

BOARD ISSUES WORK PLAN

Issue #1: Board of Forestry Strategic Planning, Implementation, and Monitoring

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BACKGROUND

Historical Context

In October 2003, the Board of Forestry approved the current edition of the *Forestry Program for Oregon*. In January 2007, the Board endorsed 19 Oregon Indicators of Sustainable Forest Management. The *Forestry Program for Oregon* is the Board of Forestry’s framework for strategic planning. The *Forestry Program for Oregon* is intended to be an eight-year plan and is due for review and revision in 2011. In April 2008, the Board affirmed its intent to continue to use the *Forestry Program for Oregon* as its primary strategic forest policy document and to

continue to use a framework of sustainable forest management goals, objectives, and indicators for *Forestry Program for Oregon* development, implementation and evaluation.

Decision-makers want answers to questions about the condition of many different forest resources at the landscape and watershed scale. Assessments of relevant sustainable forest management indicators will provide better knowledge of current forest conditions and trends, plus answer questions about inter-resource trade-offs. It is vital for policy-makers to use this information to integrate the needs and values of Oregonians into policy proposals. Considerable work has already been accomplished in this regard through the Department's ongoing Forest Assessment Project. It is envisioned that assessment information, based on the indicator framework, will play a key role in future updates of the *Forestry Program for Oregon*.

Current Issues

1. Oregon's increasingly urbanized population often lacks a direct connection to forestry issues, current forest practices, sustainable forest management concepts, or the goals and objectives of the *Forestry Program for Oregon*.
2. Sustainable forest management and the seven *Forestry Program for Oregon* goals are somewhat abstract and subjective concepts. Consensus on, and ownership of, sustainable forest management indicators and other desired statewide forest resource assessment information by policy-makers, stakeholders, and scientists is important. These data are needed to provide a means for measuring progress towards broad policy objectives and to evaluate the potential environmental, economic, and social effects of alternative policies.
3. The Board of Forestry is charged with leading Oregon on forest management policies. New methods are needed to more efficiently engage Oregonians in a productive, more respectful dialogue with each other and with the Board. Such dialogue is needed to build common ground, to promote sustainable forest management and *Forestry Program for Oregon* goals, and to assist the Board in establishing future work priorities.
4. The *Forestry Program for Oregon* provides a framework of Board of Forestry mission, vision, values, goals, objectives, indicators to achieve integrated environmentally, economically, and socially sustainable forest management. This model can also foster greater public understanding, acceptance, and support for a common vision for the future of forestry in Oregon. To successfully implement the *Forestry Program for Oregon*, the Board and the Department of Forestry will need to develop and maintain strong cooperative alliances with state, federal, local government, tribal, and private partners. In addition, the sustainability framework used in the *Forestry Program for Oregon* may be exportable to other natural resource sectors.
5. The Board of Forestry promotes active, adaptive forest management and the outreach monitoring, assessments, research, and evaluations that support it as a continuing learning and improving process for all seven *Forestry Program for Oregon Strategies*. The *Forestry Program for Oregon* is not an end-product. It is the foundation for discussion, planning, and action over the next several years. The Board will use sustainable forest management indicators, other assessment and accomplishment information, and stakeholder involvement

as tools to provide an improvement cycle that allows it to make informed changes to its goals and objectives. This may occur through implementation of the current *Forestry Program for Oregon* and through future updates of this strategic policy document.

PRIMARY BOARD ISSUE

How will the board 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?

INTERMEDIATE BOARD ISSUES

INTERMEDIATE BOARD ISSUE 1: How will the Board of Forestry build Oregonians' understanding, acceptance, and support for sustainable forest management and increase recognition of the Board's role in leading Oregon in forest policy forums using the *Forestry Program for Oregon* vision, values, goals and objectives as the basis for discussion?

Board Products

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*.

Research and Information Gathering

The *Forestry Program for Oregon* is the Board of Forestry's framework for strategic planning.

