

# Governance for the Oregon Board of Forestry --- Work Session

*Agenda Item 10*

*Discussion Leaders and  
Moderators: Ryan Gordon, ODF  
and Clark Seely, SMC*

**OREGON BOARD OF FORESTRY  
January 2023 Public Meeting**

Thursday , January 5, 2023



# Work Session Plan

1. Recap October and November 2022 Efforts
2. Board Policy Development
3. Sample Board Policy
4. Project Scope of Work & Plan Moving Forward
5. Next Steps

# Work Session Purpose

To provide an opportunity for the Oregon Board of Forestry, the Oregon State Forester, and other Oregon Department of Forestry staff to deliberate and discuss the development and implementation of an intentional Board governance approach.

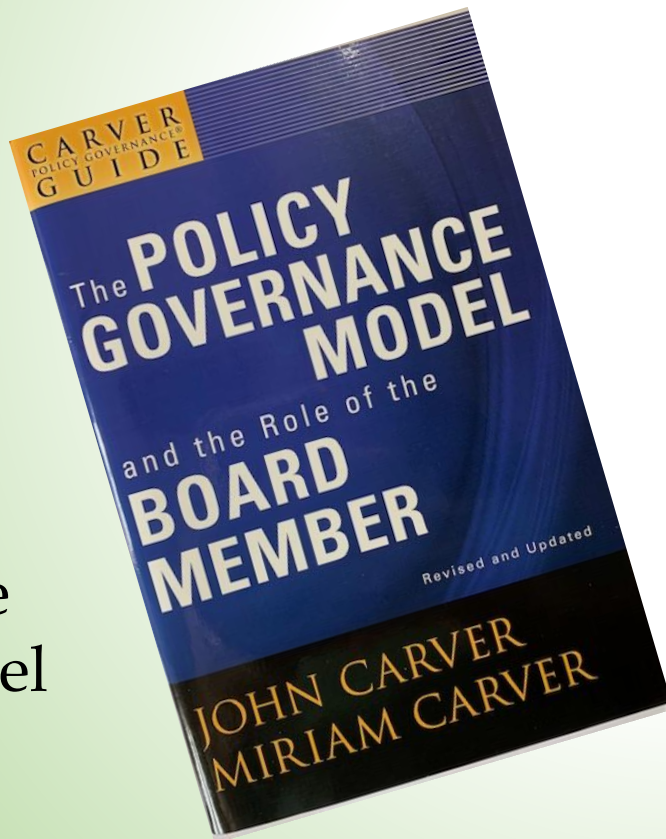
In short, a bit of the What, How, Who, and When of a Board governance development approach

# Recap October and November

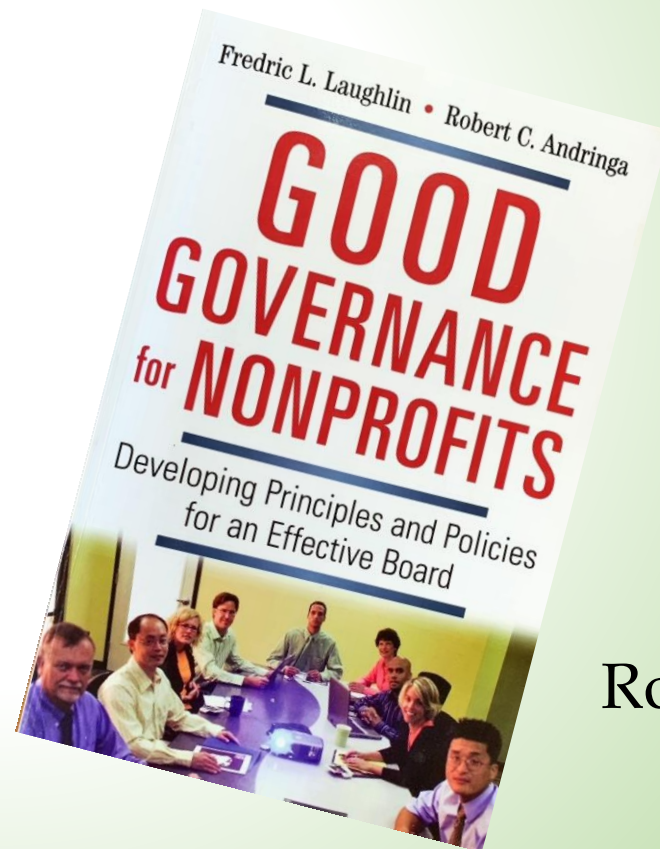
- October 12, 2022 Planning Retreat
  - Discussion focused on the concepts, tenets and value (strategic and tactical) of formalizing Oregon Board of Forestry governance, intended to clearly identify roles, responsibilities, and communication pathways for the board-staff relationship.
  - Anticipating further effort, a work group of Board members Chair Kelly and Chandra Ferrari, State Forester Cal Mukumoto, and ODF Staff Ryan Gordon and Dave Larson was tentatively established.
- November 16, 2022 Board Meeting
  - Consent Agenda Item F.
    - The What: “Development of formalized board governance and a board policy manual, with completion anticipated near the end of 2023 (decision item).”
    - The How: “Decision: Board to support the State Forester in securing a contractor to coordinate, draft, and complete the proposed governance tool over the next 12-18 months.”

