STATE LAND BOARD

December 14, 2021
10:00 am – 12:00 pm
Zoom Video/Audio Meeting
The meeting video will be livestreamed on the Department of State Lands YouTube Channel

AGENDA

Consent Items

1. Request for approval of the minutes of the October 12, 2021, State Land Board Meeting.

Action Items

2. Oregon Ocean Science Trust Appointment

3. Request for approval of the Department of State Lands 2021-26 Strategic Plan

Informational Items

4. Other

Continued on next page
Meeting video will be livestreamed at:
https://www.youtube.com/channel/UCQA7FHTWwl-gjJkQeYPJ1IA

If you need assistance to participate in this meeting due to a disability, please notify Arin Smith at (503) 986-5224 or arin.n.smith@state.or.us at least two working days prior to the meeting.

Public Testimony - The State Land Board places great value on information received from the public. The Board typically accepts comments on consent and action agenda items only.

Providing Public Testimony During Video Meetings – When the Board meets by video, the public may provide written or spoken testimony, time permitting and at the discretion of the Chair.

- **Providing Written Testimony:** Written testimony may be submitted at landboard.testimony@state.or.us. Testimony received by 10 a.m. the day before the meeting is provided to Land Board members in advance and posted on the meeting website. Testimony received after this deadline may not be provided to the Land Board prior to a vote. Please indicate the agenda item your testimony relates to.

- **Providing Spoken Testimony:** The signup deadline to provide spoken testimony at virtual meetings is 10 a.m. the day before the meeting. Signup information is posted on the Land Board Meetings website. After signing up, you will receive a confirmation email containing additional information.

When signing up to provide testimony for a video meeting, please:

- Include your name, organizational affiliation (if any).
- Indicate which consent or action agenda item your testimony relates to. Please note: Testimony on action items is taken during the item’s presentation, before the Land Board votes. Please review the meeting agenda and be present and prepared to provide testimony at the appropriate time.
- Be aware that there may not be time for everyone who signs up to provide testimony.

Please note: The standard time limit is three minutes for each individual; the actual time available for testimony during Land Board meetings is at the discretion of the Chair. The Board cannot accept testimony on topic for which a formal public hearing has been held or a formal comment period has closed, such as rulemaking or permitting public review and comment periods.
SUBJECT  
State Land Board appointment of one voting member to the Oregon Ocean Science Trust.

ISSUE  
Whether the State Land Board should appoint Dr. Christine Moffitt of Coos Bay to the Oregon Ocean Science Trust.

AUTHORITY  
Oregon Constitution, Article VIII, Section 5  
ORS 196.565; regarding appointment of the Ocean Science Trust  
ORS 183; regarding administrative procedures and rules of state agencies  
ORS 273; regarding the creation and general powers of the Land Board  
ORS 274; regarding submerged and submersible lands in general

BACKGROUND  
The Oregon Ocean Science Trust was created by the Oregon Legislature in 2013 by Senate Bill 737. The duties of the Trust are to:

- Promote peer-reviewed, competitive research and monitoring that leads to increased knowledge and understanding of Oregon’s ocean and coastal resources;
- Promote innovative, collaborative, community-oriented, multi-institutional approaches to research and monitoring related to Oregon’s ocean and coastal resources;
• Enhance this state’s capacity for peer-reviewed scientific ocean and coastal research; and
• Subject to available funding, establish and execute a competitive grant program to conduct research and monitoring related to Oregon’s ocean and coastal resources.

The Trust submits a report to the Legislative Assembly each even-numbered year. The report describes the progress of the Trust in carrying out its duties, and may include relevant issues and trends of significance, including emerging scientific research and public policy.

APPOINTMENT OF VOTING MEMBERS
The Trust is comprised of seven members. The State Land Board appoints the Trust’s five voting members; the President of the Senate and the Speaker of the House appoint one non-voting member from each respective chamber.

Voting members must be Oregon residents who demonstrate a commitment and interest in the stewardship of Oregon’s ocean and coastal resources; and have not less than five years of experience in competitive granting, marine science, foundations or fiscal assurance.

Voting members are appointed to four-year terms but serve at the pleasure of the Board. Before a voting member’s term expires, the Board shall appoint a successor whose term begins on January 1 of the following year. A voting member is eligible for reappointment. Should a vacancy occur prior to term expiration, the Board shall make an appointment to become immediately effective for the unexpired term.