Strategic planning strengthens the Board's ability to be an effective policy-maker in partnership with all Oregonians. The primary purposes of Board strategic planning are to:

- Clearly define and communicate (internally and externally) what the Board of Forestry is and what it does;
- Establish the board's fundamental guiding values and priorities;
- Direct the Department of Forestry in implementation of the Board of Forestry goals and objectives in the *Forestry Program for Oregon*;
- Focus resources and efforts on the most important issues and priorities that will promote and create the desired future;
- Measure and report performance (both successes and setbacks); and
- Provide an improvement cycle that allows both the board and the department to make informed changes when necessary.

The Board's mission statement establishes the overall purpose of the Board of Forestry. The goals identify what the Board of Forestry wants to achieve over the next eight years. They provide the framework for establishing objectives and for designing and implementing agency programs. The vision describes what the Board wants to accomplish through its seven strategies,

looking at a 20-year horizon. Values identify the Board's guiding philosophies related to forestry. Viewed together, the mission, goals, vision, and values describe the future that the Board will strive to achieve. In this context, the Board's objectives are a set of short-term actions upon which it intends to focus its efforts.

The Oregon Indicators of Sustainable Forests Management (see Intermediate Board Issue 2), Board issue scan (see Intermediate Board Issue 3), and Board Work Plans (see Intermediate Board Issue 4) will all inform the *Forestry Program for Oregon* development and revision process. Other forest assessment and monitoring information will also be used.

Stakeholder/Public Involvement

(Note: Also see the discussion on the Oregon Roundtable on Sustainable Forest Management on page 8)

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.

Timeframe with Milestones

September 2008	Board discussion on updating its mission statement, vision statement, and values statements
November 2008	Web platform for indicator reporting on-line
January 2009	Formation of the Oregon Roundtable on Sustainable Forest Management Board discussion on 2011 <i>Forestry Program for Oregon</i> goals
September 2009	Board receives updates on the most recent issue scan, Oregon's indicators of sustainable forest management; receives reports on Department of Forestry strategic planning; receives reports of department performance measures, implementation monitoring, and effectiveness monitoring.
November 2009	Update <i>Forestry Program for Oregon</i> objectives
March 2010	Draft 2011 <i>Forestry Program for Oregon</i> available for public review and comment
October 2010	Current indicator data included in a Board-hosted Oregon Forest Assessment Symposium
March 2011	2011 <i>Forestry Program for Oregon</i> update approved by the Board No issue scan in 2011--Focus is on public communication on the 2011 <i>Forestry Program for Oregon</i>

Board begins discussion on using indicator information as a basis for developing measurable policy targets

November 2011 Updated indicators and indicator desired trends and targets approved by the Board

September 2013 Board receives updates on the 2013 issue scan, Oregon's indicators of sustainable forest management; receives reports on Department of Forestry strategic planning; receives reports of department performance measures, implementation monitoring, and effectiveness monitoring.

November 2013 Update *Forestry Program for Oregon* objectives

September 2015 Board receives updates on the 2015 issue scan, Oregon's indicators of sustainable forest management; receives reports on Department of Forestry strategic planning; receives reports of department performance measures, implementation monitoring, and effectiveness monitoring.

November 2015 Update *Forestry Program for Oregon* objectives

Then cycle repeats. . .

Resources Required

No additional resources required.

Monitoring Achievement of this Intermediate Board Issue

Feedback will be provided through the Oregon Indicators of Sustainable Forest Management and the Board issue scans.

INTERMEDIATE BOARD ISSUE 2: How will the Board of Forestry measure progress towards achieving the *Forestry Program for Oregon* goals and objectives through the use of relevant indicators of sustainable forest management and evaluations of Board performance?

Board Products

1. 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.
2. 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.
3. The Board will also conduct an annual Board Governance Performance Evaluation with results included in the Department of Forestry's annual agency key performance measure report.

Research and Information Gathering

Oregon Indicators of Sustainable Forest Management are intended to provide the Oregon Board of Forestry, our partners and cooperators, Oregon citizens, and potential purchasers of Oregon forest products with a comprehensive but manageable set of indicators to assist them in understanding Oregon's forest conditions and trends. Oregon is currently collecting data on a set of 19 indicators that is broad enough to provide the most important information needed to address the seven *Forestry Program for Oregon* strategies, yet focused enough to allow efficient and cost-effective assessment and tradeoff analysis to be completed in a timely fashion for policy analysis. The indicators are a mix of spatial and non-spatial data that can be used to display the condition of Oregon's forests at multiple scales (i.e., the ecoregion, county, or watershed scale), depending on the policy question.

