

## STAFF REPORT

Agenda Item No.:	5
Work Plan Title:	<i>Forestry Program for Oregon</i> Implementation -Issue 1 Objective 4 – Using Adaptive Management Tools for <i>Forestry Program for Oregon</i> Implementation –Board of Forestry Planning Process
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### SUMMARY

The purpose of this agenda item will be to propose development of a new, formalized Board of Forestry planning process.

This process would incorporate the Board's current work planning/issues scan operating model, and the historical *Forestry Program for Oregon* planning effort, into a more comprehensive model that creates better integration of Board planning efforts with Department of Forestry planning and budgeting functions.

Key to a more effective model will be developing a specific schedule of activities in alignment with the legislative budget cycle and creating a process that is strongly driven by assessment, monitoring and performance information.

### CONTEXT AND BACKGROUND

The 2005 version of the *Forestry Program for Oregon* is the latest iteration of strategic planning documents that have been adopted by the Board for several decades now and have been useful tools in framing overall policy direction for the Board and Department.

Following on this most recent version, the Department developed and shared with the Board a staff-level strategic plan. This plan was annotated to show its alignment with the *Forestry Program for Oregon*.

In addition, a diverse group of experts developed a set of criteria and indicators for measuring progress towards achieving the core mission of the Board, which is to promote the sustainable management of Oregon's entire forested estate, both publicly and privately owned.

At the same time, a number of other processes exist that represent efforts on the part of the Board and Department to appropriately plan and prioritize work, and to monitor our success. These include the Board's fairly new operating model for developing work plans and conducting periodic issue scans. It also includes the biennial budget and

legislative concept requests that are developed by the Department, approved by the Board and forwarded to the Governor's Office where it is decided whether these will become part of the recommended package to the biennial legislative sessions.

At a lower level, there is the development of annual fiscal budgets and annual work plans.

Other monitoring functions include the reporting of Oregon Benchmarks to the Oregon Progress Board, the reporting of Key Performance Measures to the Legislature's Joint Ways and Means Committee, Board adopted State Forest Performance Measures and individual employee performance appraisals.

In total these and other functions represent considerable time and effort allocated to planning and monitoring. Lacking, though, are clear linkages between key processes and the systematic application of the "plan-do-check" approach to continuous improvement.

## ANALYSIS

Institutionalizing the concept of continuous improvement within an organization can be effectively facilitated by a systematic and iterative approach to "planning – doing – checking."

In a relatively large, de-centralized organization multiple plan-do-check processes are normally employed reflecting the vertical layers of structure (e.g. Board – Executive – Managerial – Lead Supervisor – Individual Employee), as well as the branches of discreet support functions (e.g. Human Resources, Information Technology, Equipment and Facilities) and different businesses (Fire Protection, Private Lands Management, Public Lands Management).

Ensuring the success of the organization, then, requires that plan-do-check processes within all of these are functioning effectively and that there are clear linkages among them. This includes both internally and externally driven processes. For example, we need to be able to connect the *Forestry Program for Oregon* to legislative concept development and various other processes on through to staff performance appraisals.

The agency's strategic planning process and preparation of the biennial budget are critical focal points for this fairly complex task of integrating the layers of supervision, a diverse set of support functions and the Department's primary businesses of fire, private lands and public lands.

The Department currently has a Strategic Plan but it is under-utilized by agency leadership and not well-understood or communicated either up the ladder (Board of Forestry, Legislature, etc.) or down (program staff, field personnel) or externally to

stakeholders. Neither is there effective engagement from Board to staff to stakeholders when it comes to preparation of the biennial budget.

Creating meaningful improvement in these two processes will require analysis of a wide range of plan-do-check activities within the agency. Based on that analysis, direction for improving those processes will be provided. This needs to include those that are developed and/or reviewed by the Board of Forestry.

### **RECOMMENDATION**

The Department recommends the Board endorse this comprehensive effort for evolving current planning and monitoring functions into a fully integrated, carefully linked and systematically implemented continuous improvement model.

The Department also recommends that a Board sub-committee be formed to plan a workshop outside of the Board's current meeting schedule that would focus on the development of Board processes required to properly implement this model.

### **NEXT STEPS**

An agency work group has already begun work on this model and will make regular reports on progress to the Board.

Pending approval, a Board sub-committee will plan and conduct a full Board workshop to address the Board-focused processes that need to be part of this model.

### **ATTACHMENT**

- (1) *Charter Work Plan: Agency Strategic Planning/Budgeting Process Development*