

Work Plan:	Agency Administration
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## **OVERVIEW**

### Purpose & Objective

Agency Administration provides leadership and management, policy development and assessment, public outreach and communications, and administrative support to the Board of Forestry and the agency's key operating programs.

### Current Issues and Focus

The administrative issues that regularly require the Board's attention include: securing the Board's input and approval of the Department's legislative concepts and the Agency Request Budget that is submitted to the Governor and the Department of Administrative Services (DAS) every two years; assisting the Board with its governance performance self-evaluation each year; reporting on the agency's annual Key Performance Measures; and periodic reports on the agency's financial status and human resource metrics.

## **TOPICS FOR THE BOARD OF FORESTRY 2020-2021**

1. Development of Legislative Concepts
2. Agency Budget Development and Request
3. Board Governance Performance Self-Evaluation
4. Key Performance Measures Review
5. Financial Dashboard
6. Human Resources Dashboard
7. Facilities Capital Management Plan
8. Public Information Request Report

## **ISSUE: Development of Legislative Concepts**

### Overview

Development of legislative concepts for bills that may be introduced during the 2021 Legislative Session represent an important opportunity to advance Board and Department goals, objectives and priorities, to help shape statewide policy, and to address barriers.

Purpose

The legislative concept development process involves interactions among multiple groups, including the Board, Department leadership, stakeholders, and the Governor’s Office. Consistent with past cycles, it is expected that the 2021 concepts will be due to DAS and the Governor’s Office in April 2020. Review at those levels generally focuses on alignment with agency and statewide budget and policy considerations, and with the Governor’s priorities.

Board Deliverables with Timelines

Review proposed guiding principles and initial list of potential concepts ..... January 2020  
Approve the concepts for submission to DAS ..... March 2020

Outreach and Public Involvement

Public comments and input will be taken at Board of Forestry meetings and in meetings with stakeholders.

**ISSUE: Agency Budget Development and Request**

Overview

Biennial budget development begins in the fall of odd-numbered years as one component of the Department’s strategic planning effort. To be effective with budget development over the course of the next 13 months through the finalization of the Governor’s Recommended Budget, joint engagement by the agency leadership, the Board, and stakeholders is necessary and is a part of the operating model of leadership at the Board and agency levels.

Purpose

The first steps involve assessing the current and expected situation, establishing development principles and guidelines, and creating initial focus areas for further consideration as the process moves along. These steps guide preliminary budget concept development, and may adjust due to changing environments over the course of the next nine months as the Agency Request Budget is completed. This combination of assessment, principles and guidance, and initial focus areas sets the foundation for final budget development during 2020.

Board Deliverables with Timelines

Review proposed guiding principles and provide direction ..... January 2020  
Review and provide input on initial budget concepts ..... April 2020  
Review and provide input on the budget concepts ..... June 2020  
Approve the 2021-23 Agency Request Budget and approve in concept the Board  
letter of transmittal to the Governor..... July 2020

Outreach and Public Involvement

Public comments and input will be taken at Board of Forestry meetings and in meetings with stakeholders.

**ISSUE: Board Governance Performance Self-Evaluation**

Overview

The governance performance measure for state boards and commissions, “percent of total best practices met by the board” was enacted by the Oregon State Legislature and adopted by the Board in 2006. The measure included fifteen standard best practices criteria and flexibility for Boards and Commissions to develop additional criteria to meet the Board’s specific needs and interests.

In 2007, the Board appointed an ad hoc Board Performance Measure Implementation Subcommittee consisting of Chair Steve Hobbs and members Barbara Craig and Larry Giustina to “tailor and fine tune” the Board’s specific approach for the performance measure. The Subcommittee completed their work and the Board adopted a tailored set of best practices criteria that included descriptive text to assist in a shared understanding of the measure, one additional criteria relating to public involvement and communications, and key summary questions added to the evaluation. The measure is included in the agency’s annual Key Performance Measures and has been conducted every year since 2008.

Purpose

Board members complete individual self-evaluations of board governance performance and a summary of the self-evaluations is presented to the board for approval in meeting the sixteen best practices criteria. The performance measure information is then included in the Department’s Key Performance Measures Report submitted to the Department of Administrative Services and Legislative Fiscal Office.

The Board of Forestry collectively discusses the results of their annual evaluation at the Board’s planning retreat each October. The 2019 retreat raised interest in further review of the best practices criteria and tailored descriptions adopted by the Board of Forestry in 2007.

To facilitate the Board’s review of the criteria prior to this coming year’s evaluation process, the Department recommended the Board consider additional milestones in the preliminary stages that would include individual collection of Board member feedback on the criteria and a collective review of any proposed changes that would be presented for Board approval at the April meeting as an initiation to the self-evaluation period that annually occurs in May.

Board Deliverables with Timelines

Board members provide individual preliminary review of self-evaluation criteria .....January 2020, 2021  
Review proposed changes to criteria, approve and initiate self-evaluation process .....April 2020, 2021  
Board members complete individual self-evaluations .....May 2020, 2021  
Summary evaluation presented for approval of best-practices criteria metrics ..... July 2020, 2021  
Collective discussion on board governance performance ..... October 2020, 2021

Outreach and Public Involvement

None. This is a self-evaluation performed by the Board.