NOMINATION OF A VOTING MEMBER
In 2021, two voting members resigned from the Trust: Dr. Jim Sumich in April 2021 and Dr. Shelby Walker in October 2021. Work to identify a suitable nominee for Dr. Walker’s position is underway.

The Department has worked with Trust members to identify a nominee for the position vacated by Dr. Sumich. We are pleased to present the nomination of Dr. Christine Moffitt of Coos Bay, a retired marine and fisheries biologist, for Land Board consideration.

Dr. Moffitt has extensive experience in research, education, and outreach on aquatic and marine science. Her academic rigor and publishing regarding marine issues and on diversity, equity, and inclusion will be an asset to the Trust. As current president of the Friends of South Slough Reserve and a member of the Oregon Sea Grant Advisory Council and the Oregon Invasive Species Council, Dr. Moffitt’s demonstrated leadership experience also makes her exceptionally qualified for this position. See Dr. Moffitt’s letter of interest and full CV in Appendix A.
RECOMMENDATION
The Department recommends the State Land Board appoint Dr. Christine Moffitt to complete the vacated four-year term on the Oregon Ocean Science Trust, effective immediately and ending December 31, 2022.

APPENDICES
A. Dr. Christine Moffitt Letter of Interest and CV
6 September 2021

Oregon Ocean Science Trust
Department of State Lands
Andrea Celentano
andrea.celentano@state.or.us

Dear Andrea, DSL colleagues, and reviewers:

I hereby announce my interest in joining the vacant seat on the Ocean Science Trust. I believe my expertise and experience can assist meeting the mission of the Trust. I am familiar with your public documents, the goals of the trust, and progress members have made to address the existing and emerging challenges of Oregon’s ocean and coastal ecosystems. I am impressed that ocean acidification and hypoxia are recognized by the legislature and investments are being made via the Trust to address the risks and vulnerabilities.

I am a citizen of Oregon, living in Coos Bay. I have extensive experience in research, education, and outreach in aquatic and marine sciences. I have participated in and held leadership positions in numerous scientific review boards, professional societies, and non-profit organizations. Currently, I serve Oregon as an active member of the Oregon Sea Grant Advisory Board and the Oregon Invasive Species Council. Locally, I serve as President of the Friends of South Slough Reserve, Inc., and the Oregon Coast Music Association. I am a member of the Board of the Coos County League of Women Voters.

I am a strong supporter of science-based engagement and collaborative processes to increase understanding and communication regarding the challenges of our coastal resources and communities. I provide a brief CV for your review.

Thank you for your consideration.

Sincerely,

Christine M. Moffitt, PhD
700 Denise Place
Coos Bay, OR 97420
christinemoffitt@outlook.com
Christine M. Moffitt
700 Denise Place
Coos Bay, OR 97420
christinemoffitt@outlook.com
208-310-3276 mobile

EDUCATION:
B.A., Biology, 1969, University of California, Santa Cruz, California
M.A., Biological Sciences, 1973, Smith College, Northampton, Massachusetts
Ph.D., Fisheries Biology, 1979, University of Massachusetts, Amherst

COOS BAY COMMUNITY LEADERSHIP AND ENGAGEMENT:
President of Board of Directors, Friends of South Slough Reserve (FOSS), since 2018
President of Board of Directors, Oregon Coast Music Association, since 2017
Member, Board of Directors, League of Women Voters, Coos County, since 2018

SCIENTIFIC PROFESSIONAL OUTREACH AND SCIENCE ADVISORY ROLES:
Current:
2019 – present. Member Oregon Invasive Species Council. Meetings quarterly
2018 – present. Member, Oregon Sea Grant Advisory Council. Quarterly meetings.

Scientific Panels and Advisory Boards: (past 5 yrs)
2015- 2021, Member, USGS Emerging Wildlife Diseases work group

PROFESSIONAL POSITIONS HELD (retired in 2017 with Professor Emerita Status):
2002-2017. Professor and Assistant Unit Leader, USGS Idaho Cooperative Fish and Wildlife Research Unit, Department of Fish and Wildlife Sciences, University of Idaho, Moscow, Idaho 83844-1141.
2011 Professor and Acting Unit Leader, USGS Idaho Cooperative Fish and Wildlife Research Unit, Department of Fish and Wildlife Resources, University of Idaho.
PUBLICATIONS AND REPORTS selected from past 10 yr.