Where possible, the Department of Forestry is coordinating data collection with other state and federal agencies to create economies of data collection. The resulting information can feed directly into future regional, national, and international evaluations of sustainable forest management. For example, Oregon data may be used in the update of the National Report on Sustainable Forests planned for 2010.

The Board of Forestry annually conducts Board Governance Performance Evaluations. The process involves individual Board member self-evaluation responses followed by collective Board discussion and evaluation of sixteen predetermined best practices criteria, agreeing on a rating for each evaluation criteria. Board members also discuss and respond to four predetermined summary questions.

Stakeholder/Public Involvement

Public input was instrumental to finalizing the first generation of Oregon Indicators of Sustainable Forest Management in 2007. The department is building a user-friendly web platform for sharing indicator information and promoting public dialogue on the indicators. Indicator information will also be highlighted in the biennial Board issue scan process (see Intermediate Board Issue 3). Citizens will also be able to comment on the indicators at Board of Forestry meetings. The Oregon Roundtable on Sustainable Forest Management (see below) is proposed as an ongoing forum to promote understanding, support, and use of the Indicators of Sustainable Forest Management by Oregonians.

Board Governance Performance Evaluations are conducted during Board meetings where public comment can be submitted.

Oregon Roundtable on Sustainable Forest Management

It is important that the Oregon Indicators of Sustainable Forest Management remain open and transparent and hopefully “owned” by everyone interested in Oregon’s forests. To this end, the Department of Forestry proposes to convene an “Oregon Roundtable on Sustainable Forest Management” patterned after the national Roundtable on Sustainable Forests.

The purpose of the Oregon Roundtable will be to engage multiple stakeholders through collaborative efforts to advance understanding, assessment, and reporting of forest sustainability and promotion of forest resource management in a manner that integrates environmental, economic, and social considerations, using the goals and objectives of the *Forestry Program for Oregon* and the Oregon Indicators of Sustainable Forest Management as common state frameworks. The Roundtable will serve as a forum to share information and perspectives that will enable better decision-making in Oregon regarding sustainable management of Oregon's public and private forests. This purpose is actualized through efforts to:

- Provide a forum for shared learning and dialogue about sustainable forest management issues, including state and sub-state indicator efforts and linkages to national and international criteria and indicators efforts;
- Broaden and deepen public understanding and endorsement of sustainable forest management concepts;
- Facilitate the coordinated assessment and reporting of the sustainability of Oregon's forest resources;
- Communicate and coordinate data and initiatives within the sustainable forest community;
- Serve as a venue for connecting state and local forest issues to national and global forest issues; and
- Demonstrate on-the-ground benefits of sustainable forest management.

Further significant progress towards sustainable forests requires the emergence and "unleashing" of champions, state and local leaders who are willing to step out and lead the dialogue, assessment, reporting, and application of sustainable forest management efforts. The Oregon Roundtable on Sustainable Forest Management will be more than just showing up at a meeting, but a combination of face-to-face as well as electronic collaborative processes. There will be opportunities and levels of engagement, at multiple scales, that are open to all who are interested in the purpose of the Roundtable. All public and private organizations and individuals who are interested in advancing Oregon efforts toward sustainable forests will be welcome to participate in the Roundtable.

The fundamental approach of the Oregon Roundtable on Sustainable Forest Management in carrying out its purpose is based on the belief that better data will lead to better dialogue about the sustainability of the state's forest resources, which will in turn lead to more informed, better decisions by Oregonians.

The Oregon Roundtable on Sustainable Forests will not be a decision-making body, but rather an open forum comprised of voluntary participants to share information and perspectives about the sustainable management of Oregon's forests. The overall goal is to engage the private sector, state government, tribal government, local government, federal government, and non-profit organization leadership in committing to collaborative capacity building that will improve Oregon's ability to promote sustainable forest management. This work includes making linkages to national and international forest issues and to other forums and processes focused on other natural resources.

