

## **DRAFT** October 10, 2018 Board of Forestry Retreat

In attendance:

Board members:

*Joe Justice*  
*Jim Kelly*  
*Nils Christoffersen*  
*Brenda McComb*

*Cindy Deacon Williams*  
*Tom Imeson*  
*Mike Rose*

Salem Staff:

*Peter Daugherty*  
*Lena Tucker*  
*Bill Herber*  
*Chad Davis*  
*Jacqueline Carter*  
*Ryan Gordon*  
*Doug Grafe*  
*Liz Dent*  
*Dave Lorenz*  
*Nancy Hirsch*  
*Jonathan Hermann*  
*Andy White*  
*Mike Shaw*  
*Hilary Olivos-Rood*

*Megan Ehnle*  
*Marganne Allen*  
*Ty Williams*  
*Mike Kroon*  
*Sabrina Perez*  
*Cindy Kolomechuk*  
*Tim Holschbach*  
*Brian Pew*  
*Justin Butteris*  
*Logan McCrae*

U.S. Forest Service:  
*Linda Lind*

Governor's Natural  
Resources Office:  
*Jason Miner*

Public:  
*Dave Cooper*  
*Susan Morgan*  
*Seth Barnes*  
*Gary Springer*  
*Kyle Williams*  
*Jim James*  
*Clair Klock*  
*Mary Scurlock*  
*Bob Van Dyk*

### **Meeting called to order at 9:00am**

Chair Imeson announced that no decisions will be made at the public meeting although they had a quorum present and announced the executive session will be used for the State Forester's Performance appraisal.

State Forester Daugherty introduced the framework of the meeting with the agenda, and outlined the meeting day. Then began introductions around the room of all Department staff, Board members, and public attendees.

Chair Tom Imeson provided a brief background on how he came to the Board of Forestry, as well as described the recent history of the Board, and his vision for how the Board functions. Chair Imeson asked each current Board member to introduce themselves and identify the values that drives their service on the Board, as well as share their lens for achieving success as a Board. State Forester requested from the new Board members to provide a brief background and identify their core values that will help with their new role, as well as explain why they wanted to serve on the Board. Each Board member responded and in the following order: Nils Christoffersen, Cindy Deacon Williams, Mike Rose, Jim Kelly, Joe Justice and Brenda McComb.

State Forester offered to the new Board Members the opportunity to ask questions from the current members.

- Board Member Kelly asked how does discussion takes place with other members.
  - Training offered to the Board members on public meeting law.

- A very conservative approach would be to not talk with each other outside of the Board meeting or event.
- As long as discussion is not focused on reaching a decision, board members can have one-on-one informal informational discussions. The Board members cannot move to a decision from a series of one-on-one discussions, however the Board can discuss sentiment behind the issues presented to the Board. Questions can be asked by the Board members to clarify topics and stakeholder issues.
- State Forester Daugherty to follow-up with the Board Administrator to mix up the Board members on the pre-board phone calls and meetings.
- Board Member McComb asked about who speaks on behalf of the Board if questions are posed regarding how a decision was made or about to make.
  - Board members can offer their perspective or sentiment behind a decision. The Board Chair can provide a response on behalf of the Board.
  - Department can help develop talking points to assist the Board members in responding to media or stakeholder inquiries regarding a decision.
    - If a Board member requires assistance in responding to inquiries, they can reach out to State Forester or Board Administrator.
- Board Member Justice acknowledged that Board's discussion is exactly what he hoped to have upon attending the retreat, and appreciated the open environment for a constructive discussion.

State Forester Daugherty offered the opportunity for the current Board Members to provide input or ask questions of the new Board members.

- Board Member Deacon Williams provided guidance on the time commitment to the Board and to be mindful how permeable their role is within their community, work and personal lives. Recommended for the new Board Members to meet with the Department of Forestry divisions, travel to districts, and engage with stakeholders to help them expand their knowledge base.
- Chair Imeson outlined some committees and stakeholders groups they are recommended to familiarize themselves with as they progress in their terms.
- State Forester mentioned the use of subcommittees to advise the Board on specific topics, rules or emerging issues. Board members will have the opportunity to join these subcommittees, or serve as liaison to Environmental Quality Commission (EQC) or other partnering committees, i.e., Oregon Watershed Enhancement Board (OWEB).
- Board Member Deacon Williams mentioned a liaison role between BOF, ODFW and EQC.

**Review of Board 2018 Self-Evaluation ([Attachment](#)):**

Sabrina Perez, Operations and Policy Analyst, described the Board's self-evaluation process focused on Best Practices in Governance, as enacted by the Oregon Legislature in 2006, and included as one of the Department's Key Performance Measures. Former and current board members took the self-evaluation earlier in the year, responding to each of the 15 standard best practices criteria, including one additional criteria and summary questions as detailed in the attachment.