**Leadership and mentoring:**


**Physiology, risk assessments, invasive species (selected from past 5 yrs)**


C. M. Moffitt, brief focused CV, revised 2021


MEMBERSHIP, LEADERSHIP AND SERVICE IN PROFESSIONAL AND SCHOLARLY ORGANIZATIONS:

- American Association for the Advancement of Science
- American Fisheries Society, Fellow and Life member
- American Institute for Fisheries Research Biologists, Fellow
- American Institute of Biological Sciences
- Coastal and Estuarine Research Federation
- Ecology Society of America
- Northwest Science
- Society for Environmental Toxicology and Chemistry
- Society for Sigma Xi

Journal Editorial Boards:

2007-present. Associate Editor, Transactions of the American Fisheries Society.

Invited peer reviewer for manuscripts:

PLOS; Fisheries Magazine; Nature Scientific Reports; Environmental Biology of Fishes; Aquaculture Research; Aquaculture; Canadian Journal of Fisheries and Aquatic Sciences, Ecology; Diseases of Aquatic Organisms; Journal of Fish Biology; Ecological Engineering; Water, Air and Soil Pollution; North American Journal of Fisheries Management; Freshwater Science; Aquatic Invasions; Aquatic Ecology; River Research and Applications; Environmental Engineering; Hydrobiology; Aquatic Toxicology; Aquatic Invasions; Environmental Toxicology and Chemistry; Northwest Science; North American Journal of Aquaculture; Environmental Management; Environmental Science and Pollution Research; Freshwater Biology, Environmental Toxicology; Chinese Journal of Oceanography and Limnology; Bulletin of Environmental Contamination and Toxicology; Environmental Management; Freshwater Biology; Functional Ecology; Veterinary Microbiology; Journal of Aquatic Animal Health; Journal of Fish Diseases; Transactions of the American Fisheries Society; International Journal of Environment and Pollution
SUBJECT
Request for approval of the Department of State Lands 2022 – 2026 Strategic Plan.

BACKGROUND
The 2022 – 2026 Strategic Plan identifies key actions to grow Oregon’s Common School Fund while providing stewardship of the state’s natural resources. Developed collaboratively by Agency staff and enhanced by feedback from partners and the public, the plan sets the foundation for the Agency’s work by establishing our mission, vision, and values.

The plan also provides a practical framework for continually improving service, with Agency-wide goals that all programs contribute to and for which measurable progress can be made:

Exceptional Service: We are fair and thoughtful problem solvers, embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.

Thriving Oregon: As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.

Supporting Schools: We continually seek opportunities to increase revenue to the Common School Fund, and regularly demonstrate the results of our efforts at innovative, efficient, and effective operations.
Great Workplace: We are proud to be members of the DSL team, and all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.

The plan is a guide for the Land Board and DSL staff to prioritize and implement programs and projects. Progress metrics identified within the plan will be used to assess the plan’s effectiveness in helping DSL meet goals, and ultimately, achieve our mission and vision.

RECOMMENDATION
The Department of State Lands recommends the Land Board approve adoption of the 2022 – 2026 Strategic Plan.

APPENDIX
A. 2022 – 2026 Draft Strategic Plan
Oregon’s State Land Board oversees the Common School Fund, which sends millions of dollars every year to our K-12 public schools. As the State Land Board’s administrative agency, the Department of State Lands manages school lands, protects waters and wetlands, and is the state partner for South Slough National Estuarine Research Reserve.

**OUR WORK FOR OREGON**

**PROTECTING WATERS & WETLANDS**
DSL oversees removal-fill and wetland conservation laws and use of state-owned waterways. This work helps protect waters and wetlands for their many contributions to Oregon, including streams for swimming and fishing, wetlands to clean water and reduce flooding, and rivers where commerce thrives.

**MANAGING SCHOOL LANDS**
DSL manages 1.5 million acres of school lands in all 36 counties across the state. This work sends revenue to the Common School Fund and provides big community benefits – like leasing land to cattle ranchers in Eastern Oregon or helping attract family-wage businesses to Redmond through rezoning and sale of school lands.