Potential Oregon Roundtable on Sustainable Forest Management activities may include:

- Developing public information based on the Oregon Indicators of Sustainable Forest Management;
- Engaging the broader community of Oregon forest stakeholders at multiple scales;
- Working with the Oregon Board of Forestry on updates of the *Forestry Program for Oregon* and revisions to the Oregon Indicators of Sustainable Forestry Management; and
- Encouraging federal natural resource agency commitment to sustainable forest management concepts.

The Roundtable will develop and implement its own Work Plan.

Timeframe with Milestones

November 2008:	Web platform for indicator reporting on-line
January 2009	Formation of the Oregon Roundtable on Sustainable Forest Management
June 2009 and annually thereafter	Board Governance Performance evaluations
Ongoing	Periodic reports to the Board on indicator status and trends
October 2010	Public symposium on Oregon forest resource conditions and trends, organized around the Oregon Indicators of Sustainable Forest Management
November 2011 (Also see Intermediate Board Issue 1)	Board approval of updated indicators and indicator desired trends and targets

Resources Required

A reallocation of forest monitoring and assessment resources may be needed to fully implement the Oregon Indicators of Sustainable Forest Management.

Monitoring Achievement of this Intermediate Board Issue

The Board will receive periodic progress reports on indicator implementation processes. Indicators will be reviewed and potentially updated on an eight-year cycle. Board Governance Performance Evaluations will be reported annually.

INTERMEDIATE BOARD ISSUE 3: How will the Board of Forestry solicit unfiltered, high quality public input and use this input, along with indicators, other assessment and accomplishment information, and other stakeholder involvement as adaptive management tools for *Forestry Program for Oregon* implementation, updating *Forestry Program for Oregon* objectives, and Board Work planning?

Board Products

The Board will prioritize issues received through the issue scanning process 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 described in detail under Intermediate Board Issue 4. The results of this process allow the Board and staff to develop specific Board Work Plans. Ultimately, these plans form the basis for the establishment of Board agendas.

Implementation of this process ensures that priority issues will be addressed under appropriate timeframes. Following these procedures also allows staff to adequately plan for the level of support the Board may require to properly achieve its objectives.

The Board will also update the *Forestry Program for Oregon* objectives based on the issue scan, Oregon Indicators of Sustainable Forest management, and other information.

Research and Information Gathering

The Board of Forestry will be provided with public input into Board issues scanning in the form of Records of Potential Board Issues.

The Board of Forestry intends to biennially scan issues for prioritizing future work planning. Feedback from the assessment of sustainable forest management indicators, Department of Forestry performance measures, the Forest Assessment Project, and other Department program monitoring and agency strategic plan progress reports will be important resources for this scanning process. Input from Oregonians interested in the future of our forests, will be of utmost importance.

Stakeholder/Public Involvement

On a biennial basis, the Board 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 (see Intermediate Board Issue 1) and current data on the Oregon Indicators of Sustainable Forest Management (see Intermediate Board Issue 2) 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 an ad hoc Issue Scanning Work Group appointed by the Board. The committee 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.

The purpose of the Work Group is to plan and implement the issue scanning process.

Appointment of the work group and designation of a chair will typically take place at the Board's regularly scheduled April business meeting. Participants on the work group may change from year to year. The Board's charge to the work group will be to:

- Issue a call for Records of Potential Board Issues.
- Review Records of Potential Board Issues received.
- Request additional information on submitted issues, if needed.

- Organize and recommend priorities for the Records of Potential Board Issues for presentation to the full Board of Forestry at its October or November meeting.
- Provide feedback to parties submitting Records of Potential Board Issues on how their recommendations were handled by the Board.

Once appointed, the Issues Scanning Work Group will solicit Records of Potential Board Issues from Board members; Department programs and employees; other individuals, agencies, and organizations on the Board's mailing list; and from the general public through the web and news media. The results of current Department or partner-sponsored public opinion polls or surveys will also be considered as input to the scan. A template for completing a Records of Potential Board Issues will be made available. Department staff will prepare and distribute this solicitation.

Submitted issues may include ongoing and outstanding issues currently under review by the Board, as well as new items related to emerging concerns and opportunities. However, issues covered by existing approved Board Work Plans do not need to be resubmitted to be considered in future Board work planning.