Perez stated in eight months this survey will be distributed for all Board members to participate in.

- State Forester commented on measure 3, mentioning how the work plan process operates to address emerging issues and how they are prioritized. As well as how strategic initiatives are formed, and policies reviewed.

- Board Member Rose commented on measure 15, asking what suggestions were provided to better address emerging issues. State Forester recommended the Board assess emerging issues after the Department's budget is approved at the September meeting in preparation for the October retreat's work plan development.
- Board Member McComb expressed interest in reviewing past *Best Practices Performance Self-Evaluation* surveys and the changes over time.
- Board Member Deacon-Williams noted interest in further review of each of the best practices criteria and the clarifying statements defined by a prior board to better align with the current board's mission, vision, and values.
- Board Member Kelly commented that the survey rating on measure 3 did not appear to align with the comment of disagreement expressed. Bill Herber, Administrative Division Chief commented that while not exercised in this year's survey, historically a consensus model was used to address the percentage metric when responses were rated in disagreement. He further stated that the goal is to have a highly functioning board, where the survey provides an opportunity to thoughtfully address board operations, as well as identify emerging issues. Herber expressed interest in moving away from the consensus model and allowing the overall performance metric to reflect individually reported variances. State Forester followed up that change is welcomed with how the Board is operating, because one of the Department's role is to help the Board be successful.

## **Morning Break**

### **Work Plan Update:**

Chad Davis, Partnership and Planning Program Director, provided brief overview of the purpose and process of the work plan. Within the midcourse work plan update, each division presents an updated matrix and outline the progress of their work plan.

Doug Grafe, Fire Protection Division Chief, provided an overview of the protection division work plan matrix ([Attachment](#)). Reviewed the opening statement of Fire Protection's work plan, which explained the mission and goals of the division. Described the division's organizational structure, the partnerships with other jurisdictions, associations, and landowners. Reviewed the data that the Division tracks, such as number of fires, acres burned, financial costs, and funding framework.

Board Member Deacon Williams asked what the overall statewide gross costs among all agencies. Grafe stated large fire costs across all jurisdiction is \$500,000,000 suppression costs, 830,000 acres of which 70,000 acres burned were under the Department's protection, 1800 fires across the state and of that 950 fires were on Department protected lands. Minimal state land acres were involved in 2018 firefighting efforts, however significant fires on state parks were experienced including the Silver Creek fire.

Board Member McComb asked whether the protection division participate in the silviculture or fuel reduction efforts post fire season. Grafe observed this is an area of opportunity that can further be explored. Historically the Division has brought together state partners, and other jurisdictions to have discussions on strategic fuel reduction efforts.

Grafe discussed how the division intersects with the Board through the work plan. The topic milestones reviewed were:

- Board updates,
- Smoke management rule review,
- Annual and ongoing topics:

- Forest Protection District and Rangeland Protection Associations annual budgets,
- Review letters from Fire Protection Associations to State Forester,
- Fire Season reports
- Forest Patrol assessments, Emergency Fire Cost Committee appointments, Forest Protection Association agreements, and Rangeland Protection Association formation.

Grafe continued to review the accomplishments and deviation from the work plan, including extending Smoke Management Rule review and addition of the Forest Patrol Assessment.

Lena Tucker, Private Forests Division Chief, outlined how the Division strives to keep private forestlands healthy, intact and working. Covered who owns Oregon's forests, between the federal government, large private lands, small private lands, state lands, tribal land and other public lands.

Tucker then reviewed the six business lines.

- Oregon Forest Practices Act (FPA) administration and monitoring
- Forest health monitoring and management
- Family Forestland assistance
- Urban and Community Forestry
- J.E. Schroeder Seed Orchard and Oregon Seed Bank
- Biomass Utilization

Under Private Forests Division, there are 51 stewardship foresters who provide services to private forestland owners, to educate, monitor and enforce the FPA. The land use law, FPA, and voluntary measures are the three elements that support Oregon in maintaining forestland. Oregon has retained 98 percent of its wildland forest relative to 1974.

Tucker discussed how the division interconnects with the Board through the work plan and when the topics will be likely presented to the Board ([Attachment](#)). The topic milestones reviewed were:

- Water Quality in RipStream Analysis Report and Siskiyou Streamside Protection Review,
- Forest Practices Act Rule and Policy Review on Specified Resource Sites Policy Review and Rule Analysis for Marbled Murrelets
- Implement Legislative Direction on HB 3013 – Wildlife Food Plots
- Board Updates
  - Operator of the Year Awards
  - Committee for Family Forestlands Report
  - Committee for Family Forestlands Appointments
  - Annual Forest Practices Agency Meeting Report
  - Forest Health Report
  - Annual Monitoring Report (2019 Audit Planned)
  - Urban and Community Forestry Program
  - Forest Landowner Program
  - Regional Forest Practices Committee Appointments
  - Board and EQC – Joint topics

Tucker discussed their accomplishments in water quality monitoring strategy for small to medium sized streams and FPA Rule/Policy review. No deviations from initial work plan to report.

