

Agenda Item No.:	F
Work Plan:	Administrative
Topic:	Board Governance Performance Self-Evaluation
Presentation Title:	2023 Board Governance Performance Self-Evaluation
Date of Presentation:	March 8, 2023
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SUMMARY

The Board of Forestry conducts an annual formal evaluation of their performance in meeting best practices of governance as reported in a key performance measure to the Oregon Legislature. This agenda item presents the final criteria to the Board for approval and initiates the annual self-evaluation process.

CONTEXT

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 includes fifteen standard best practices criteria tailored to meet the Board’s specific needs and interests with descriptive text to assist in a shared understanding of the measure, one additional criterion relating to public involvement and communications, and key summary questions to the evaluation. The Board’s target for the annual performance measure is meeting 100% of the total best practices.

The annual assessment is a self-evaluation conducted individually by each board member. A cumulative summary of the evaluation results are then presented to the Board in June for collective approval of the Board’s performance relative to the performance measure target. Results as shown in Attachment 2 are then included in the agency’s *Annual Performance Progress Report* and further discussed during the Board’s planning retreat.

Discussion at last year’s planning retreat was positive, exploring common areas of agreement in areas of success while also revealing interest in continuing regular check-ins with board members during meetings to openly discuss performance. Use of the existing Likert scale approach compared to a simple yes/no response was also explored with support to continue the use of the Likert scale based on the historical data collected to date and ability to further analyze responses; however, if a process change was still desired, formal discussion and Board action could occur and the process change would then need to be subsequently approved by the Legislative Fiscal Office before initiated. There were no changes formally suggested for the 2023 evaluation period that would alter the existing tailored set of best practices criteria.

RECOMMENDATION

The Department recommends the Board of Forestry approve the 2023 Board Governance Performance Measure Best Management Practices Self-Evaluation Criteria as presented in Attachment 1, initiate the annual self-evaluation period, and complete individual evaluations by April 15, 2023.

NEXT STEPS

Instructions for accessing the evaluation survey will be sent to the Board by email with completion requested by April 15.

ATTACHMENTS

- (1) 2023 Oregon Board of Forestry Governance Performance Measure, Best Management Practices Self-Evaluation Criteria
- (2) 2022 Oregon Board of Forestry Governance Performance Measure, Self-Evaluation Summary

**Oregon Board of Forestry
2023 Governance Performance Measure
Best Practices Self-Evaluation Criteria**

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

Target: 100%

Period: Annual

ODF Key Performance Measure: #2

Board Adopted: September 6, 2006

Instructions:

The evaluation is conducted through an electronic survey platform. Instructions for accessing the survey will be sent to the Board following approval of the 2023 evaluation criteria.

2023 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> <u>Comments:</u></p>				
<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> <u>Comments:</u></p>				
<p>3. The agency’s mission and high-level goals are current and applicable. <i>The Board understands this to mean that the agency’s strategic initiatives and priorities are current.</i> <u>Comments:</u></p>				
<p>4. The Board reviews the <u>Annual Performance Progress Report</u>. <i>The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.</i> <u>Comments:</u></p>				
<p>5. The Board is appropriately involved in review of agency’s key communications. <i>The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.</i> <u>Comments:</u></p>				
<p>6. The Board is appropriately involved in policy-making activities. <i>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.</i> <u>Comments:</u></p>				

**Oregon Board of Forestry
2023 Governance Performance Measure
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Target: 100%

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ODF Key Performance Measure: #2

Board Adopted: September 6, 2006

2023 Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p>7. The agency’s policy option packages are aligned with their mission and goals. <i>The Board understands this to mean the packages included in the biennial budget process as part of the Agency Request Budget.</i> <u>Comments:</u></p>				
<p>8. The Board reviews all proposed budgets. <i>The Board understands this to mean the Department of Forestry’s biennial budget at the Agency Request Budget level.</i> <u>Comments:</u></p>				
<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.</i> <u>Comments:</u></p>				
<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> <u>Comments:</u></p>				
<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> <u>Comments:</u></p>				
<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> <u>Comments:</u></p>				

**Oregon Board of Forestry
2023 Governance Performance Measure
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Target: 100%

Period: Annual

ODF Key Performance Measure: #2

Board Adopted: September 6, 2006

2023 Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<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>				
<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>				
<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>				
<p><i>Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.</i></p>				
<p>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.</p> <p><u>Comments:</u></p>				
Total Number (Criteria 1-15)				
Percentage of Total in Each Evaluation Category (Criteria 1-15)				
Percentage of Total in “Agree” and “Disagree” (Criteria 1-15)				

Oregon Board of Forestry
2023 Governance Performance Measure
Best Practices Self-Evaluation Criteria

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

Target: 100%

Period: Annual

ODF Key Performance Measure: #2

Board Adopted: September 6, 2006

Summary Questions for Consideration:

1. How are we doing?

2. What factors are affecting our results?

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

**Oregon Board of Forestry
Governance Performance Measure
2022 Summary of Best Practices Performance Evaluations**

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

Target: 100%


Period: Annual



ODF Key Performance Measure: #2

Board Adopted: September 6, 2006





Summary of Individual Board Member Evaluations – July 20, 2022

Key: Within Each Criteria:

