

**Procedures for Oregon Board of Forestry Strategic Planning,
Implementation and Monitoring**

BACKGROUND AND PURPOSE: (Why)

These procedures describe how the Oregon Board of Forestry will identify the policies and programs it wishes to implement that will promote environmentally, economically, and socially sustainable management of Oregon's public and private forests.

The Board of Forestry will adopt and update its mission statement, vision statement, value statements, and long term goals on an eight-year cycle. The Board will adopt and update its strategic objectives on a two-year cycle. Collectively, these products shall be known as the *Forestry Program for Oregon*.

The Board will periodically be asked to endorse a set of *Oregon Indicators of Sustainable Forest Management* addressing the goals of the *Forestry Program for Oregon*. The Board may also be asked to endorse desired trend statements of targets for the indicators. The Board will use indicator status and trend information, along with *Issue Scan* information and other information, to evaluate the Oregon forest resource conditions and implementation of the *Forestry Program for Oregon*. The Board may revise the *Forestry Program for Oregon* objectives as a result.

The Board will also conduct an annual *Board Governance Performance Evaluation* with results included in the Department of Forestry's *Annual Performance Progress Report*.

Based on these information sources and other information deemed pertinent, the Board will set priorities and provide direction for Board work planning for the following two years. The outcome is a *Priority Set of Issues for Board of Forestry Work* that will lead to specific Board decisions and products that may result in:

- *Legislative Concepts*
- *Administrative Rules*
- *Policy or Position Statements*
- *Department Program Changes/New Initiatives*
- *Forestry Program for Oregon Revision*
- *Other as needed*

Each issue represents a commitment of time by the Board of Forestry and Department of Forestry staff that needs to be fully understood and appropriately planned. Developing a *Board of Forestry Work Plan* for each major issue in as much detail as possible allows staff to more efficiently allocate time among multiple demands and allows Board agendas to be drafted in advance so that the

Board is better assured of giving each issue adequate time for review and deliberation. *Board of Forestry Work Plans* will include clear links to *Forestry Program for Oregon* goals and objectives, where applicable. *Board of Forestry Work Plans* form the basis for the establishment of *Board of Forestry Meeting Agendas*.

Implementation of these procedures allows Department of Forestry staff and the Board to effectively address Board issues in priority order within available resources.

The Board of Forestry will be provided with periodic updates on Department of Forestry strategic planning, performance measures, implementation and effectiveness monitoring updates, and other reports on program performance. The Board will also be consulted throughout the biennial *Agency Request Budget* development process, from the development of general principles through submission to the Governor. The Board will also track the department's budget through the legislative session and be informed of the legislatively-approved budget. The Board will also be informed as needed of significant changes in Department resources.

RESPONSIBILITIES: (Who)

Chief of the Administrative Division:

The Chief of the Administrative Division is the designated Senior Manager for this process and with the assistance of the Agency Strategic Planning Team will be responsible for:

- Assisting the State Forester and Board of Forestry Chair to ensure Board of Forestry meeting agendas reflect Board priorities and include strategic planning, implementation, and monitoring agenda items and effective Board decision making;
- Coordinating Department of Forestry staff support to the Board of Forestry in the development of agenda items and implementation of Board decisions;
- Linking Board of Forestry strategic planning, implementation and monitoring to Department of Forestry strategic planning, budgeting, and legislative concept development;
- Coordinating administration of the Board's web-based decision support system;
- Evaluating the performance of the Board's strategic planning, implementation and monitoring process;
- Regularly reviewing the effectiveness of these procedures in achieving desired outcomes;
- Proposing changes to these procedures;
- Communicating to the Board of Forestry and the rest of the Department of Forestry Executive Team as to progress, needs for refinement, etc.

PROCEDURES: (What, When, Where)

1. Regular, single-day Board of Forestry business meeting will generally be scheduled for January, March, April, June, July, September, and November of each year. Additional meeting days may be added at the discretion of the Board. Board of Forestry meeting agendas will be primarily based on required actions in *Board of Forestry Work Plans*. Agenda items necessary to carry out items 3. thru 12. (below) shall always be scheduled first for these meetings, and will be completed before other Board of Forestry business occurs.

2. On an eight-year cycle starting in 2011, the Board of Forestry will review and update the *Forestry Program for Oregon*.

At a minimum, the *Forestry Program for Oregon* will include statements of the Board's:

- Mission statement -- establishing the overall purpose of the Board of Forestry.
- Goals -- identifying what the Board of Forestry wants to achieve over the next eight years.
- Vision -- describing what the Board wants to accomplish through its goals and objectives, looking at a 20-year horizon.
- Values -- identifying the Board's guiding philosophies related to forestry.
- Objectives -- setting short-term actions upon which the Board intends to focus its efforts. Objectives will be updated on a two year cycle.