**ISSUE: Key Performance Measures Review**

Overview

Through the biennial budgeting process, each Oregon state agency is required to develop key performance measures consistent with joint direction from the Legislative Fiscal Office (LFO) and DAS Chief Financial Office (CFO). Key performance measures proposed by state agencies must be approved by the Legislature along with their respective agency budgets. The Department is required to submit an Annual Performance Progress report to LFO and CFO each year.

Purpose

A summary listing of the agency’s key performance measures, an executive summary on the Department’s performance for the year based on these measures, and individual summaries for each of the current biennium’s 14 measures is provided to the Board for informational purposes.

Board Deliverables with Timelines

Key Performance Measures Report ..... September 2020, 2021

Outreach and Public Involvement

None. This is an informational item.

**ISSUE: Financial Dashboard**

Overview

The Board has requested regular updates on the Department’s financial status.

Purpose

As the agency continues to modernize its financial systems and build an integrated reporting framework, the Board has requested review of the projected dashboard design to ensure it presents the appropriate financial information desired from across the agency, including but not limited to review of large fire cost recoveries, accounts receivables, revenue, cash flow and budgetary streams. Review of the projected dashboard design is anticipated for the June Board meeting, where discussions can further inform dashboard elements and timing for regular reporting intervals.

An additional deliverable relative to agency finances includes the Board’s annual review and approval of the State Forester’s financial transactions as required by statewide policy.

Board Deliverables with Timelines

Financial Dashboard Projected Design Review ..... June 2020  
Financial Dashboard Report.....TBD  
Annual Approval of the State Forester’s Financial Transactions ..... March 2020, 2021

Outreach and Public Involvement

None. This is an informational item.

**ISSUE: Human Resources Dashboard**

Overview

The Board has requested regular updates on the Department’s human resources and safety-related metrics.

Purpose

The Department has developed a human resources dashboard providing valuable information about the agency’s human resource trends and safety-related metrics.

Board Deliverables with Timelines

Human Resources Dashboard ..... June 2020, 2021

Outreach and Public Involvement

None. This is an informational item.

**ISSUE: Facilities Capital Management Plan**

Overview

During the Board’s October 2019 planning retreat, interest was expressed in reviewing the Department’s facilities capital management plan and alignment with district budgets and committees. The Department manages over 400 structures in a network of Salem and Field office buildings, storage warehouses, housing facilities, communication sites, and miscellaneous infrastructure.

Purpose

A preliminary discussion held with the Board will provide an overview of current status and condition of our facilities statewide, recurring and deferred maintenance needs, and investment strategies to manage this extensive network of facilities in Salem and the Field.

Board Deliverables with Timelines

Facilities Capital Management Plan ..... June 2020, 2021

Outreach and Public Involvement

None. This is an informational item.

**ISSUE: Public Information Request Report**

Overview

During the October 2019 Board planning retreat, interest was expressed in tracking the number of public information requests based on workload and number of FTE’s with a report back to the Board. The agency is actively tracking our public record requests and can report on the number of requests, those requests fulfilled within specific timeframes, waivers requested and granted, and dollars collected for fulfilling records requests.

Purpose

An initial report on our public records requests could be presented to the Board with presentation to include further information on the varying complexity of fulfilling requests, statutory references, and broad recognition of regular information provided through public inquiries outside of formal public record requests.

Board Deliverables with Timelines

Public Information Request Report ..... June 2020, 2021

Outreach and Public Involvement

None. This is an informational item.

Administrative Work Plan	2020							2021						
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov
<b>Issue: Development of Legislative Concepts</b>														
<i>Milestones</i>														
❖ Review proposed guiding principles, list of potential concepts	i													
❖ Approve the legislative concepts for submission to DAS		D												
<b>Issue: Agency Budget Development and Request</b>														
<i>Milestones</i>														
❖ Review proposed guiding principles and provide direction	i													
❖ Review and provide input on draft budget concepts			i											
❖ Review and provide input on final budget concepts				i										
❖ Approve the 2021-23 Agency Request Budget and approve in concept the Board letter of transmittal to the Governor					D									
<b>Issue: Board Governance Best Practices Self-Evaluation</b>														
<i>Milestones</i>														
❖ Review the annual Board governance self-evaluation criteria	i							i						
❖ Review proposed changes to criteria, approve and initiate self-evaluation process			D							D				

❖ Approve summarized evaluation report and metrics of Board governance best practices criteria					D								D		
<b>Issue: Key Performance Measures (KPM) Review</b>															
<i>Milestones</i>															
❖ Review the <i>Annual Performance Progress Report</i> summarizing the agency's 14 key performance measures														i	
<b>Issue: Financial Dashboard</b>															
<i>Milestones</i>															
❖ Financial Dashboard Projected Design Review					i										
❖ Financial Dashboard Presentations					TBD										
❖ Annual Approval of the State Forester's Financial Transactions													D		
❖ Fire Finance Update															
<b>Issue: Human Resources Dashboard</b>															
<i>Milestones</i>															
❖ Human Resources Dashboard															i
<b>Issue: Facilities Capital Management Plan</b>															
<i>Milestones</i>															
❖ Facilities Capital Management Plan															i
<b>Issue: Public Information Request Report</b>															
<i>Milestones</i>															
❖ Public Information Request Report															i

**Matrix Key:**

TBD – To be decided

i – Informational item

d – Preceding Decision item

D – Final Decision item