All parties will be given 45 days from the date the solicitation is issued to submit Records of Potential Board Issues. Records shall be received by the Board support staff. During this period, the Issues Scanning Work Group will also examine previous Board Records of Decision to determine their ongoing validity and any need for further Board review. The list of decisions to be reviewed will be generated as outlined by the Procedure and Documentation for Decision Making. Those needing further review will be added to the list of Board issues under consideration.

Within 60 days of the end of the submission deadline for Records of Potential Board Issues, the work group will meet to:

- Review and organize the received Records of Potential Board Issues;
- Compare the received issues with existing approved Board 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.

At the September Board meeting, the full Board will evaluate all the Records of Potential Board Issues submitted and the recommendations of the Issue Scanning Work Group. The Board may receive public testimony on the Records of Potential Board Issues received. 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. The Board will then work towards consensus on a Priority Set of Issues for Board of Forestry Work. At this meeting,

the Board will also conduct a high-level status check of current issues through a progress review of work plans and work products. At this time, the Board will also receive the annual Department key performance measure report.

The Issues Scanning Work Group will complete its work for the planning cycle by critiquing the process and by providing feedback to parties submitting Records of Potential Board Issues on Board disposition of those issues.

The Board will update existing work plans or develop new work plans as needed to address the new Priority Set of Issues for Board of Forestry Work. Department staff will provide planning, analysis and administrative support to the work group throughout the issue scanning process. The full Board will consider the recommendations of the work group when developing an updated Priority Set of Issues for Board of Forestry Work.

Timeframe with Milestones

Odd Years:

March Board meeting	Appointment of the Issue Scanning Work Group
April 1	Public notice of solicitation for Records of Potential Board Issues
May 15	Deadline for submission of Records of Potential Board Issues
July 15	Issue Scanning Work Group will complete the review of the received Records of Potential Board Issues, compare the received issues with existing approved Board Issues - Work Plans, request additional information on submitted issues, if needed, and organize and recommend actions for the Records of Potential Board Issues for presentation to the full Board of Forestry. If desired, the Issue Scanning Work Group may also organize panels to present and discuss certain issues with the full Board at its November meeting. Department staff will document the products of the Issue Scanning Work Group process and prepare an agenda item for the September Board meeting.
September Board meeting	The Board will receive updates on the most recent issue scan, Oregon's indicators of sustainable forest management; receive reports on Department of Forestry strategic planning; receive reports of department performance measures, implementation monitoring, and effectiveness monitoring; and evaluate all the Records of Potential Board Issues and work towards consensus on a priority set of issues for Board of Forestry work.
November Board meeting	Update <i>Forestry Program for Oregon</i> objectives

Finalize priority set of issues for Board of Forestry work

Prior to December 31 Issue Scanning Work Group critiques the process and provides feedback to parties who submitted Records of Potential Board Issues.

Even Years:

January Board

meeting

Board begins development or revision and implementation of Board Work Plans (see Intermediate Board Issue 4).

Resources Required

No additional resources required.

Monitoring Achievement of this Intermediate Board Issue

Monitoring and evaluation of effectiveness in responding to the issue scan will be accomplished to the monitoring components of individual Board Work Plans and the biennial review and update of *Forestry Program for Oregon* objectives.

INTERMEDIATE BOARD ISSUE 4: How will the Board of Forestry develop and implement Board Work Plans to achieve the goals and objectives of the *Forestry Program for Oregon* and the statutory responsibilities of the Board in an efficient, effective, and transparent manner?

Board Products

The Board will maintain 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
- State Forest Management Plan Adoption/Adaptation
- Other as needed

Each issue represents a commitment of time by department staff and the Board that needs to be fully understood and appropriately planned. Developing a work plan for each 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. Work Plan will include clear links to *Forestry Program for Oregon* goals and objectives, where applicable.

Research and Information Gathering

The Board will use *Forestry Program for Oregon* goal and objectives (see Intermediate Board Issue 1), data on Oregon Indicators of Sustainable Forest Management (see Intermediate Board Issue 2), and Board issue scans (see Intermediate Board Issue 3) to develop a priority set of issues for Board of Forestry work.

For each issue, a Board of Forestry Work Plan will be developed. Department of Forestry staff responsibility for assisting in preparation of the Work Plan will be designated by the Board for each issue.

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.