The *Oregon Indicators of Sustainable Forests Management*, *Board Issue Scan*, and *Board Work Plans* will all inform the *Forestry Program for Oregon* development and revision process. Other forest assessment and monitoring information will also be used.

Information from stakeholders and the general public may be collected from a variety of sources including public opinion surveys, public symposia, advisory groups, and general public comments. Ultimately, it is the responsibility of the Board members themselves, within the context of the Board's statutory authorities, to define its mission, vision, values, goals, and objectives.

3. September Board of Forestry Meetings in Odd-numbered Years

The following informational agenda items shall be prepared by Department of Forestry staff for presentation to the Board of Forestry at its September meeting:

- a. The Forest Resources Planning Program Director, in consultation with the Chief of the Administrative Division and the Department of Forestry's strategic planning team, will present the results of the most recent *Issue Scan* and the recommendations of the Issue Scan Work Group, or the

results of any alternative methodology that might be developed in the future, that provides the Board an opportunity to received public input to use in planning its work. The Board of Forestry will evaluate all the *Records of Potential Board Issues* and the recommendations that result from the public input process. The Board may receive public testimony on the *Records of Potential Board Issues*. The Board may choose to prioritize the issues, bundle the issues into larger categories, request more information on certain issues, or choose to take no action on certain issues at this time.

b. The Forest Resources Planning Program Director will present a summary of current *Oregon Indicators of Sustainable Forest Management* conditions and trends.

c. The Chief of the Administrative Division will provide a summary of the current biennium's *Legislatively Approved Budget* for the Department of Forestry and department *Leadership Team Strategic Initiatives*.

d. The Chief of the Administrative Division and the Protection from Fire, State Forests, and Private Forests Program Chiefs will provide the most recent Department of Forestry *Annual Performance Progress Report*.

e. The Agency Affairs Program Director will summarize bills passed by the immediate past Oregon Legislative Session that may affect Board of Forestry policies.

f. The Protection from Fire, State Forests, and Private Forests Program Chiefs or their staff will present key program-level implementation and effectiveness monitoring findings relevant to Board of Forestry policies.

g. The Board of Forestry will use indicator status and trend information, along with issue scan information and other information, to evaluate the Oregon forest resource conditions and implementation of the *Forestry Program for Oregon*. The Board may begin to update the *Priority Set of Issues for Board of Forestry Work* and *Forestry Program for Oregon* objectives for the next two calendar years.

4. November Board of Forestry Meetings in Odd-numbered Years

a. The Chief of the Administrative Division will present updates to the *Priority Set of Issues for Board of Forestry Work* for Board discussion, revision, and adoption.

b. The Chief of the Administrative Division will present for Board discussion, revision, and adoption proposed principles and guidance to the Department of Forestry for *Agency Request Budget* development for the next biennium.

c. The Forest Resources Planning Program Director shall present proposed two-year objectives for the *Forestry Program for Oregon* for Board discussion, revision, and adoption.

d. The Forest Resources Planning Program Director may propose revisions to the *Oregon Indicators of Sustainable Forest Management* and

desired trend statements or indicator targets for Board of Forestry discussion and approval.

5. January Board of Forestry Meetings in Even-numbered Years

a. The Protection from Fire, State Forests, and Private Forests Program Chiefs or their staff will present for Board discussion and revision recommendations for adding, deleting, or modifying *Board of Forestry Work Plans* based on approved *Priority Set of Issues for Board of Forestry Work* and approved two-year objectives for the *Forestry Program for Oregon*. Work Plans will include the following elements:

- Background -- The historical context and a summary of current issues establishing why the issue needs to be addressed by the Board.
- Primary Board Issue -- A one sentence statement of the overall outcome anticipated through completion of the Work Plan.
- Intermediate Board Issues -- Specific, quantifiable steps or components leading to the overall Primary Board Issue for the Work Plan. For each Intermediate Board Issue, the following details will be provided:
 - Board Products -- Products or processes the Board expects to achieve by working on this issue, including the potential decision range. For example, will this work lead to a possible proposal for legislation, a rule change, a change in Board strategic direction, or direction for a new Department program?
 - Research and Information Gathering -- A detailed description of what information the Board will be provided in order to reach the point of decision making.
 - Stakeholder/Public Involvement -- How, and at what points, the Board will engage stakeholders and interests in the development of potential decision alternatives.
 - Timeframe with Milestones -- A brief outline of the major steps that are anticipated to meet the Intermediate Board Issue and an anticipated schedule. This information will be key in building future Board meeting agendas.
 - Resources Required -- Anticipated Board and department staff work that will be required to complete the Intermediate Board Issue.
 - Monitoring Achievement of the Intermediate Board Issue -- Though this will be more completely developed as a part of decision making, this is the scope of potential monitoring and follow-up that may be appropriate.

