

Agenda Item No:	4
Work Plan Title:	Strategic Planning
Presentation Title:	Board of Forestry Strategic Principles
Date of Presentation:	April 27, 2016
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SUMMARY

Board members have expressed an interest in developing a set of strategic principles to assist them in decision-making and policy deliberations. This item will help design a process resulting in a new set of principles that will better align the Board and help facilitate future decisions.

CONTEXT

As part of strategic planning processes, many organizations develop mission, vision, and value statements to guide them. A mission statement describes the aspirational purpose of the organization and informs its culture. Vision statements describe the state of the organization as it effectively carries out its mission. Value statements represent the strategic principles and philosophies that guide an organization's culture.

Past editions of the *Forestry Program for Oregon (FPFO)* have included these types of guiding statements. The last *FPFO* was produced in 2011 and incorporates the most recent mission-vision-values statements (Attachment 1). A complete copy of the *FPFO* can be found at http://www.oregon.gov/ODF/Board/Documents/BOF/fpfo_2011.pdf.

BACKGROUND AND ANALYSIS

In the past, the Board used the *FPFO* as a strategic plan to articulate mission, vision, values, as well as goals and objectives, and as a tool to shape Board agendas and drive agency work. In 2012, the Board and agency redesigned its work planning process around identifying emerging and overarching issues on a biennial basis, identifying specific strategic initiatives, and developing a set of biennial work plans that drive Board agendas and agency work.

The current work plan process provides a systematic way for the Board to identify issues and set priorities that lead to specific decisions and products. The process is also fully integrated with the biennial cycle of budget and legislative concept development. The Board has expressed satisfaction and active engagement with this planning system. However, the work plans do not contain guiding principles; that function has been left in the *FPFO*.

The Board discussed the value of, and potential changes to, the *FPFO* at its October 2014 planning retreat. The general consensus at that meeting was that the 2011 *FPFO* represents the work of a former Board, and is now somewhat dated. Separating out the mission, vision, and values from that document—and providing for a refresh and regular update—would allow the Board to discuss and communicate a current set of guiding principles that would be helpful for members, for the agency, and for all interests. A future Board could then update the *FPFO* policy at its discretion.

RECOMMENDATION

- Staff recommends the Board use the mission, vision, and values from the 2011 *FPFO* as a starting point for discussion, and meet in a workshop format to discuss/refine the concepts to develop a complete set of guidance that will assist the Board with future policy deliberations.

NEXT STEPS

- Based on discussion at the April 27, 2016 meeting, Department staff will prepare a plan for a facilitated workshop that will allow for a mission-vision-values refresh—possibly in conjunction with the October retreat—that will be brought back to the Board in June for further refinement.

ATTACHMENTS

1. Mission, Vision, and Values from the 2011 *Forestry Program for Oregon*