

Work Plan:	Administrative
Version:	2022-2024 Final
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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 Board of Forestry Work Plan management, 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. Additional special topics in this 2022-24 work plan include implementation of the Macias, Gini, & O'Connell LLP (MGO) recommendations and review of the Department's emergency fire financial administration.

TOPICS FOR THE BOARD OF FORESTRY 2022-2024

1. Board of Forestry Work Plan Management
2. Development of Legislative Concepts and Legislative Updates
3. Agency Budget Development and Request
4. Board Governance Best Practices Self-Evaluation
5. Key Performance Measures Review
6. Financial Dashboard
7. Human Resources Dashboard
8. Facilities Capital Management Plan
9. Public Information Request Report
10. Macias, Gini & O'Connell LLP (MGO) Recommendations
11. Emergency Fire Financial Administration

Board of Forestry Work Plan Management

Overview

Board work plans are intended to strengthen the Board’s ability to be an effective policy-making body, direct the Department’s work, and focus the Board’s and Department’s efforts on the most important issues.

Purpose

The Board and Department’s work plan process is designed to create a systematic way for the Board to identify issues and set priorities that lead to specific decisions and products. The process is also designed to link with the biennial budget cycle where resources are identified and allocated within the Department.

Board Deliverables with Timelines

Review draft Board Work Plans	January 2022
Approve final Board Work Plans	March 2022
Assessment of Issues and Trends.....	September 2022, 2023
Annual Planning Retreat	October 2022, 2023
Mid-Course Work Plan Updates	January/March 2023, if needed

Outreach and Public Involvement

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

Development of Legislative Concepts and Legislative Updates

Overview

The Oregon State Legislature convenes annually in February at the State Capitol with sessions lasting generally 160 days in odd years and 35 days in even years. If an emergency arises during the interim period when the legislature is not in session, a special session may also occur. Additionally, the Legislature also meets quarterly in their assigned committees to receive updates on bills that were passed last session and issues that may have emerged since adjournment.

Development of legislative concepts for bills that may be introduced during the 2023 Oregon Legislative Session represents an important opportunity to advance Board and Department goals, objectives, and priorities, to help shape statewide policy, and to address barriers.

Purpose

The Oregon Legislative Assembly enacts new laws and revises existing ones, provides a forum for public engagement, allocates and manages the state’s biennial budget thereby influencing priorities and policies of the executive branch, reviews administrative rules drafted by state agencies at times, and confirms certain executive appointments made by the Governor to Oregon’s public boards and commissions.

The Department’s 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 2023 concepts will be due to the Department of Administrative Services (DAS) and the Governor’s Office in April 2022. Review at those levels generally focuses on alignment with agency and statewide budget and policy considerations, and with the Governor’s priorities. As the legislative sessions adjourn, the Department will provide an update to the Board on relevant legislative outcomes.

Board Deliverables with Timelines

Review proposed guiding principles and an initial list of potential legislative concepts	January 2022
Approve the legislative concepts for submission to DAS	March 2022
Update on legislative session outcomes	April 2022 and July 2023
Strategic initiatives review and development	October 2023

Outreach and Public Involvement

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

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, 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 2023-25 Agency Request Budget is completed. This combination of assessment, principles, guidance and initial focus areas sets the foundation for final budget development during 2022. As the Agency Request Budget moves through the budgetary processes the Department will provide updates to the Board on outcomes of the Governor’s Recommended Budget and the Legislatively Adopted Budget.

Board Deliverables with Timelines

Review proposed guiding principles and provide direction.....	January 2022
Initial review of proposed budget concepts	March 2022
Continued review and input on the initial budget concepts	April 2022
Review and provide input on the final budget concepts	June 2022
Approve the 2023-25 Agency Request Budget and approve in concept the Board of Forestry letter of transmittal to the Governor	July 2022
Update on budgetary outcomes.....	January 2023 and July 2023
Strategic initiatives review and development	October 2023

Outreach and Public Involvement

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

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 criterion 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.

To facilitate the Board’s review of the criteria prior to each year’s evaluation process, the Department has built in an additional milestone in the preliminary stage that includes the 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 an individual preliminary review of self-evaluation criteria	January 2022, 2023
Review proposed changes to criteria, approve and initiate self-evaluation process	April 2022, 2023
Board members complete individual self-evaluations	May 2022, 2023
The summary evaluation presented for approval of best-practices criteria metrics.....	July 2022, 2023
Collective discussion on board governance performance	October 2022, 2023

Outreach and Public Involvement

None. This is a self-evaluation measure performed by the Board as defined by the Legislature; however, additional evaluations outside this measure may be considered by the Board in the future.

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 in September of 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 are provided to the Board for informational purposes.

Board Deliverables with Timelines

Key Performance Measures ReportJuly 2022, 2023

Outreach and Public Involvement

None. This is an informational item.