# Board Policy Initial Development

- **The Model and the ‘3, 8, 5 Roadmap’**
  - **Three Stages, Eight Steps, Five Parts**

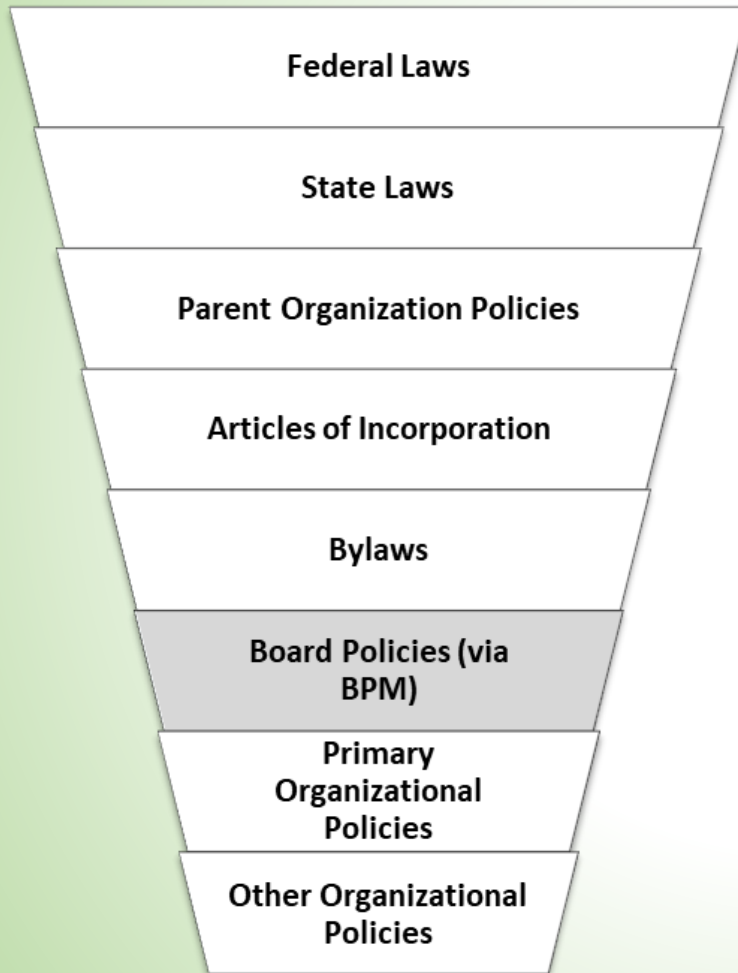


The  
Model



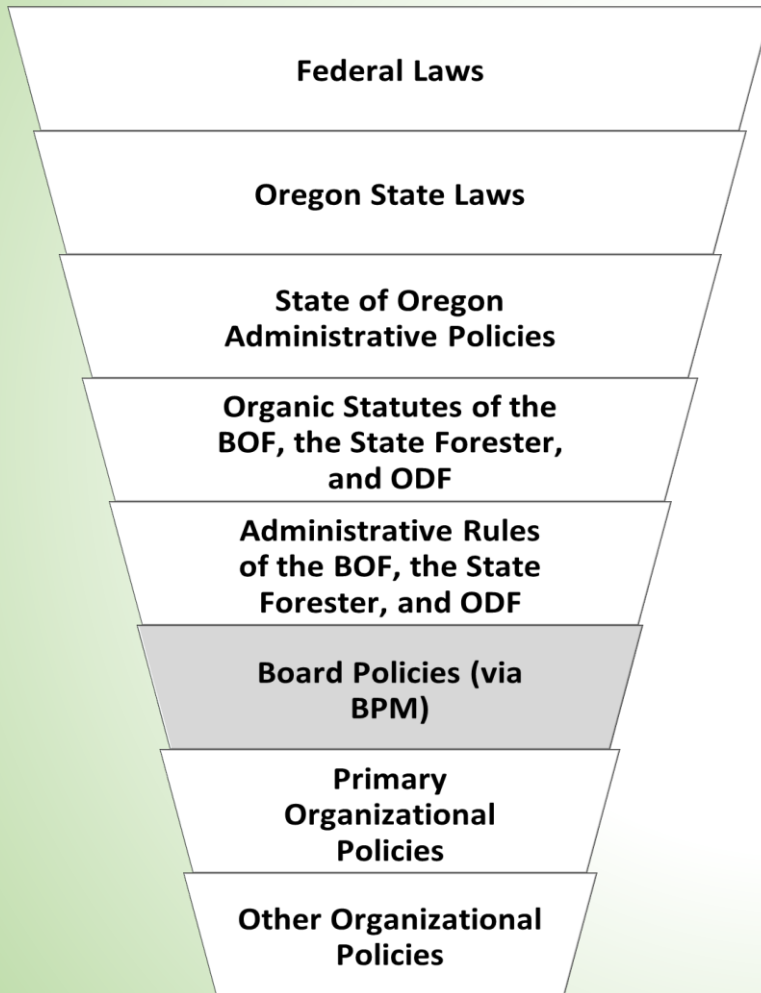
The  
Roadmap

# Hierarchy of Organizational 'Policies'



- The BPM exists within a hierarchy of other organizational 'policies'.
- A key principle with the hierarchy is that the policies at a particular level must not conflict with nor contradict the policies above it.
- 'Primary Organizational Policies' would be the key organizational policies of the entire organization.
- 'Other Organizational Policies' would typically be policies at levels below the organization itself, i.e., divisions, programs, units, etc.

# Hierarchy of Organizational 'Policies'



- State of Oregon Administrative Policies apply to all units of state government.
- 'Primary Organizational Policies' would be the *Forestry Program for Oregon*, budget policy, HR policy, and other key organizational policies unique to ODF
- 'Other Organizational Policies' would typically be policies at levels below the organization itself, i.e., divisions, programs, units, etc.

# Board Policy Initial Development

## Three Stages of Initial Development:

- ✓ Committing to the Concept
2. Developing the Board Policy Manual (BPM)
3. Integrating the BPM

- Laughlin and Andringa's experience reveals that:
  1. each of the three stages in the building process is necessary, as well as the eight steps of development (phase 2), and
  2. the overall process is sufficient to move an organization from its present level of governance to where it wants to go – it actually works.
- Key to their approach is that, at the end of the day, the results must be **practicable and useable**. If done well, the result will be serviceable and long-lasting.



# Board Policy Initial Development

- **Eight** Steps of Initial BPM Development
  1. Assign a coordinator and development team
  2. Start with the template
  3. Complete the initial draft using the template and known data
  4. Distribute the draft BPM to the review team
