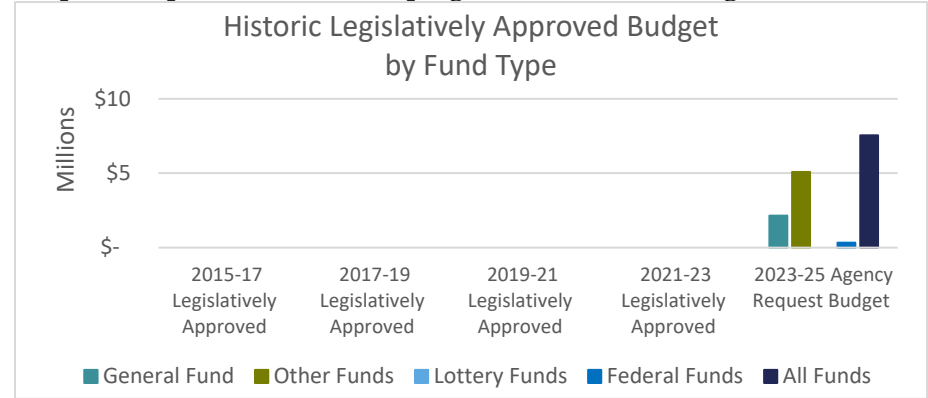
Primary Outcome Area: Provide decision support, analysis, and planning to support delivery of mandated and intentional state services effectively and efficiently across the agency.

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

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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 \$7,540,877 total funds (\$2,136,893 General Fund; \$5,075,037 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

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 \$7,969,1934 and for 2027-29 is \$8,426,831.

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

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

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
100	Community Engagement & Climate Change	\$805,349	3/3.00
104	Planning Branch Capacity	\$1,998,403	7/7.00
Total Packages:		\$2,803,752	10/10.00

Package Narrative

Package 100-Community Engagement and Climate Change

Purpose: The purpose of the Community Engagement & Climate Change program enhancement package is to support implementation of the agency’s Climate Change and Carbon Plan (CCCP), which was adopted by the Board of Forestry in late 2021. The CCCP identifies climate change as a serious threat and advances a vision for climate-smart forestry that provides meaningful direction towards realization of adaptation, mitigation, and social policies that promote community, ecosystem, and economic health. The plan recognizes that Black, Indigenous, and People of Color (BIPOC), natural resource-dependent communities, and those growing up in intergenerational poverty have been and continue to be among the most climate-impacted communities, and calls for forest policies shaped through an environmental justice and equity lens. The plan recognizes the importance and significant role of Oregon’s forest industry in offering climate change mitigation and adaptation options and economic opportunities, especially in rural communities. Finally, the plan calls for incorporation of leading science of consensus in the development of statewide implementation strategies across ownerships.

The legislature made significant investments in the department in both the 2021 and 2022 legislative sessions via Senate Bill 762 and the Private Forests Accord directed legislation. These investments recognize the important connection between communities and natural resources. They have driven significant change in existing policies, practices, and developed new program areas within the department. As these new bodies of work have developed, it is clear the department needs a more coordinated investment to ensure new policies are socially equitable and reflect requirements in Executive Orders and statewide policies as well as the principles of climate-smart forestry, as outlined in the Climate Change and Carbon plan.

With this package, the department will be better positioned to coordinate between recent investments, improve efficiency, equity, and realize expanded opportunities to engage urban and rural community members, increasing awareness of the important role forests play in providing resources that support communities and ameliorate climate change impacts. With additional capacity there will be a substantially improved ability to engage and reflect traditionally under-represented communities – in policy development and deployment around forest management.

Planning Branch Narrative

Finally, the department is seeking funding to install electric vehicle charging stations at its facilities across the state. This works toward limiting the department's greenhouse gas emissions and is included in the CCCCP as well as enterprise-wide direction to do so. Implementation of this infrastructure will allow for greater incorporation of electrified vehicles in the department's fleet.

How achieved: The Community Engagement & Climate Change program enhancement package includes added capacity and investments across three programs to enable more deliberate engagement with diverse communities statewide and to increase the department's capability for planning and implementation around climate change and community resilience. Investments in staff capacity and program enhancements in the department's Planning Branch, Forest Resources Division, and Administrative Branch will focus on the following elements:

Planning Branch. The agency has insufficient capacity and expertise to evaluate and inform response to climate change, especially around the nexus with wildfire. The agency requires additional subject matter expertise to inform agency action and lead community engagement across all business lines. At present, the Planning Branch houses a Forest Climate, Carbon and Health Analyst, as well as a Forest Ecologist, who provide technical assistance across the agency. The proposed enhancement package would add the following three positions:

- *Climate and Fire Ecologist:* This position would serve as the agency expert on climate change and fire as it relates to forest management. The position would frequently interact with private sector partners and stakeholders to develop climate mitigation strategies and adaptation plans. It would also work across internal division boundaries to provide support to the ODF Executive Team and coordinate related policy work with staff in the Governor's Office and the Board of Forestry.
- *Forest Modeling and Data Scientist:* This position would serve as the agency expert on the USFS Forest Inventory and Analysis Program (FIA) and utilizing the inventory data for analyses related to forest growth and yield and other data as it relates to evaluating the outcomes of alternative forest management policies. The position would represent ODF as a contributing partner in multiple cooperative research and data synthesis efforts with other ODF programs, state and federal agencies, universities, the Board of Forestry, and the forest stakeholder community.

