



Board of Forestry Workshop

Strategic Planning Initiative

Agency Leadership Model

April 30, 2008

Agency Leadership Model

Department Strategic Planning

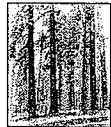
Department Strategic Plan

Budgeting

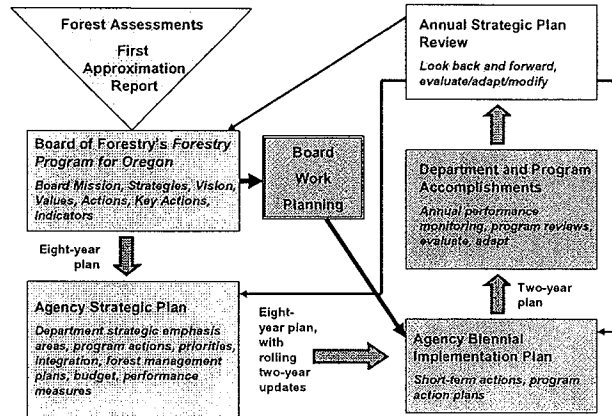
Legislative Concepts

Agency Leadership As-Is Model

Forestry Strategic Planning Model



Oregon Department of Forestry Strategic Plan
2004 to 2011
A FORESTRY PROGRAM FOR OREGON
September 2004



Agency Leadership As-Is Model



Oregon Department of Forestry Strategic Plan
2004 to 2011
A FORESTRY PROGRAM FOR OREGON
September 2004

Department Strategic Plan Purpose

- Describe high priority actions that will meet statutory mandates
- Assist in achieving the 2003 FPFO
- In place through the 2009-2011 biennium

Agency Leadership As-Is Model



Oregon Department of Forestry Strategic Plan
2004 to 2011
A Program Document of the 2003 Oregon Forestry Strategy
September 2004

Department Strategic Plan Principles

- Consider Department as a whole
- Organize around FPFO strategies: seven
- Employee and Stakeholder participation
- Implement through Program action plans
- Dynamic: action plans revisited on a two-year cycle
- Measure performance at all levels:
Department / Program / Field / Employee
- Eight-year outlook with continuous improvement



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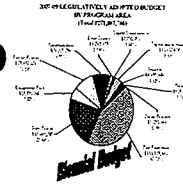


Oregon Department of Forestry Strategic Plan
2004 to 2011
A Program Document of the 2003 Oregon Forestry Strategy
September 2004

Department Strategic Plan Elements

- Mission:protecting, managing, and promoting stewardship of Oregon's forests to enhance their contributions to a sustainable environment, economy, and communities.
- Vision Statements
- Values
- Strategies and Key Actions (FPFO objectives)
- Vital Actions (objectives; program-level)

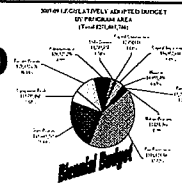
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Department Biennial Budget Purpose

- Carry out state law
- Carry out policy decisions
- Realign strategic direction with statutory authorities
- Allocate funds
- Set limits

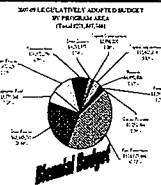
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Biennial Budget Process Principles

