

**Oregon Mortuary & Cemetery Board**  
**Michelle Gaines: Goals and Objectives: 90 Day Plans for Fiscal Year 2008-09**

**Initial 90 Day Plan (July 31<sup>st</sup>, 2008 – October 31<sup>st</sup>, 2008)**

Goal 1: Familiarize myself with current status of board operations, issues and policies, industry trends, relevant laws and rules, as well as State of Oregon agency requirements.

Objective: Gain sufficient familiarity with current operational and strategic requirements in order to provide active leadership within first 90 days.

Goal 2: Complete 2009-2011 budget related documents and reports.

Objective: Submit all required budget documents; address open questions around fee increases, budget appeal process; develop affirmative action report.

Goal 3: Focus on outreach to industry as well as other State agencies.

Objective: Understand status of current conversations and concerns; introduce myself to stakeholder community; develop strong working relationships.

Goal 4: Support focus on board practices.

Objective: Support transition of board members; selection of new members; work with subcommittee to develop assessment criteria for best practice and submit required KPM work plan and follow up; arrange and facilitate board retreat and focus on identifying strategic issues.

Goal 5: Manage current revenue shortfall in 2007-09 biennium.

Objective: Monitor impact of corrective actions already in place; work with accounting and budget staff to identify options, reduce expenses within current biennium and establish timing and drivers for Treasury loan. Complete treasury loan process in the appropriate upcoming 90 day period.

**Second 90 Day Plan (November 1<sup>st</sup>, 2008 – January 31<sup>st</sup>, 2009)**

Goal 6: Solve revenue shortfall in next biennium.

Objective: Provide sufficient leadership to gain industry consensus on fee increase; work with stakeholders, Governor's office as well as Legislature to secure passage of related fee increase and budget bills.

Goal 7: Support agency staff and operations.

Objective: Focus on support of agency staff; establish regular meetings and protocols; manage staffing shortfall and transitions; identify ways to minimize negative impacts of workload and ambiguity of ongoing programs.

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Goal 8: Understand and provide guidance on the administrative rule-making process.

Objective: Learn necessary process and practices around administrative rule-making and new requirements for plain language. Support CIAC committee in completing advisory review process. Facilitate review of committee submittals, drafting of formal rule-making documented based on materials and scheduling and notification of public hearing process.

**Third 90 Day Plan (February 1<sup>st</sup>, 2009 – April 30<sup>th</sup>, 2009)**

Goal 9: Learn and facilitate legislative agenda; lobby for the board's interests.

Objective: Learn necessary processes, practices and systems related to legislative session; monitor and report on any new legislation that may impact board or stakeholders to members; provide testimony, analysis or other comment to legislative fiscal, legislative council, Governor's, or DAS offices as requested. Inform legislators and committees of issues and topics as appropriate based on Board's strategic issues and policy framework.

Goal 10: Secure passage of key budget bills.

Objective: Work with all stakeholders to secure passage of HB2244 and SB5527.

Goal 11: Schedule rule-making process to complete by June 30<sup>th</sup>.

Objective: Facilitate scheduling of public hearings and board consideration of rule changes resulting from CIAC or other public input. Schedule such that any resulting rule-changes would be effective July 1<sup>st</sup>, 2009.

Goal 12: Focus on stakeholder community educational outreach.

Objective: Develop means of communicating policy and practice information to stakeholders via regular electronic publication and use of web site.

**Fourth 90 Day Plan (May 1<sup>st</sup>, 2009 – July 31<sup>st</sup>, 2009)**

Goal 13: Focus on operational performance and regulatory streamlining efforts.

Objective: Complete detailed assessment of operations, position classifications, work assignments and current practices against best practices. Work with staff to streamline operations where appropriate and add focused staff time where needed. Work with office of regulatory streamlining to develop action list of improvements. Develop action plan for meeting key performance measures in next biennium.



**Oregon Mortuary & Cemetery Board  
Position Summary & Evaluation Form**

**SECTION 1. POSITION INFORMATION**

a. Classification Title:	Prin Exec / Manager D	b. Classification No:	MESN Z7006
c. Review Date	July 31 <sup>st</sup>	d. Position No:	0000500
e. Working Title:	Executive Director	f. Agency No:	833417

**SECTION 2. PURPOSE OF POSITION**

The purpose of the Executive Director position is to execute the Board's programs, projects, policies, directives and decisions consistent with the Board's mission, goals and objectives and to manage the activities of the Board's office and staff.

The Executive Director has authority to commit all agency operating money within the limitation established by the legislature. The Board's legislatively adopted budget for the 2007-09 biennium is about \$1.1 million, derived from other funds revenue.

**SECTION 3. REVIEW OF PERFORMANCE OF GENERAL DUTIES**

List the major duties of the position. State the percentage of time for each duty.