6. March Board of Forestry Meetings in Even-numbered Years

a. The Protection from Fire, State Forests, and Private Forests Program Chiefs or their staff will present for Board adoption recommend updates to *Board of Forestry Work Plans*.

7. April Board of Forestry Meetings in Even-numbered Years

a. The Chief of the Administrative Division will present information current state revenue projections, and summarize *Agency Request Budget* development. (including proposed budget policy option packages and budget reductions). The public will be able to track and comment on budget development during regular board meetings. The Board of Forestry's advisory committees may assist in developing budget concepts.
b. The Agency Affairs Director will present *Legislative Concepts* for Board of Forestry approval for further development and submission to the Governor and introduction in the next Legislative Session.

8. June Board of Forestry Meetings in Even-numbered Years

a. The Chief of the Administrative Division will assist the Board of Forestry in conducting a *Board Governance Performance Evaluation*.

9. July Board of Forestry Meetings in Even-numbered Years

a. The Chief of the Administrative Division will present a proposed *Agency Request Budget* for Board approval. Once the biennial *Agency Request Budget* has been developed it will be proactively shared by the Department of Forestry with interested stakeholders to seek understanding, acceptance, and support.

10. September Board of Forestry Meetings in Even-numbered Years

a. The Chief of the Administrative Division and the Protection from Fire, State Forests, and Private Forests Program Chiefs will provide the most recent Department of Forestry *Annual Performance Progress Report*.

11. April Board of Forestry Meetings in Odd-numbered Years

a. The Chief of the Administrative Division will present information current state revenue projections, and *Agency Request Budget* status.
b. The Department of Forestry Strategic Planning Team will develop a schedule for a new Board of Forestry *Issue Scan* and propose membership of the *Issue Scan* Work Group. The Chief of the Administrative Division will present these recommendations to the Board of Forestry for approval as a consent agenda item (Note: no issue scans

will be conducted in years when a new *Forestry Program for Oregon* is being adopted). The Work Group will consist of:

- Two Board members;
- Three representatives (one each) from the Committee for Family Forestlands, Forest Trust Land Advisory Committee and the Regional Forest Practices Committees which are statutory advisory committees to the Board;
- A public member;
- One representative of either the environmental community or forest recreation community;
- One representative of the urban forestry community;
- One representative of forestry academia; and
- Other members as the Board may deem appropriate.

c. The Board of Forestry will issue a call for the public to submit *Records of Potential Board Issues* for issues that any party, including Department of Forestry programs and individual employees, would like the Board to consider for inclusion in the issue scan for the following year's Board work planning. All participants involved in the issue scan will be directed to review the current *Forestry Program for Oregon* goals and objectives, current data on the *Oregon Indicators of Sustainable Forest Management* to provide context for any issues they wish to submit. All *Records of Potential Board Issues* submitted by the public, other agencies, and Department of Forestry staff will be evaluated by the ad hoc *Issue Scan* Work Group appointed by the Board. Specifically, the *Issue Scan* Work Group will:

- Review and organize the received *Records of Potential Board Issues*;
- Compare the received issues with existing approved *Board of Forestry Work Plans* and current *Forestry Program for Oregon* goals and objectives;
- Request additional information on submitted issues, if needed; and
- Organize and recommend action for the *Records of Potential Board Issues* for presentation to the full Board of Forestry at its September meeting. The work group may also organize panels to present and discuss certain issues with the full Board at this meeting.
- The work group will not filter or eliminate any *Records of Potential Board Issues* prior to their presentation to the full Board.

d. The Department of Forestry's Agency Affairs Program Director and Forest Resources Planning Program Director will provide staff support to the *Issue Scan* process.

12. June Board of Forestry Meetings in Odd-numbered Years

- a. The Chief of the Administrative Division will present to the Board information on current state revenue projections, and *Agency Request Budget* status.
- b. The Chief of the Administrative Protection shall assist the Board of Forestry in conducting a *Board Governance Performance Evaluation*.

DOCUMENT MANAGEMENT:

- Date this procedure was developed: September 29, 2009
- Staff responsible for developing this procedure: David Morman, Forest Resources Planning Program Director
- Staff responsible for approving any revisions to this procedure: Chief of the Administrative Division Protection
- Date of last revision: September 29, 2009
- Decision Support System reference information: (pending)