

Governance for the Oregon Board of Forestry --- Work Session

Agenda Item 9

*Discussion Leaders and
Facilitator: State Forester Cal
Mukumoto and Ryan Gordon,
ODF, and Clark Seely, SMC*

**OREGON BOARD OF FORESTRY
June 2023 Public Meeting**

Thursday, June 8, 2023



Today's Plan

1. Recap Previous Efforts
2. Project Phase 1 Review & Discussion
3. Forward-Looking Phase 2 Policy Development Discussion and Input
4. Next Steps

Work Session Purpose

To provide an opportunity for the Oregon Board of Forestry, the Oregon State Forester, and other Oregon Department of Forestry staff to conclude the Governance Project Phase 1 (Scoping and Assessment) and begin the transition to Phase 2 (Policy Development) through initial discussion and insights.

Project Scope of Work and Plan

Four Phases:

1. Project Initiation, Scoping and Assessment
2. Initial Governance Policy Development
3. Initial Governance Policy Adoption
4. Initial Governance Policy Implementation and Support

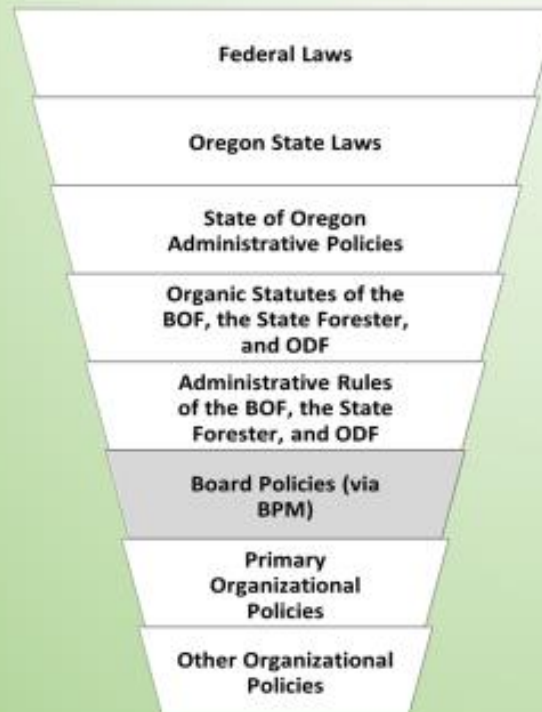
Recap Previous Efforts

- October 2022 Planning Retreat – Need and Value of Governance Improvements (Project Phase 1 begins)
- November 2022 Board Meeting – Commitment to the Effort
- January 2023 Board Meeting – Consideration of the Approach and Framework

Project Phase 1 – Scoping and Assessment

- “Context and Content”
- External and Internal
- Multiple Levels

Hierarchy of Organizational ‘Policies’



- State of Oregon Administrative Policies apply to all units of state government.
- ‘Primary Organizational Policies’ would be the *Forestry Program for Oregon*, budget policy, HR policy, and other key organizational policies unique to ODF
- ‘Other Organizational Policies’ would typically be policies at levels below the organization itself, i.e., divisions, programs, units, etc.

Scoping

- Historical Context (p. 5)
- Legal Context (p. 9)
- Oregon Governor's Office Expectations and Standards (p. 12)
- Current Board and Department Governance Policy (p. 14)

Assessment

- Board Governance Performance Evaluation (p. 18)
- Current Board and Key Staff Perspectives (p. 22)

Overall Assessment	New Board Member Orientation
Codified Governance Policy	Board Records Management
Board Member Workload	Executive Sessions
Expectations/Evaluation of State Forester	Board Committees
Board Meetings & Agenda Development	External Roles of Board Members
Decision-making & Information Requests	Conflict of Interest
Board Performance Evaluation	Linkage to Forestry Program for Oregon

Forward-Looking Development

- From Laughlin and Andringa

How is Effective Board Policy Developed and Implemented?

- Board Policy must be **intentional and described** through what is known as a 'Board Policies Manual', or BPM.
- The BPM is a **thorough, clear, concise, written** expression of the governance policies of the board in a way that addresses three interrelated aspects:
 1. The roles and responsibilities of the board and how the board governs and functions;
 2. The authorities delegated to the chief executive of the organization; and
 3. The governance partnership relationship between the board and the chief executive including roles, responsibilities, and accountabilities.

BPM Part 1: Introduction and Administration

Defines the reasons for doing a BPM and how it relates to other board documents, how it is changed, maintained, etc.

- Reasons for Adoption
- Consistency
- Transition
- Changes
- Specificity
- Oversight Responsibility
- Maintenance of Policies
- Context of BPM with Other Documents

BPM Part 2: Organization Essentials

Includes the mission, vision, values, goals, etc. and answers “which benefits... for whom (people groups) ... and at what cost or priority?”

- Vision
- Mission
- Values
- Owners
- Beneficiaries
- Major Functions
- Goals
- Strategic Plans

BPM Part 3: Board Structure and Processes

*What structure and process does the board want for itself?
Addresses philosophy of governance, board work, roles, agendas and meetings, committees, and member conduct*

- Governing Style
- Board 'Job Description'
- Board Member Criteria
- Board Member Orientation
- Chair's Role
- Board Meetings and Agenda Development
- Standing Committees
- Advisory Committees
- Board Members' Code of Conduct

BPM Part 4: Board – CEO/Staff Relationship

Addresses how the board wants to relate to its one agent, the CEO, and to staff in terms of roles, communications, CEO evaluation, organization performance, transitions, etc.

- Delegation to the Chief Executive
- Chief Executive Job Description
- Chief Executive Communications and Counsel to the Board
- Monitoring Organization Performance
- Chief Executive Performance Review
- Staff Treatment and Assessment
- Chief Executive Transitions

BPM Part 5: Executive Parameters

Addresses what the board does not want (or explicitly does want) the CEO/staff to do in pursuing the mission and goals in Part 2?

- General Parameters for the Chief Executive
- Financial Parameters
- Asset Protection Parameters
- Program Parameters
- Communications Parameters
- Audit and Compliance Parameters
- Other?

Next Steps

- Phase 2 Policy Development via Work Group (in progress)
- Governance Policy Development Work Group:
 - Board Chair Jim Kelly
 - Board Member Chandra Ferrari
 - State Forester Cal Mukumoto
 - Planning Branch Director Ryan Gordon
 - Board of Forestry Administrator Hilary Olivos-Rood
 - Klamath-Lake District Assistant District Forester Teresa Williams
 - The consultant, Clark Seely
- October 2023 Planning Retreat Board Work Session on the Draft BPM

A wooden bridge with railings crosses a stream in a lush green forest. The bridge is made of weathered wooden planks and has dark wooden railings on both sides. The stream is visible beneath the bridge, and the surrounding forest is dense with various green plants and trees. The scene is captured from a low angle, looking down the length of the bridge.

Final Discussion

Further Questions