#’s
 = Board member tally count
 = range of ratings

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> <ul style="list-style-type: none"> Strongly Agree as we just filled this position. 	2 	3	0	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"> He has not worked a year, but I’m confident this will be done. N/A Since we just hired Cal very recently. Does not apply since we hired the new State Forester at the time of the year that we normally do the evaluation. 	0	2 	0	0





**Oregon Board of Forestry
Governance Performance Measure
2022 Summary of Best Practices Performance Evaluations**

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<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 <u>Forestry Program for Oregon</u> and Oregon Forest Practices Act/Rules are current.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Completion of the Forestry Plan for Oregon will update mission. • The CCCP is current, but the FPFO and State FMP are both currently being worked on, since they are out of date. • FPFO was last updated in 2011. 	0	3 	2	0
<p>4. The Board reviews the <u>Annual Performance Progress Report</u>. <i>The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.</i></p> <p><u>Comments:</u> n/a</p>	2 	3	0	0
<p>5. The Board is appropriately involved in review of agency’s key communications. <i>The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.</i></p> <p><u>Comments:</u> n/a</p>	1 	4	0	0
<p>6. The Board is appropriately involved in policy-making activities. <i>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.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • Would like the board to be more involved in setting the agenda, to FOCUS on the larger, strategic issues. • Board needs to continue to meet across the state to connect with the public and understand their needs. • Although in most cases this is done, the Private Forests Accord had no Board involvement as a Board. So I agree with this statement in some but not all instances of policy decisions and agreements. 	1 	4	0	0

**Oregon Board of Forestry
Governance Performance Measure
2022 Summary of Best Practices Performance Evaluations**

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p>7. The agency’s policy option packages are aligned with their mission and goals. <i>The Board understands this to mean the packages included in the biennial budget process as part of the Agency Request Budget.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • There can be greater alignment and this was discussed during the last board meeting. • However, the process of back and forth between staff and board on policy option packages does not work all that well and has been limited by staff just simply not having enough time to address all issues in some cases. • I agree for the most part. I believe that a structuring of funding for State Forests is needed to address sustainable forest management for all forest resources going forward. 	0	5 ↔	0	0
<p>8. The Board reviews all proposed budgets. <i>The Board understands this to mean the Department of Forestry’s biennial budget at the Agency Request Budget level.</i></p> <p><u>Comments:</u> n/a</p>	2 ↔	3	0	0
<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.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • The board is given an excellent financial monthly update that has been developed in the past 1.5 years. This is an excellent overview in addition to audit updates. 	3 ↔	2	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> n/a</p>	0	5 ↔	0	0
<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> n/a</p>	1 ↔	4	0	0

**Oregon Board of Forestry
Governance Performance Measure
2022 Summary of Best Practices Performance Evaluations**

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<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> n/a</p>	1	4 	0	0
<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"> I think that there are additional efficiencies that could be realized by collaborating with other agencies around shared goals, including monitoring efforts and implementation of climate-smart land management. 	0	5 	0	0
<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> n/a</p>	2	3 	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> <ul style="list-style-type: none"> However, all the questions in this survey are appropriately answered with a simple agree or disagree - they are really yes or no questions. Why do we have these strongly agree and strongly disagree options? The comment boxes offer the opportunity to share more nuanced thoughts. 	2	3 	0	0

**Oregon Board of Forestry
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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>				
<p>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.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • I don't have the numbers, but it seems we have record testimony and letters. The public input is very strong. • I agree, but this could be improved by contracting with a university to conduct focused social science surveys to assess the values held by all Oregonians, not simply the stakeholders to whom we always seem to return to. 	3 ←	2 →	0	0
Total Number (Criteria 1-15)	17	53	2	0
Percentage of Total in Each Evaluation Category (Criteria 1-15)	23.61%	73.61%	2.78%	0%
Percentage of Total in "Agree" and "Disagree" (Criteria 1-15)	97%		3%	

**Oregon Board of Forestry
Governance Performance Measure
2022 Summary of Best Practices Performance Evaluations**

Summary Questions for Consideration:

1. How is the Board doing?

- Fine
- The Board is doing well considering the volume of issues it must address
- Really Well
- Better than when I joined. Everyone seems committed and involved and positive.
- It is a high functioning Board with members who work well together and is being led by a Board Chair who has been effective in achieving these outcomes.

2. What factors are affecting the Board's results?

- The Chair needs to focus the agenda and drive discussion on the larger, strategic issues. We overbook the agenda and then cut items. There are very large issues that need board discuss and public input that are getting crowded out.
- The number of issues the Board must address is extremely high for a volunteer Board.
- A bit of overload, with too many issues facing the board, but I think we are over the worst of it.
- Covid protocols have limited our ability to get to know each other better but that is starting to change.
- One factor is the urgency associated with the rapid change in climate, and associated extreme weather events as they influence fire frequency and severity, tree stress and mortality, and subsequent effects on underserved communities. The other factor is time – As a volunteer Board, the time needed to address all ongoing efforts is significant, especially now with a revision of the FPFO.

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

- Focus
- More in person meetings, more ad hoc, simple field tours.
- The committee structure to delegate Board work among members needs some careful evaluation. Involvement of Board members in committees that may have been historically important, but not now essential, should be reconsidered.