**UNDERSTANDING & EXPLORING ESTUARIES**
South Slough Reserve provides research and education to support stewardship of estuaries and coastal watersheds in Oregon and beyond. Located on the South Slough inlet of the Coos Estuary in Charleston, the Reserve manages nearly 7,000 acres, including open water, wetlands, rivers, and forests.
Developed collaboratively by Agency staff and enhanced by feedback from partners and the public, the 2022-2026 Strategic Plan sets the foundation for the Agency’s work, starting with our mission, vision, and values. The plan also provides a practical framework for continually improving service, with Agency-wide goals that all programs contribute to and for which measurable progress can be made.

**EXCEPTIONAL SERVICE**
DSL aims to enhance our service to the public and people we do business with.

**THRIVING OREGON**
DSL aims to support communities and build a natural resource legacy for our state.

**SUPPORTING SCHOOLS**
DSL aims to increase revenue to the Common School Fund.

**GREAT WORKPLACE**
DSL aims to ensure the Agency is a great place to work.
## OUR MISSION

*To ensure Oregon’s school land legacy and protect waterways and wetlands of the State through superior stewardship and service*

- Oregon sets the national standard for superior public agency stewardship of lands, waterways, wetlands, and Common School Funds
- Oregon’s lands, waterways, and wetlands are healthy and resilient
- Oregon’s public schools forever benefit from Common School Fund distributions
- Oregonians are served with utmost professionalism, integrity, and fairness
- The Department of State Lands is a great place to work

## OUR VISION

- Connection & Collaboration
  - We develop and maintain positive relationships with people of different, and sometimes competing, perspectives and encourage the open exchange of ideas and information.

- Equity & Inclusion
  - We embrace diverse backgrounds and experiences, actively identifying and addressing inequities toward people and lands and engaging widely to provide inclusive public service and working environments.

- Fair, Responsive Service
  - We provide fair, professional, and responsive service by listening to people and communities and making data-driven decisions.

- Enhancing & Encouraging Stewardship
  - We continuously work to enhance our natural resource stewardship by assessing and adapting our efforts to improve outcomes. We also promote widespread stewardship through collaboration, outreach, and education.

- A Workplace Built on Trust & Teamwork
  - We encourage and motivate each other to accomplish Agency goals through collaboration, cooperation, and professional development. We foster a high-trust culture that supports a happy, healthy, inclusive, and meaningful working environment for all employees.
THE GOAL: We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.

HOW WE’LL MEET THIS GOAL

IMPROVED SERVICE
Strategy: Provide equitable, fair, and inclusive service.
• Example project: develop and implement an equity and inclusion plan.

Strategy: Understand and meet customer needs.
• Example project: develop and implement a customer service plan.

INCREASED ACCESS TO INFORMATION & SERVICES
Strategy: Make more services and information available online.
• Example projects: implement a new publicly accessible data system, and add to the state wetlands inventory online map.

INCREASED AWARENESS & UNDERSTANDING OF DSL SERVICES & CONTRIBUTIONS
Strategy: Purposeful, planned communication and outreach.
• Example projects: develop Agency-wide and program communication and outreach plans.

Strategy: Increase collaborations and partnerships.

STAFF IS SUPPORTED IN PROVIDING EXCEPTIONAL SERVICE
Strategy: Offer trainings to help Team DSL provide exceptional service.
• Example project: integrate existing customer service guidelines into trainings.

Strategy: Create materials to help Team DSL provide exceptional service.

INCREASE WEBSITE VISITORS
from year to year

IMPROVE RATINGS
with every Agency-wide customer satisfaction survey, with the ultimate goal of meeting the statewide Key Performance Measure target of 93 percent satisfaction in all categories

100 PERCENT
of Agency programs have a communications and outreach plan in place by 2023

IMPROVE RATINGS or maintain ratings for “employee support” questions in every employee satisfaction survey
THE GOAL: As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.

HOW WE’LL MEET THIS GOAL

**ENHANCED LANDS & WATERS**

**Strategy:** Continually improve programs and practices.
- Example project: identify and evaluate programs and practices to be revisited regularly for adaptive management using best available science.

