



Business process assessment update

November ##, 2008

In this issue

An update on ODF's Business Process Modeling Assessment, including:

- State Forests timber revenue accounting system
- Agency-wide cost allocation system
- Board of Forestry decision support system



Associate State Forester Clark Seely

Improving the way we do business

ODF's Business Process Modeling Assessment project has come a long way in a relatively short time. Last April, we sat in a kickoff meeting with our contractor, Sanborn, Inc., sorting out all that we wanted to accomplish and drafting timelines to get there.

Today, with much of the preliminary work completed, we're preparing to ask ourselves, "Where do we go from here?" By the end of November, the project will be ready for agency visioning and strategy formulation on how best to make the improvements to our business processes that the assessment has identified.

Then by mid-December, we'll be looking more specifically at enterprise strategy recommendations ("enterprise" is business lingo for an entire organization, including the many systems it manages). By early February 2009, we'll have the final presentation and project completion.

ODF developed its current businesses processes over several decades. In the meantime, information technology has advanced, and operational requirements have evolved and become more complex. There are time- and cost-saving technologies out there that can help us do our jobs more efficiently and provide even better customer service. To that end, we launched the Business Process Modeling Assessment project.

I hope that you'll read on in this newsletter about some of the project specifics, including the new agency cost allocation system, an update on process flow work, and the Board of Forestry decision support system that is in the works.

Sincerely,
Clark

Business analysts retained to assist with Assessment project

Victoria Lesser and Terri Johnson have been hired in limited-duration positions to assist ODF staff in documenting the requirements for the new business systems to be developed as part of the Forestry Business Improvement initiative.

Timber revenue system

Johnson is helping the State Forests Program in gathering and documenting the business requirements around the timber revenue processes.

From the information collected, she will develop a list of system requirements and a statement of work to be included in a Request For

Proposal to develop a new timber revenue accounting system.

Cost allocation system

Lesser has teamed up with Business Services to help create a new cost allocation system for ODF. A Request For Proposal will be released in January. The system will provide the ability to allocate costs efficiently across the agency.

Johnson has 18 years of information technology experience, most of it as a business analyst for Intel Corporation.

Lesser has more than 10 years of IT experience as a business analyst for Hewlett-Packard Corporation.

**Provide comments/
feedback to:**

- Sandy Jefferson, 503-945-7337
- Mark Hubbard, 503-945-7231
- Barbara Benda, 503-945-7334

Decision support system to track Board of Forestry work

The Board of Forestry produces as well as reviews large quantities of information in making critical statewide forest policy decisions. No system currently exists to make this information readily accessible to the public, the Board or the Department.

The Assessment project determined that a web-based system would provide a more efficient way to retrieve Board information.

ODF has contracted with Ascentium, a marketing and technology consulting

firm with an office in Portland, to develop a software application that will enable internal and external users to query a database on the work of the Board. A prototype entry screen can be viewed at the following link: [BOF support](#)

Dale Johnson has been appointed project manager for the contract. Johnson has worked 12 years in the Portland area as a project manager for various firms, most of that time with the Beaverton-based technology company, Digimarc.

Project task schedule

- ❑ **Mid-Nov.** Review final report
- ❑ **Late Nov.** Final acceptance of report, final project presentation
XXXXXXXXXXXXXXXXXX
- ❑ **Early Dec.** Project signoff and acceptance

Process flow update

In a project with so many moving parts, managing the process flow has been no small task. While the Sanborn team and its project partner, Mason, Bruce & Girard, Inc., pored over hundreds of documents to better understand ODF's business systems, other team staff collaborated with Assessment project facilitators Ross Holloway and Rick Rogers to conduct a series of interviews with program and field personnel.

ODF managers and line workers took part in the sessions aimed at gaining insight into the agency's current business processes. Conducted in the districts and Salem headquarters during June and July, the interviews invited participants to discuss the processes they work with and answer the fundamental questions of:

- What we do.
- How we do it.
- What are the problems (if any) with how we do it?
- How would we like to do it?

Why the assessment?

Why has ODF undertaken a major project such as the Business Process Modeling Assessment at a time when Department budgets are tight and personnel already have full workloads?

As Clark Seely explained at the outset of the project, ODF is at a crossroads in terms of preparing for the future. Taking the steps now to improve key business processes will pay off in improved efficiency for years to come.

The Assessment project will also help to meet two pressing needs:

- **Budget note** - This directive from the Legislative Fiscal Office calls on the Protection from Fire Program to allocate all costs to the Public Share Fire Fund and the Landowner Assessment Fund.
- **Audit finding** - The Secretary of State Audits Division has instructed ODF to document and control the allocation of costs between the Forest Development Fund and the Common School Fund.

Neither task can be accomplished effectively through ODF's current business processes. The needed improvements identified by the Assessment project will help in fulfilling these requirements, and also enable the Department to function efficiently over the long term in today's information-intensive business environment.