Stakeholder/Public Involvement

In addition to information provided through the biennial Board issue scan, stakeholders and the general public will have numerous opportunities to comment on Work Plan Implementation through Board meetings. The Work Plans will help the public better understand when and how input can be most effective.

Timeframe with Milestones

Fall, Odd Years

- Receive issue scan results
- Receive updates on Oregon's indicators of sustainable forest management
- Receive reports on Department of Forestry strategic planning

- Receive reports of department performance measures, implementation monitoring, and effectiveness monitoring
- Update *Forestry Program for Oregon* objectives
- Update priority set of issues for Board of Forestry work

Winter, Even Years

- Add, delete, modify current Board Work Plans

Other timeframes and milestones will be articulated in individual Work Plans.

Resources Required

No additional resources required.

Monitoring Achievement of the Intermediate Board Issue

Each Board work plan will include a monitoring element to evaluate the effectiveness of Board decisions and products resulting from the Work Plan.

INTERMEDIATE BOARD ISSUE 5: How will the Board of Forestry oversee outcomes of Department of Forestry work that is directly linked to Board strategic planning?

Board Products

The Board review and approve Department of Forestry Agency Request Budgets on a biennial basis.

Research and Information Gathering

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 of Forestry 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 revenue projections.

Stakeholder/Public Involvement

The biennial issue scan conducted by the Board and the resulting updated *Forestry Program for Oregon* objectives will form the basis for the Board’s principles for biennial Agency Request Budget development. The public will be able to track and comment on budget development during regular board meetings. The Board’s advisory committees may assist in developing budget concepts. Once the biennial Agency Request Budget has been developed it will be proactively shared with interested stakeholders to seek understanding, acceptance, and support.

Timeframe with Milestones

Fall, Odd Years

- Receive issue scan results

- Review the current biennium’s legislatively-approved budget for the department
- Receive updates on Oregon’s indicators of sustainable forest management
- Receive reports on Department of Forestry strategic planning
- Receive reports of department performance measures, implementation monitoring, and effectiveness monitoring
- Update *Forestry Program for Oregon* objectives
- Adopt principles and guidance to the department on Agency Request Budget development for the next biennium.

Spring, Even Years

- Receive updated revenue projections
- Receive reports of proposed legislative concepts
- Receive reports on proposed budget increases and budget reductions for the next biennium.

Summer, Even Years

- Approve the Agency Request Budget for the next biennium

Winter and Spring, Odd Years

- Track progress of the department’s budget through the legislative session

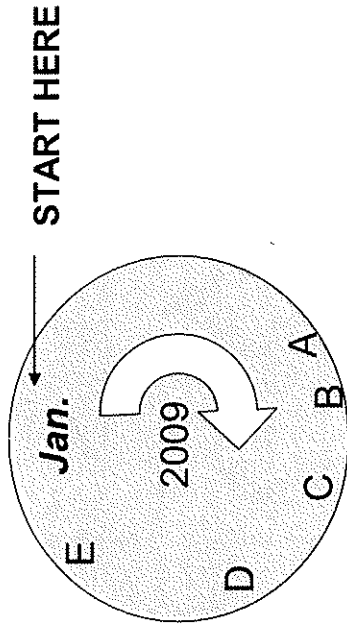
Resources Required

No additional resources required.