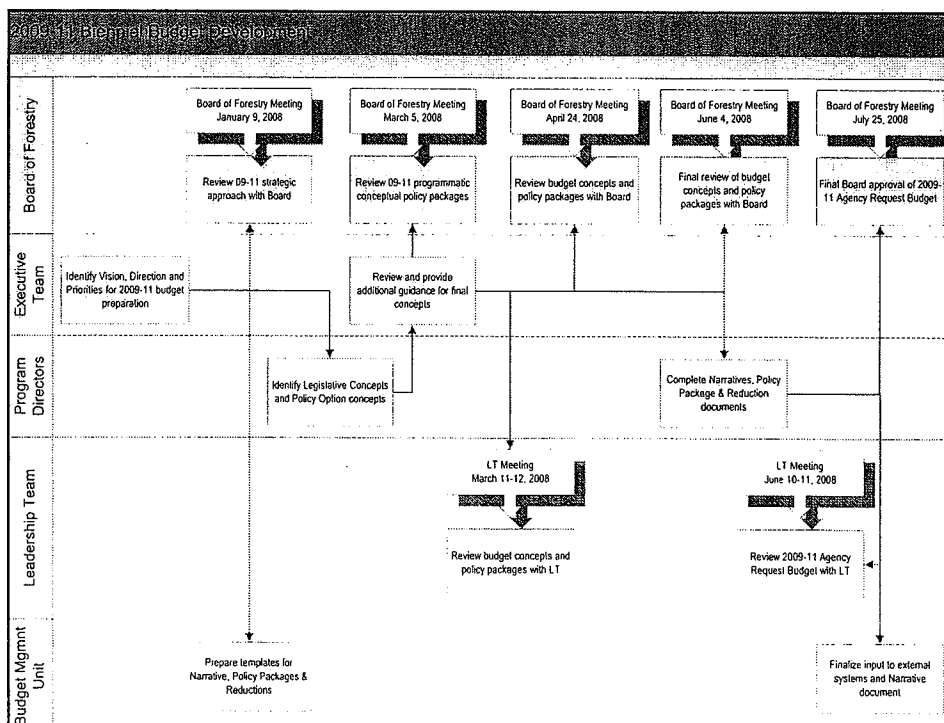
- Address the Governor's Principles and Priorities
- Link to FPFO, Department Strategic Plan, Program Action Plans
- Incorporate Executive Team direction
- Involve Stakeholders
- Measure Performance: Key Performance Measures; Department "check"
- Address Interim Policy Efforts (e.g. Budget Notes)

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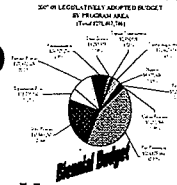


Biennial Budget Process

- Two-year development process
- Touch points at all levels
 - Board
 - Executives
 - Leadership Team
 - Budget Managers: program; districts
- Biennial or two-year execution
- Continuous improvement 



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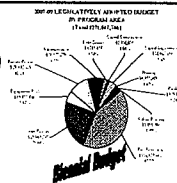


Biennial Budget Process Timeline

- September 2007 through September 2008
 - Develop “Agency Request Budget”
 - Stakeholder Involvement is ongoing
 - Landowners / Counties / Legislators / etc.
 - Board of Forestry review Jan / April
 - Agency “Check” conducted
 - Principles / Priorities
 - Key Performance Measures
 - Current Investment Levels established
 - Policy Option Packages
 - Board of Forestry approval in July



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Biennial Budget Process Timeline

- September 2008 through December 2008
 - Develop “Governor’s Recommended Budget”
 - Discussions with DAS Budget & Management; Legislative Fiscal Office; Departments
 - DAS reviews / Department appeals
 - Submit to Legislature
- January 2009 through Summer 2009
 - Legislative Session / Hearings
 - Finalize “Legislatively Adopted Budget”

Agency Leadership As-Is Model



Oregon Department of Forestry Strategic Plan
2004 to 2011
A comprehensive document to the 2019 Forestry Program for Oregon
September 2004

Challenges


- Weak links and disconnects
between decision levels
 - Board of Forestry
 - Department Leadership
 - Strategic links up and down
 - Legislative Initiatives
 - Budget Development
 - Program
 - Field

Agency Leadership As-Is Model



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Challenges

- Increasingly outdated as
FPFO becomes outdated
 - Less Strategic = “crisis du jour”
- Weak / non-existent “check” processes 
 - Reinforces reactive vs. strategic planning
 - Budget / Legislative Concept development not fully integrated with existing strategic direction

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Improvements

- Ensure early / ongoing coordination with the legislature & stakeholders
 - Existing strategic direction / action
 - Opportunities / challenges facing Oregon forests
- Strengthen the “plan” / “do” / “check” model



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Improvements

- Revise and use an integrated process
 - Monitor and check implementation
 - Realign with strategic direction
 - Link to Board-, Program- and Field-level



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Improvements

- Revise existing and develop new tools
 - Budget policy and procedure
 - Web-based tools
 - Contingency Plans
 - An effective, integrated timeline

Board Issue Scan	FPFO eight-year plan	Department Strategic Planning	Department eight-year plan	Biennial Budgeting ¹	Legislative Session
Summer/Fall 2009		Fall/Winter 2009		2010 (2011 – 2013 biennium)	February – June 2011
	2010-2011		2011		
addressed by 2011 FPFO		Fall/Winter 2011		2012 (2013 – 2015 biennium)	February – June 2013

¹ A year-long process conducted with the Board of Forestry.

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Questions and Answers?