**Strategy:** Facilitate habitat restoration projects.

**Strategy:** Implement projects that promote resiliency in the face of climate change.
- Example project: incorporate considerations related to climate change impacts into removal-fill permitting decisions.

**WIDESPREAD STEWARDSHIP OF LANDS & WATERS**

**Strategy:** Protect Agency-managed lands and waters from the impacts of increasing or unauthorized uses.
- Example project: continued development of a program to respond to and prevent abandoned and derelict vessels statewide.

**Strategy:** Inform best practices for natural resource management through research and training.
- Example project: seek research opportunities for South Slough Reserve to help inform agency policies and practices in estuarine habitats.

**Strategy:** Increase awareness of the importance and value of wetlands and waterways and encourage stewardship actions.
- Example projects: create a communications campaign. Provide community education and outreach programs.

**INCREASED OPPORTUNITIES FOR STUDENTS & TEACHERS**

**Strategy:** Contribute to K-12 learning outcomes.
- Example projects: provide development opportunities for teachers, and create in-class learning activities and hands-on field trips, at South Slough Reserve.

MEASURING PROGRESS

- **NO NET LOSS**
  - of Oregon wetlands from year to year

- **INCREASE PEOPLE**
  - served annually at South Slough Reserve from year to year

- **INCREASE TOOLS**
  - and best practices for managing and restoring wetlands, waterways, and lands

- **INCREASE RESEARCH, PROJECTS & PRACTICES**
  - that promote climate change and wildfire resilience for Agency-managed lands, waterways, and wetlands
THE GOAL: We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.

HOW WE’LL MEET THIS GOAL

INCREASED NET REVENUE FOR THE COMMON SCHOOL FUND

Strategy: Implement fee structures that reduce dependence on the Common School Fund.
  • Example project: examine fee structures for all Agency programs.

Strategy: Identify opportunities for additional assets and new revenue sources.
  • Example project: perform a renewable energy market analysis and market school lands with high potential.

Strategy: Improve the financial performance of forest properties.
  • Example project: permanently address the Elliott State Forest’s ongoing impacts to the Common School Fund.

Strategy: Review the impacts of guiding program strategies on the Common School Fund.
  • Example project: review and update the Real Estate Asset Management Plan.

Strategy: Mitigate financial risks.
  • Example projects: pursue funding for commercial abandoned and derelict vessels. Examine insurance requirements and other assurances to reduce financial risks of waterway and land authorizations.

MEASURING PROGRESS

IMPROVE ANNUALLY on all Key Performance Measures for the Supporting Schools goal, exceeding or meeting all targets by 2025:

• Percent annual increase in cash generated by Agency activities deposited to the Common School Fund
• Increase in revenues generated by all land management activities, excluding timber harvest receipts
• Percent of South Slough Reserve operations funded from non-Common School Fund sources
• Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands
GREAT WORKPLACE

THE GOAL: We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.

HOW WE’LL MEET THIS GOAL

ENCOURAGE ENGAGEMENT & GROWTH
Strategy: Encourage and support staff development.
• Example projects: implement individual development plans as a tool for employee growth. Provide comprehensive and regular information about training requirements and opportunities.

Strategy: Expand employee engagement and external connections.
• Example project: develop and implement an Employee Engagement Program.

SUPPORT WORK-LIFE BALANCE
Strategy: Enhance agency teleworking.
• Example project: increase access to resources like ergonomic services and printers.

Strategy: Expand opportunities for wellbeing.
• Example project: examine existing opportunities and identify new ones in an Agency wellness plan.

RETAIN & SHARE ACQUIRED KNOWLEDGE
Strategy: Develop standards and processes.
• Example project: develop a sustainable process for capturing and documenting institutional knowledge.

Strategy: Succession planning and training.
• Example projects: increase job shadowing and cross training opportunities. Create training plans for all employees.

IMPROVE OR MAINTAIN ratings for all questions with every employee satisfaction survey

INCLUDE QUESTIONS RELATED TO WORK-LIFE BALANCE in the employee satisfaction survey, and improve or maintain ratings from year to year

BY 2026, INCREASE THE PERCENTAGE of DSL team members who feel acquired knowledge is retained and accessible

MEASURING PROGRESS