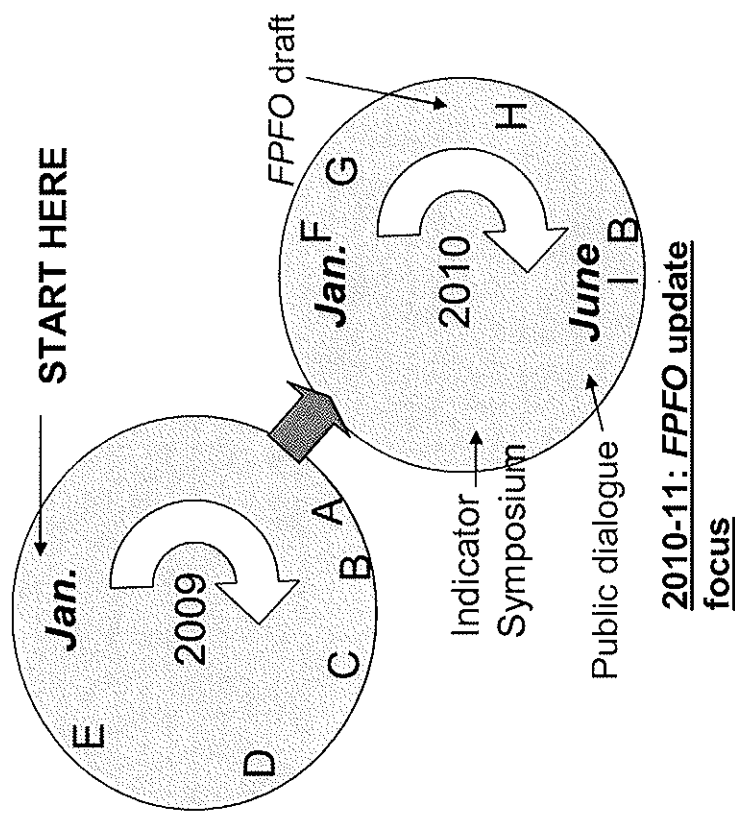
Monitoring Achievement of this Intermediate Board Issue

The Board will receive periodic reports on Department of Forestry strategic planning, accomplishments, and budgetary issues.

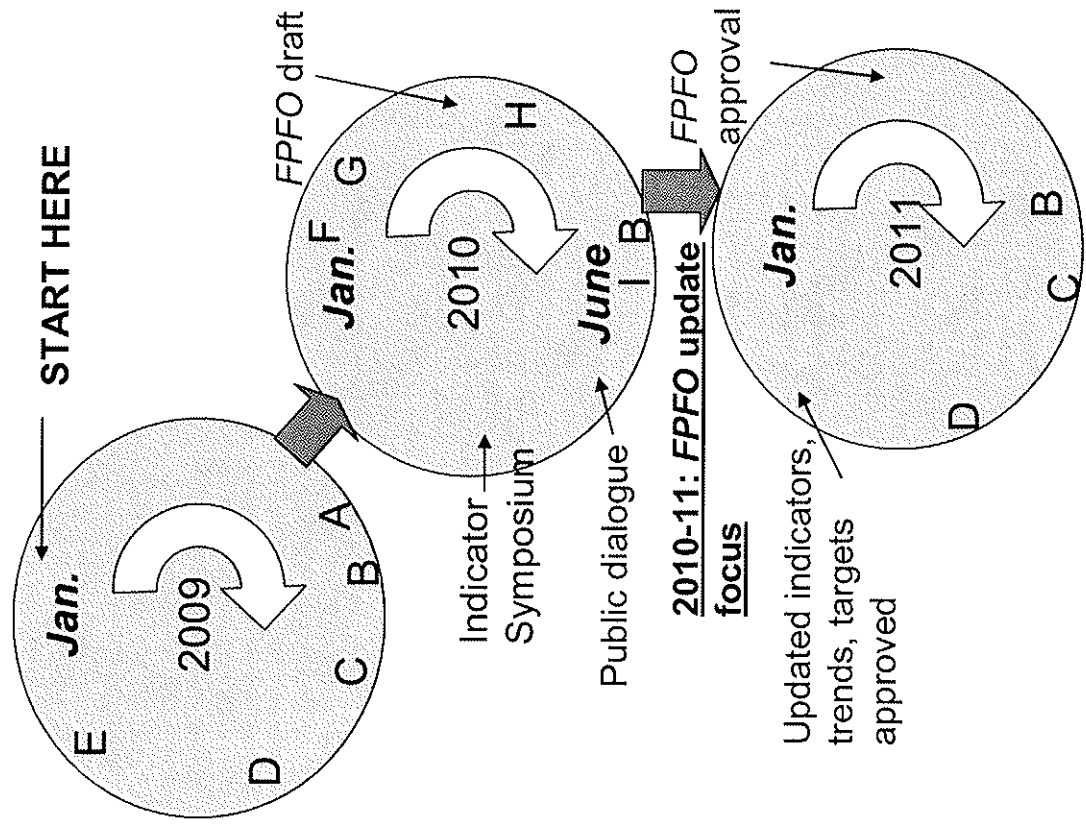
Work Plan Flow Charts



- A: Begin issue scan**
- B: Board governance evaluation**
- C: New budget and legislation received**
- D: Issue scan, indicators, & other reports**
- E: Update FPFO objectives and priority issues for Board of Forestry work**

