



AGENCY STRATEGIC PLANNING/BUDGETING PROCESS DEVELOPMENT

CHARTER WORK PLAN

November 9, 2007

REQUESTOR	SPONSOR(S)	PROJECT MANAGER	START DATE	END DATE
Marvin Brown	Executive Team	Marvin Brown	October '07	June '09

BACKGROUND

Starting in early 2007 the State Forester began conversations with ODF's Executive Leadership towards evaluating the strengths and weaknesses of the agency.

His assessment was that the agency was outstanding at day-to-day execution and very good at specific policy analysis efforts. On the other hand, there is a need to be more effective at strategic planning and there are more serious deficiencies when it comes to evaluating accomplishment, accountability and success. Without close attention to these "measurement" functions the agency lacks the drivers for useful strategic planning, and ultimately does not implement an effective approach to continuous improvement.

After several discussions it was determined that the most appropriate pathway for dealing with these deficiencies would be to focus on a new operating model for agency leadership. This model keys off of changes made to the Board of Forestry's operating model, uses the *Forestry Program for Oregon* to clearly define the agency's mission and emphasizes a systematic and iterative approach to "planning – doing – checking."

It will actively engage personnel at the District Forester, Program Director and Executive level with the option to involve Program Managers where appropriate. This group is referenced as the "Leadership Team" (LT).

At its September 2007 meeting the LT began this process of changing to a new operating model. A variety of strategic initiatives were chartered dealing with improving the agency's core businesses, reviewing some issues related to organizational structure and developing new business support systems.

One of those business support systems in need of refinement was the agency's overall strategic planning and budgeting process.

This project was chartered for that purpose.

PROBLEM STATEMENT

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 (eg. Board – Executive – Managerial – Lead Supervisor – Individual Employee), as well as the branches of discreet support functions (eg. Human Resources, Information Technology, Equipment and Facilities) and different businesses (Fire Protection, Private Lands Management, Public Lands Management).

Ensuring the success of the agency, 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 FPFO 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 ODF's primary businesses of fire, private lands and public lands.

ODF 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.

Specific attention will be paid to linking these processes together. And ultimately, new procedures for agency-level strategic planning and budgeting will be developed that reflect better integration, that are more systematic in their approach, and that yield an institutionalized culture of continuous improvement.

PROJECT DESCRIPTION

The work team will catalogue the full set of plan-do-check processes that exist within ODF and that have, or should have, an ultimate bearing on strategic planning and budgeting. We will look for gaps where such processes need to be employed, but are not. We will identify how these processes are to be properly linked. We will coordinate the overall process improvements that will need to be carried out. And, we will specifically develop new processes for agency-level strategic planning and biennial budget development.

OBJECTIVES & SUCCESS CRITERIA

Objectives	Success Criteria	How Measured
1. Understand existing plan-do-check processes, associated gaps and linkages between these various agency processes	A document is prepared identifying: - relevant P-D-C processes - processes that need to be developed - and linkages between processes that need to be more systematically employed	LT reviews, modifies, and improves document and commits to moving forward with recommendations
2. A revised process for agency-level strategic planning and biennial budget development is drafted	A fully developed draft directive supporting this process	Review, improvement and approval of directive by LT. Presentation and discussion at Board of Forestry.
3. Implement revised Agency-level strategic planning and biennial budget development process directive.	LT understands and begins to implement the new process.	Agency Strategic Plan and Biennial Budget completed under this new process.

PROJECT SCOPE

In Scope (Will be Included)	Out of Scope (Will not be Included)
Analyses and Recommendations for Processes Related to:	Financial Transaction Systems
Forestry Program for Oregon Development	IT Systems Development
Board Issues Scan/Work Plan Development	Internal Auditing Risk Analysis
Agency Strategic Plan	Forestry Business Improvement Initiative
Biennial Budget Development	
Legislative Concepts Development	
Annual Work Plans for Programs and Districts	
Fiscal Budgeting	
District Program Reviews	
Employee Performance Appraisal	

ASSUMPTIONS & CONSTRAINTS

Assumptions (Key Bets)	Constraints (Limiting Factors)
Organizational Structures within ODF may evolve, but changes will be fairly incremental	Personnel time to dedicate to the project is limited and will need to be incorporated into ongoing work schedules over a longer period of time than what

	might otherwise be desirable
Current budgeting and planning processes will remain in effect while new ones are developed	

