

**Oregon Board of Forestry
Governance Performance Measure
Best Practices Performance Self-Evaluation Input Form**

Performance Measure: Percent of total best practices met by the Board.

Target: 100%

Period: Annual, Calendar Year Basis

ODF Key Performance Measure: #22

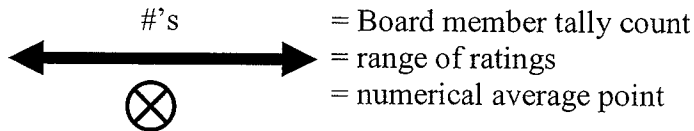
Board Adopted: September 6, 2006

Version: 2007 v1.2

Summary of Individual Board Member Evaluations – May 30, 2007

B. Best Practices Criteria Evaluation:

Key: Within each criteria:



Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p>1. Executive Director’s performance expectations are current. <i>The Board understands this to mean that the State Forester’s Position Description is current.</i></p> <p><u>Comments:</u></p>	2	4	1	0
<p>2. Executive Director’s performance has been evaluated in the last year. <i>The Board understands this to mean that the State Forester’s Position Description is current and that the annual performance appraisal has been completed.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - I understand that Marvin had his performance appraisal last year with Chair Hobbs and that this year we are commencing the new process. So, if we are looking back 12 months, Marvin’s evaluation was done for 2006 and we are in the process of completing 2007. - I believe that we’re tardy on the performance evaluation. It will take place in June 2007. I expect that the new evaluation system will be more efficiently done in subsequent years. 	1	2	4	0
<p>3. The agency’s mission and high-level goals are current and applicable. <i>The Board understands this to mean that the Board’s Forestry Program for Oregon and Oregon Forest Practices Act/Rules are current.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - Adequate funding for all programs constrains the ability of the Oregon Forest Practices Act to be implemented fully. 	3	3	1	0

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Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p>4. The board reviews the <i>Annual Performance Progress Report</i>. The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.</p> <p><u>Comments:</u></p>	2	5	0	0
<p>5. The board is appropriately involved in review of agency's key communications. The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.</p> <p><u>Comments:</u></p>	1	4	2	0
<p>6. The board is appropriately involved in policy-making activities. The Board understands this to mean those policy activities that particularly have a statewide perspective, including holding Board meetings at different geographic locations around the state.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - Some actions/statements are made and taken that have policy implications with no prior knowledge of or approval from the Board. - I don't know if this is the appropriate spot to add this, but some specific board products arose out of general conversations about state forests. I think that the board should have been more involved in decisions about if and how the products would be pursued - e.g. public opinion survey, and 2nd party assessment. 	2	3	2	0
<p>7. The agency's policy option packages are aligned with their mission and goals. The Board understands this to mean the packages included in the biennial budget process as part of the Agency Request Budget.</p> <p><u>Comments:</u></p>	2	4	1	0
<p>8. The board reviews all proposed budgets. The Board understands this to mean the Department of Forestry's biennial budget at the Agency Request Budget level.</p> <p><u>Comments:</u></p>	1	6	0	0

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Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p>9. The board periodically reviews key financial information and audit findings. <i>The Board understands this to mean significant financial issues and as audits are released. By way of example, this would include the 2007 D.L. Phipps Nursery situation or the \$10 million State Forests Funds situation.</i></p> <p><u>Comments:</u></p>	2	5	0	0
				
				
<p>10. The board is appropriately accounting for resources. <i>The Board understands this to mean critical issues relating to human, financial, material and facilities resources by providing oversight in these areas. This means that the Board receives briefings on such issues as succession management, vacancies, the budget, and financial effects of the fire program.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - New program emphasis seem to happen that draw resources from existing programs without Board consideration. 	1	4	1	1
				
				
<p>11. The agency adheres to accounting rules and other relevant financial controls. <i>The Board understands this to mean the receipt of the annual statewide audit report from Secretary of State which highlights any variances in accounting rules or significant control weaknesses.</i></p> <p><u>Comments:</u></p>	2	5	0	0
				
				
<p>12. Board members act in accordance with their roles as public representatives. <i>The Board understands this to mean that they follow public meeting rules, the standard of conduct for Board members, and the public input process. Members received training and information from the Governor's Office upon appointment.</i></p> <p><u>Comments:</u></p>	3	3	1	0
				
				

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Oregon Board of Forestry Best Practices Criteria	Strongly Agree 2	Agree 4	Disagree 0	Strongly Disagree 1
<p>13. The board coordinates with others where responsibilities and interests overlap. <i>The Board understands this to mean other public agencies and boards with statutory authority connections or overlaps, e.g. the Forest Trust Land Counties, the Oregon Environmental Quality Commission/Department of Environmental Quality; the Oregon Fish and Wildlife Commission/Department of Fish and Wildlife; the State Land Board; local fire districts; the United States Forest Service; the Bureau of Land Management..</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - The depth of our work with these entities needs to improve. Most of our work seems to be superficial. We should be more proactive about engaging these constituencies along with others that are not governmental in nature in a meaningful way. - EQC & DEQ interactions have been helpful. There may be more opportunities to do this with ODF&W, federal agencies, etc. 	2	4	0	1
<p>14. The board members identify and attend appropriate training sessions. <i>The Board understands this to mean the workshops, symposia, and field tours that accompany some Board meetings, and that the Board receives adequate technical information.</i></p> <p><u>Comments:</u></p>	3	4	0	0
<p>15. The board reviews its management practices to ensure best practices are utilized. <i>The Board understands this to mean carrying out this self-evaluation on an annual basis, conducting the annual Board work plan status check, and by conducting the periodic scan of issues on a biennial basis.</i></p> <p><u>Comments:</u></p>	3	3	1	0