% of Time	DUTIES	RESULTS TO DATE
25%	<p><b>Leadership Duties:</b></p> <ul style="list-style-type: none"> <li>• Plan and organize Board meetings and Board committee meetings.</li> <li>• Direct the functions of staff and present reports to the Board on office activity.</li> <li>• Collaborate with Oregon funeral and cemetery industry leaders, consumer representatives, state agency officials and other interested parties to identify concerns and develop cost effective solutions.</li> <li>• Collaborate with other funeral and cemetery regulatory leaders, nationwide, to identify emerging trends and common problems, develop solutions and propose uniform and model regulations.</li> <li>• Collaborate with other small agency heads to develop and implement strategies for resolving common concerns, negotiating interagency agreements and fulfilling legislative mandates.</li> <li>• Maintain liaison and coordinate activities with other agencies in areas of mutual concern.</li> <li>• Serve on Mt. Hood Community College Funeral Service Education Advisory</li> </ul>	

<p><b>% of Time</b></p>	<p><b>DUTIES</b></p>	<p><b>RESULTS TO DATE</b></p>
	<p>Committee with educators, students, multi-state industry leaders and other regulators.</p> <ul style="list-style-type: none"> <li>• Address community and professional organizations on agency programs and policies.</li> <li>• Represent the Board upon requests for information from news media.</li> <li>• Expand leadership ability and subject matter expertise through formal training, self-study and active participation in funeral and cemetery regulatory organizations.</li> </ul>	
<p>20%</p>	<p><b>Legislative and Rulemaking Duties:</b></p> <ul style="list-style-type: none"> <li>• Agency legislative coordinator: facilitate Board legislative committee meetings; collaborate with stakeholders; recommend legislative concepts to the Board; prepare legislative concepts; work with legislative counsel; prepare and present oral and written testimony to legislative committees; track bills in progress; prepare blue sheet recommendations for the governor's office.</li> <li>• Agency administrative rules coordinator and hearing officer: conduct periodic review of agency rules; facilitate Board rules committee meetings; collaborate with stakeholders; draft proposed rules; direct preparation and distribution of rulemaking notices; conduct rulemaking hearings; develop and maintain rulemaking record; recommend rules to the Board.</li> </ul>	
<p>15%</p>	<p><b>Budget Duties:</b></p> <ul style="list-style-type: none"> <li>• Direct preparation of biennial agency request budget; present proposed budget to the Board and Budget and Management Division for approval; present Governor's recommended budget to Legislative Fiscal Office and Ways and Means Committee; direct preparation of legislatively adopted and approved budget; direct preparation of and present budget adjustment requests to the Emergency Board; approve agency allotment schedule; implement internal budget controls.</li> </ul>	
<p>20%</p>	<p><b>Other Administrative Duties:</b></p> <ul style="list-style-type: none"> <li>• Monitor compliance with Oregon statutes, rules, regulations, policy and Executive Orders.</li> <li>• Develop policies, procedures and program priorities consistent with Board directives.</li> <li>• Determine most effective use of resources to carry out Board's goals and objectives.</li> <li>• Direct policy, program and project implementation and evaluation.</li> <li>• Direct personnel recruitment, training, management, evaluation and retention.</li> <li>• Direct contracting and purchasing.</li> </ul>	

<b>% of Time</b>	<b>DUTIES</b>	<b>RESULTS TO DATE</b>
	<ul style="list-style-type: none"> <li>• Direct accounting oversight.</li> <li>• Direct inventory and control of supplies, equipment and facilities.</li> <li>• Direct information systems planning, implementation, maintenance and evaluation.</li> <li>• Direct data base development and management.</li> <li>• Direct Board packet planning, development, production and distribution.</li> </ul>	
20%	<p><b>Supervisory Duties:</b></p> <ul style="list-style-type: none"> <li>• Establish office standards and practices for customer service, honesty, fairness and professionalism.</li> <li>• Supervise Compliance Manager: establish inspection, investigation and background check standards and procedures; provide in-house investigative and supervisory training; approve formal training; assign duties and responsibilities; establish work priorities; approve bi-monthly inspection report to the Board; conduct case consultations on complex investigations; approve investigative reports; approve notices of proposed disciplinary action; execute final orders; approve hearing and appeal activities; monitor supervision of two subordinate investigators; approve time sheet and leave requests; monitor and evaluate performance.</li> <li>• Supervise Office Manager: establish administrative and licensing standards and procedures; provide general direction; approve formal training; assign work; establish work priorities; review work through informal conferences; approve work; monitor supervision of subordinate licensing specialist; approve time sheet and leave requests; monitor and evaluate performance.</li> <li>• Resolve employee grievances.</li> </ul>	

**SECTION 3. REVIEW OF COMPLETION OF SPECIFIC TERM OBJECTIVES**

**List specific goals and objectives during review period. State if objective was achieved.**

<i>Goals, Objectives and Timing</i>	<i>Objective Met?</i>
<p><b>Initial 90 Day Plan (July 31<sup>st</sup>, 2008 – October 31<sup>st</sup>, 2008)</b></p> <p>Goal 1: Familiarize myself with current status of board operations, issues and policies, industry trends, relevant laws and rules, as well as State of Oregon agency requirements.</p> <p>Objective: Gain sufficient familiarity with current operational and strategic requirements in order to provide active leadership within first 90 days.</p>	

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**SECTION 8. REVIEW OF WORK**

Who reviews the work of the position?

Classification Title	Position Number	How	How Often	Purpose of Review
Board President	Y7500	Formal annual review; informal conversations; review of goals and objectives and progress during review year; observation; feedback from stakeholders.	Formal; annual Informal; monthly	Evaluating success in achieving the Board's goals and fulfilling the Board's mission.
Other Board Members		Observation of performance at board meetings;	Informal; Bi-monthly;	Same.

**SECTION 12. SIGNATURES**

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date