Financial Oversight

Overview

The Board has requested regular executive financial reports to ensure the Board has up-to-date information for oversight of the Department’s financial condition.

Purpose

The Department’s financial report includes the financial and budgetary status of the Department while also providing information on various topics that are either germane, or direct impacts to the financial status of the agency, or other administrative functions of the organization during any given month.

This financial report will continue to evolve over time. As the Department’s reporting ability matures and insights into its operational and administrative work improve, this financial report will reflect those improvements. These improvements could include operational or process improvements or the introduction of new systems and technologies that enhance the Department’s administrative capabilities. In addition, Board input will be factored in as the report evolves.

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 Report.....	Monthly
Annual Approval of the State Forester’s Financial Transactions	March 2022, 2023

Outreach and Public Involvement

None. This is an informational item.

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 DashboardJune 2022, 2023

Outreach and Public Involvement

None. This is an informational item.

Facilities Capital Management Plan

Overview

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

The Department’s Facilities Capital Management Plan provides the Board an overview on the 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 PlanJune 2022, 2023

Outreach and Public Involvement

None. This is an informational item.

Public Affairs Report

Overview

The Public Affairs Program resides organizationally within the Administrative Branch and provides internal and external communications support to the department. This support includes strategic communications, outreach, and engagement planning; media relations; and management of the department’s web, social media, and public records functions.

Purpose

The Public Affairs Report provides an overview of the Department of Forestry’s Public Affairs Program and reports on some of the department’s most common types of requests for information. Department staff statewide regularly communicate with and respond to inquiries from the public, stakeholders, and customers in several ways including phone calls, in-person interactions, emails, and social media messages and comments.

Individuals, organizations, and members of the media can request records from the department through the process provided under Oregon’s Public Records Law. The department’s public records function is coordinated through the Public Affairs Program.

Oregon Public Records Law (ORS Chapter 192) guides the agency’s protection, retention, and disclosure of public records. More details can be found in the 2019 Attorney General’s Public Records and Meetings Manual on the Oregon Department of Justice’s website at <https://www.doj.state.or.us/oregon-department-of-justice/public-records/attorney-generals-public-records-and-meetings-manual/>

Board Deliverables with Timelines

Public Affairs ReportJune 2022, 2023

Outreach and Public Involvement

None. This is an informational item.

Macias, Gini, & O’Connell LLP (MGO) Recommendations

Overview

In late 2019, Governor Kate Brown established the Forestry Financial Oversight Team to support the Department of Forestry in the financial management of increasingly complex and expensive wildfire season costs. The Team pursued two primary tasks: 1) hire an independent contractor to provide recommendations for structural changes to expedite and standardize the processing of financial transactions associated with wildfire costs, and 2) evaluate options for a financial structure and cash flow management system that recognizes the reality of seasonal borrowing to support wildfire response.

Macias, Gini, & O’Connell LLP (MGO), a certified public accountant (CPA) and advisory firm, was hired by the Department of Administrative Services to assess the Department of Forestry’s (ODF) fire finance operations, including accounts receivable, accounts payable, and district fire budgeting. MGO’s report highlighted 28 observations and recommendations in the five original areas of concern: Budgeting, Financial Resources, Information Technology, Oversight, and Policies and Procedures. The observations fall into three risk categories (based on severity and impact to operations), with 12 in the high category, 12 medium, and 4 in the low.

The Department developed a comprehensive Implementation Management Plan consisting of critical deliverables and actions necessary for the agency to mitigate risk, implement structural changes, and refine our financial processes to reflect the reality of increasingly large wildfires. It is anticipated this plan will have multiple iterations as each recommendation progresses through a lifecycle of cascading refinement in planning and milestone achievements are accomplished.

Additional funding was provided to the Department through its 2021-23 Legislatively Adopted Budget to support the implementation of the recommendations. These investments are detailed in the 2021 Senate Bill 5518 and include the creation of four new financial positions and transfer of eight financial positions from the Fire Protection Division to Agency Administration, established seven new positions focused on administrative modernization, three dedicated limited-duration positions focused on recommendation implementation, and an additional \$500,000 to continue the contractual relationship with MGO to provide direct implementation, technical assistance, oversight, and reporting as directed by a budget note.

Purpose

ODF will continue to refine the Implementation Management Plan, report on milestone deliverables and progress, and fully implement MGO’s recommendations, including policy development with the Board as defined in MGO Recommendation #16.