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Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<i>Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.</i>				
16. The board values public input and transparency in conducting its work through outreach to and engagement of stakeholders and by using its work plan communication tools. The board also values input and communications with its standing advisory committees, special ad hoc committees and panels and external committees with board interests. <u>Comments:</u> - We seem to still take an empirical approach to our outreach and we are not as responsive in nature as we could/should be. - Though it has felt to me that we have operated in a clear and transparent way, it appears that some members of the public have at times felt confused about our direction. Also, we should make clear to advisory committee members that their work is valued and helpful to the board.	2	3	2	0
Total Number of Tallies (Criteria 1-15)	30	59	14	2
Percentage of Total in Each Evaluation Category (Criteria 1-15)	29%	56%	13%	2%
Percentage of Total in "Agree" and "Disagree" (Criteria 1-15)	85%		15%	

Total Best Practices Met by the Board (Criteria 1-15) – Preliminary Based on Initial Summary:

(Strongly Agree and Agree = "Yes"; Disagree and Strongly Disagree = "No")

By average:

- Number of numerical average of each criteria "Yes" or "No": yes – 15 no – 0
- Percentage of numerical average of each criteria "Yes" or "No": yes – 100% no – 0%

By tally count:

- Number of tallies of each criteria "Yes" or "No": yes – 14 no – 1*
- Percentage of tallies of each criteria "Yes" or "No": yes – 93.3% no – 6.7%

* See Criteria #2 results

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C. Summary Questions for Consideration:

1. How are we doing?

We are floundering still to find our feet, although we have made some headway in "coming together as a Board" in the past few months. There is still a lack of conversation about "decision space" between the Board and the State Forester which erodes trust. This eroded trust negatively impacts the Board's confidence in decision-making...causing us to delay and lose credibility with the stakeholders that we serve.

Very good.

Fair.

Quite well under all the circumstances. With respect to the foregoing questions on #2 we need to complete the State Forester's 2006 Evaluation, on #6 I believe the Board can become a more effective policymaking partner, on #8 I think the BOF review of budgets and the dialogue with ODF could be more strategic and informed, on #9 I do not believe the Board was involved effectively enough early enough in the PHIPPS nursery situation which has proven to involve substantial losses if I recall correctly, and on #15 we can be proud of our work plan and issue scan approaches but I believe we can do better on talking directly about how we can do better. I rated the 16 criteria somewhat uniformly given the timing of this evaluation. I'm not certain of the meaning of criteria 4 and 10.

Better. When I consider our work plans, I believe that we have been effective, with the exception of state forests, where our progress has been slower than I had hoped. First, it took me some time to understand our policy options. Since the FMP is already operating, our decision space wasn't clear to me initially. Secondly, information we requested was slow in coming. Staff changes contributed to this, but Marvin Brown has done an excellent job filling positions. I feel that our decision space is clear, we are receiving good support from staff, we have developed performance measures, and we have received data that will help us move forward quickly and effectively.

2. How do we compare to others and/or to our target?

We are working hard to be on target (see comments to #1), but are falling short of that goal. We tend to work staff too much on details that arise because of our lack of issues behind the scenes that may drive actions.

Good.

Fair.

Favorably.

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3. What factors are affecting our results?

Lack of trust, controversy among stakeholders, lack of Gubernatorial and legislative support, inaction on the part of the Board, unwillingness to "get to the point" in front of the public during public meetings.

Governor's office.

Federal forest land issues, Ballot Measure 37, constituent expectations, high expectations for the productivity of state forest lands, collegiality among Board members, consensus based decision making, excellent ODF staff work, data management challenges.

4. What needs to be done to improve future performance?

We need to have a conversation in a retreat setting to clear the air about decision space between the Board and the State Forester and work hard to build trust among us. We need the stakeholders to see, by our actions, that we are working in the best interest of Oregon's forests and support our actions accordingly.

Stay engaged.

More "open" communication between the Governor's office, major stakeholders, and the board members.

Develop more penetrating consensus based decision making practices; ask ourselves the hard questions to make sure we are in consensus. Build on staff report improvements to create a model that better features issues, alternatives, recommendations, and rationale. Build a better bridge between BOF policy formulation and ODF implementation functions. Continue excellent efforts to engage constituents. Assure effective follow up and follow through. Achieve transparency.

- It would be helpful to me to have a summary of progress for each issue on which we work. Because board meetings are far apart, we sometimes rehash issues on which we had made progress previously. Maybe staff could help us come up with some ideas for this.
- As a board, we could do a better job of summarizing our discussions with a list of next steps, timelines and responsibilities. That could then be included in the minutes and would make them more useful.
- The minutes aren't extremely helpful to me because we don't receive them until the subsequent board meeting. I would like to receive minutes a week to ten days after the board meeting while I still have in my mind what transpired.