STAKEHOLDERS	
Interested Parties	Why Interested
Board of Forestry	Successful implementation of this project will improve the development of the next FPFO, enhance their work planning and issues scan process, and improve their ability to engage in budget and legislative concept development
Full range of external stakeholders... landowners, environmental interests, industry, counties, conservation and recreation groups	This project will create new processes and timing for the development of budgets and legislative concepts, it will influence the next version of the FPFO and interact with ongoing evaluation of Board work plans and issue scans
Agency LT	This project will institutionalize a more systematic operating model for effective agency leadership
All Employees	This project will create cultural change within the agency...in that while most elements of ODF's commitment to decentralized decision-making will be preserved there will be a much higher level of accountability, reporting and interaction that flows between the levels of decision-making from top to bottom and back

RELATED PROJECTS
Forestry Business Improvement Initiative
Review of ODF Business Services Organizational Structure
Review of ODF Organizational Structures for Monitoring
Development of a Consistent Framework for all ODF Monitoring Efforts that Uses Criteria and Indicators as the Over-arching Organizing Structure

PRIORITY ASSESSMENT					
<i>Check off which item is: the highest priority (such as: time if you have to meet a deadline; cost if you have a limited budget; etc.), and which is the middle, and which is the lowest priority (such as: time if the project can be finished without a set deadline; or quality if it needs to be completed cheap and fast, but not perfect.)</i>					
Level of Importance:	Scope	Time	Cost	Quality	Risk
Highest	XXX				
Medium		xxx	xxx	xxx	
Lowest					xxx

PROJECT TEAM		
Resource Name	Role	Responsibilities
Barbara Lee	Work Team Member	Indicators and Issues Scans
Nancy Hirsch	Work Team Member	Board of Forestry Work Plans
Craig Leech	Work Team Member	District Program Reviews
Bob Gustavson	Work Team Member	Agency Strategic Plan
Matt Krunglevich	Work Team Member	Employee Performance Reviews
Jill Neely	Work Team Member	Budget & Legislative Concepts
David Morman	Work Team Member	Forestry Program for Oregon
Steve Laam	Work Team Member	Fiscal Budgets and Work Plans

PLAN		
Task	Date Due	Milestone / Deliverable
Finalize Work Plan	03/18/08	<ul style="list-style-type: none"> - Gain LT Concurrence for Work Plan at December '07 LT - Review Work Plan with Board of Forestry at January '08 mtg; solicit their comments and recommendations - If there are changes, provide follow-up to March '08 LT
Initiate improvements to pertinent plan-do-check processes within ODF	06/10/08	<ul style="list-style-type: none"> - Present results and recommendations from Gap Analysis to June '08 LT; Secure LT concurrence - Provide report on progress to September '08 Board of Forestry mtg
Finalize new procedures for agency-level strategic planning and biennial budget preparation	06/01/09	<ul style="list-style-type: none"> - provide draft directive and associated procedures for review and concurrence to December '08 LT - provide draft procedures to January '09 Board of Forestry - review with stakeholders February '09 – April '09 - Present Final procedures to Board and LT in June '09
Notes/Comments on Plan: Process Improvements for related plan-do-check functions will have appropriate time frames, etc., developed.		

COMMUNICATION PLAN					
<i>Describe the frequency and type of communications (include meetings, minutes, updates, etc.), who will be included, and how they will occur (e-mail, meeting, posted to web or shared drive, presentation, workshop, etc.) Make sure that all of the stakeholders identified above are included.</i>					
Deliverable/ Description	Target Audience(s)	Delivery Method	Delivery Frequency	Who Responsible?	Purpose
Project Charter	LT	LT mtg		M Brown	Concurrence and Comments
Status Reports	LT & BOF	Mtg Reports	Every 6 mos	M Brown	Concurrence and Comments
Change Management	LT, BOF & Stakeholders	Mtgs & Documentation	Towards Completion	M Brown	Implement
Team Meetings	Work Team	Mtgs and E-mail	Every 2 mos	M Brown	Complete Project
Sponsor Meetings	Exec Team	Exec Mtgs	Every 4 mos	M Brown	Info
Project Updates	Probably Not				
Meeting Minutes	LT	Meeting Reports	After each	???	Info

GROUP DECISION MAKING PROCESS
<i>Describe how the group will arrive at decisions/recommendations (Consensus of those in attendance, those responding as polled, majority vote, etc.).</i>
General Consensus