Board Deliverables with Timelines

Board Policy on Financial Oversight (MGO #16)	January 2022 and further, until codified
ODF Implementation Management Plan Updates	every other meeting until June 2023
MGO Interim Update	every other meeting until June 2023
MGO Final Implementation Report.....	June 2023

Outreach and Public Involvement

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

Emergency Fire Financial Administration

Overview

Oregon’s large fire funding structure was designed for the average fire season of a decade ago. Under the current structure, the Department of Forestry starts the fire season with \$10 million in cash on hand for the suppression of large fires. These funds come from landowner fees paid into the Oregon Forestland Protection Fund. This approach worked fine when average gross costs for fighting large fires was \$10 million or less, as was the case prior to 2013. Since then, the state has seen a significant change in the intensity of wildfires in recent years, and more extreme fire behavior has increased suppression costs by orders of magnitude.

Purpose

This topic encompasses a variety of milestone deliverables focused on emergency fire financial administration to include an overview of the firefighting expense insurance policy, appointments to the Emergency Fire Cost Committee, background on the Department’s current practices in cashflow management, and exploration of solutions to address large fire funding.

The Oregon Forest Land Protection Fund, established by ORS 477.750, is used to equalize (reimburse) emergency fire suppression costs expended in protecting forestland statewide by forest protection districts, both state and association. ORS 477.440 directs that the Board “shall appoint an Emergency Fire Cost Committee consisting of four members, who shall be forest landowners or representatives of forest landowners whose forestland is being assessed for forest fire protection within a forest protection district. ORS 477.445 gives authority to the Emergency Fire Cost Committee to “supervise and control the distribution of funds from the Oregon Forest Land Protection Fund”.

Board Deliverables with Timelines

2021-2022 Firefighting Expense Insurance Policy Overview	January 2022
Appointments to the Emergency Fire Cost Committee (EFCC)	as needed
Cashflow Management Backgrounder.....	June 2022
Large Fire Funding Fix	to be determined

Outreach and Public Involvement

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

Administrative Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
Board of Forestry Work Plan Management																
<i>Milestones</i>																
❖ Review draft Board Work Plans	d														d	D
❖ Approve final Board Work Plans		D														D
❖ Assessment of Issues and Trends						i							i			
❖ Annual Planning Retreat in October						Oct.							Oct.			
❖ Mid-course Work Plan Updates								TBD	TBD							
Development of Legislative Concepts and Legislative Updates																
<i>Milestones</i>																
❖ Review proposed guiding principles and draft list of potential concepts	d														d	
❖ Approve the legislative concepts for submission to DAS		D														D
❖ Update on legislative outcomes			i									i				
❖ Strategic initiatives review at Planning Retreat													Oct.			
Agency Budget Development and Request																
<i>Milestones</i>																
❖ Review proposed guiding principles and provide direction	d														d	
❖ Review and provide input on draft budget concepts		i	d													d
❖ Review and provide input on final budget concepts				d												
❖ Approve the 2023-25 Agency Request Budget and conceptual Board letter of transmittal to the Governor					D											
❖ Update on budgetary outcomes								i				i				
❖ Strategic initiatives review at Planning Retreat													Oct.			
Board Governance Best Practices Self-Evaluation																
<i>Milestones</i>																
❖ Individual review of the annual Board governance self-evaluation criteria	d							d							d	
❖ Review any 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				
❖ Collective discussion on evaluation results						Oct.							Oct.			

Matrix Key:
TBD – To be determined
i – Informational item
d – Preceding Decision item
D – Final Decision item
Oct. - October Retreat

Administrative Work Plan	2022							2023							2024	
	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar	Apr	Jun	Jul	Sep	Nov	Jan	Mar
Key Performance Measures (KPM) Review																
<i>Milestones</i>																
❖ Review the Annual Performance Progress Report summarizing the agency's 14 key performance measures					i							i				
Financial Oversight																
<i>Milestones</i>																
❖ Financial Report	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i
❖ Annual Approval of the State Forester's Financial Transactions		D							D							D
Human Resources Dashboard																
<i>Milestones</i>																
❖ Human Resources Dashboard				i							i					
Facilities Capital Management Plan																
<i>Milestones</i>																
❖ Facilities Capital Management Plan				i							i					
Public Affairs Report																
<i>Milestones</i>																
❖ Public Affairs Report				i							i					
Macias, Gini & O'Connell LLP (MGO) Recommendations																
<i>Milestones</i>																
❖ MGO #16 Board Policy on Financial Oversight	i	d	d/D TBD	d/D TBD	d/D TBD	d/D TBD	d/D TBD									
❖ ODF Implementation Management Plan Updates	i		i		i		i			i		i				
❖ MGO Interim Update	i		i		i		i			i						
❖ MGO Final Implementation Report											i					
Emergency Fire Financial Administration																
<i>Milestones</i>																
❖ Emergency Fire Cost Committee Administration & Membership							D						D			D
❖ 2021-2022 Firefighting Expense Insurance Policy Overview	i															
❖ Cashflow Management Backgrounder				i												
❖ Large Fire Funding Fix				TBD	TBD				TBD	TBD				i		

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