- *Community Engagement Coordinator:* This position serves as an agency expert on impacts to communities from climate change, extreme events related to forestry (e.g., large scale wildfire and smoke events) and works with other DEI-centered staff in the department. It provides community engagement for the department and works to increase input and inclusion from Black, Indigenous, and People of Color (BIPOC) communities, natural resource dependent-communities, and those communities with higher levels of intergenerational poverty, as well those community-based organizations (CBOs) that represent them. The position works to conduct Diversity Equity and Inclusion analysis (DEI), representation, support, interpretation, and communication of many aspects of planning affecting Oregon's forest resources.

Staffing impact: Establishment of three positions and 3.00 FTE.

Quantifying results: Success will primarily be measured in terms of completion of supporting actions that are identified in the Climate Change and Carbon Plan. This includes development and implementation of a climate change assessment framework, which will help guide the consideration of climate change and environmental justice in agency rule-making, policy development, and other decision-making processes. These investments also support implementation of Executive Orders and agency plans through program development and community engagement. Quantification of results will be consistent with agency plans and statewide policy guidance including increasing sequestration of greenhouse gasses as monitored by long standing scientific methods, installation of the vehicle charging infrastructure, and assistance provided to landowners and forest managers, both urban and wildland.

Revenue source:

	<u>Agency Request Budget</u>	<u>Governor's Budget</u>	<u>Legislatively Adopted Budget</u>
General Fund	\$805,349		
Other Funds	\$0		
Federal Funds	\$0		
All Funds	\$805,349		
Position/FTE:	3/3.00		

Planning Branch Narrative

Package 104-Planning Branch Capacity

Purpose: Key challenges such as climate change, longer and more severe fire seasons, critical financial management issues related to the costs of fire suppression, the need for stronger and more equitable public engagement, and substantial investments in department programs (e.g., SB 762, Private Forests Accord related legislation) have strained agency resources. Recognizing these challenges, leadership identified a need for more dedicated agency-wide capacity for strategic planning and decision support for the agency director, executive team, and operating programs. The Planning Branch Capacity program enhancement package is designed to respond to these needs, providing management support and additional subject matter expertise to the agency. The Planning Branch is a new organizational unit emerging from a department-wide reorganization implemented in the fall of 2021.

The Planning Branch was created to provide critical support in the following areas:

- Identification, analysis, and support of emerging issues;
- Board of Forestry strategic direction, facilitation, and support;
- State and federal legislative coordination;
- External partnerships and community engagement, including government-to-government relations;
- Leading strategic planning and agency policy coordination;
- Consultation and facilitation of projects or initiatives that cross department divisions or programs; and
- Development and maintenance of studies, reports, and other analytical services.

The Planning Branch includes existing staff capacity moved from other programs, as well as several new positions developed in the 2021-2023 biennium (see current-state organizational chart below). In addition to ongoing agency business, immediate needs include three critical strategic planning processes: (1) Revision of the Board of Forestry’s Strategic Plan, the *Forestry Program for Oregon*, (2) Development of a Shared Stewardship Governance Structure and 20-year Strategy for Resilient Landscapes, as outlined in SB 762 and the statewide Shared Stewardship MOU, and (3) Completion of an agency strategic plan. As the Planning Branch approaches these tasks and evaluates

other needs across the agency, clear capacity gaps have emerged, which this enhancement package seeks to address.

How achieved: The proposed enhancement would provide permanent funding for the staffing of the new Planning Branch to support the following areas:

- Identification, analysis, and support of emerging issues;
- Board of Forestry strategic direction, facilitation, and support;
- State and federal legislative coordination;
- External partnerships and community engagement, including government-to-government relations;
- Leading strategic planning and agency policy coordination.
- Consultation and facilitation of projects or initiatives that cross department divisions or programs; and
- Development and maintenance of studies, reports, and other analytical services.

Staffing impact: Establishment of seven positions and 7.00 FTE.

Quantifying results: 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. The addition – or continuation – of these positions help to shore up critical needs identified by agency leadership, and further support the Planning Branch’s role in providing proactive leadership and strategic direction on emerging issues, as well as the integration of climate change and equity into all aspects of agency business and decision-making.

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	\$1,019,945		
Other Funds	\$978,458		
Federal Funds	\$0		
All Funds	\$1,998,403		
Position/FTE:	7/7.00		

Planning Branch Narrative

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		
Transfer In-Intrafund	3400	1010	\$0	\$0		\$2,523,758		
Transfer from General Fund	3400	1060	\$0	\$0		\$2,551,279		