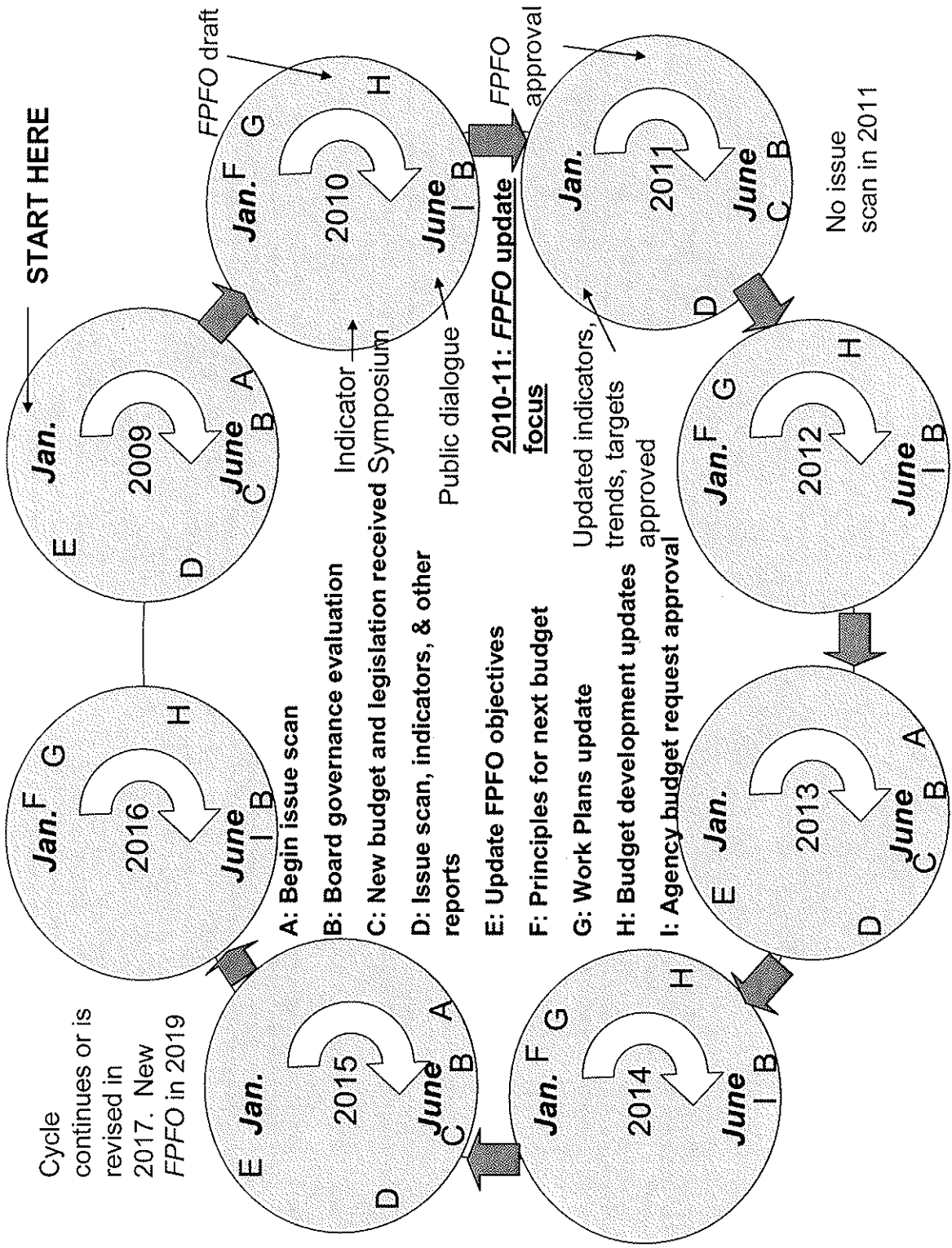


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No issue scan in 2011



Cycle continues or is revised in 2017. New FPFO in 2019