  5. Update and refine the BPM based on review team feedback
  6. Conduct a legal review of the revised draft BPM
  7. Present the BPM final draft to the full board
  8. Begin operating with the approved BPM

# Board Policy Initial Development

- Five Parts of the Board Policy Manual
  1. Introduction and Administration
  2. Organizational Essentials
  3. Board Structure and Processes
  4. Board-CEO/Staff Relationship
  5. Executive Parameters
  
- Basic Template
  - Embodies Key Understandings of Nonprofit Organizational Governance and Recommendations – “...suggests both form and substance.”
  - Starting Point to Fully Tailor to the Organization

# Sample Board Policy

- Society of American Foresters Board Policy Manual, initially developed in 2015, in its fifth major version
- An anonymous nonprofit organization Board Policy Manual recently developed by Fred Laughlin

# Project Scope of Work and Plan

## Four Phases:

1. Project Initiation, Scoping and Assessment – 3 months
2. Initial Governance Policy Development – 6 months
3. Initial Governance Policy Adoption – one day
4. Initial Governance Policy Implementation and Support – 2 months

# Next Steps

- Consulting contract is in place
- Project Phase 1
  1. October 2022 Planning Retreat
  2. Foundation work - background development, document review, key higher-order 'policies'
  3. Initial meeting(s) of the work group
  4. One-on-one personal conversations with Board members and the State Forester – 45-60 minutes
  5. Communications with some key external players
- Delivery of 'roadmap' resources – Carver booklet, Good Governance book, and the basic template

A photograph of a wooden bridge with railings crossing a stream in a lush green forest. The bridge is made of weathered wooden planks and has dark wooden railings on both sides. The stream is visible beneath the bridge, and the surrounding forest is dense with various green plants and trees. The text "Final Discussion" and "Further Questions" is overlaid on the image in a white serif font.

# Final Discussion

# Further Questions