Board Member Deacon Williams recommended to include the Board with the monitoring report preparation to help inform the Board and this may offset future questions. The State Forester suggested

that a discussion with the external review committee to outline protocol and scientific review early next year may be best. Board Member McComb requested to review the past protocol and scientific reviews of the monitoring report.

State Forester closed out the morning session by introducing Jason Miner, the Governor's Natural Resource Policy Advisor to the Board.

## **LUNCH**

Liz Dent, State Forests Division Chief, notes that State Forests are only about three percent of the total forestland in Oregon. The Division manages lands all the way down to the California border, in nine districts, and collaborates with Department of State Lands to manage Common School Forest Lands (CSFL). State Forests manages approximately 730,000 acres of Board of Forestry lands.

Dent described how the division operates under four management plans:

- Elliott State Forest
- Eastern Oregon Long Range Plan
- Southwest Oregon Management Plan
- Northwest Forest Management Plan

Dent stated that 98% of the Division's funds come from timber sales, leaving the State Forest's operational costs in a vulnerable situation depending on the flux of the timber market. Dent described how the funds are allocated within the State Forests Division, with 64 percent of revenue distributed to counties, and 36 percent to the Department for forest management and fire protection costs. Dent reviewed the wide scope of the Division from legacy structure strategies, stream buffers, silviculture techniques, healthy habitats, take avoidance strategies and restoration efforts.

Dent emphasized the social benefits of the recreation programs that encourage education and interpretation through the Tillamook Forest Center. Reviewed the harvest and revenue costs that influences the Division's operational functions. Identified the challenges and opportunities of the Division, from active litigation, public use in recreation areas, to striking a balance in describing Greatest Permanent Value (GPV).

Dent discussed how the division's work aligns with the Board through the work plan and when the topics will be presented to the Board ([Attachment](#)). The topic milestones reviewed were:

- Forest Management Plan (FMP) revision for Northwest State Forests with the Resource Assessment Final Report as the next milestone
- Habitat Conservation Plan (HCP) three phased approach
  - Business Case Analysis
  - Strategy Development with Steering Committee and Stakeholder Engagement
  - Conduct a National Environment Protection Act (NEPA) review

Dent reviewed the Division's accomplishments and deviations from their initial work plan.

Board Member Deacon Williams indicated a potential issue regarding the FMP resource assessment that if it is not a sound assessment to inform the Board's decision it may get pulled from the agenda.

Dent closed with describing the commonality between social sustainability and recreation linkages within a natural resource environment.

Bill Herber, Administrative Division Chief, described what operational units of the Department he oversees, listing the range of services, from payroll, human resources to procurement. The Department has 600 permanent and up to 550 seasonal staff, 400 buildings in 111 locations throughout the state, 59 offices statewide. He described the vast scope of services within the Division and discussed how the division intersects with the Board through the work plan.

The topic milestones reviewed from the work plan matrix ([Attachment](#)) were:

- Development of Legislative Concepts
- Agency Budget Development and Request
- Board Governance Self-Evaluation
- Key Performance Measures Review
- Ongoing Financial Status Check
- Human Resources Dashboard

Herber stated the Administrative Division operates on a two year biennial format, tied to the State's budgeting process. He reviewed the Division's accomplishments and deviations from their initial work plan, explaining the front half of the even year is when the majority of the Division's work is done, and the odd years is used for reporting or reviews. The only deviation from the work plan was reporting on the financial dashboard, which the Division is updating based on new processes.

Chad Davis, Planning and Partnership Program Director, explained how the program has two units, federal initiative unit and the planning and analysis unit. He outlined who the program works with and described the various functions of the program within the agency, interagency, governing bodies and committees.

Federal Initiatives Unit (FIU) oversees the applications and provides overall administration for federal funds received from the US Forest Service State and Private Forestry for projects implemented in the field in furtherance of Private Forest and Protection priorities. FIU also houses the Federal Forest Restoration Program and Good Neighbor Authority projects.

The Planning and Analysis Unit (PAU) provides policy support and collaboration with the Board, legislature, the Governor's office and State Forester on a wide range of topics intersecting across the state's natural resource agency cluster. Davis described how the program functions with the Board through the work plan, reviewing the topic milestones listed on the work plan. In particular, PAU is the steward of the Board's Emerging Issues Work plan as these informational topics are generally exploratory and do not fit squarely within the purview of a Division ([Attachment](#)). For this planning cycle, there are three topics on the Emerging Issues Work plan:

- Ecosystem Services and methods for Policy Decision Making. The items on the work plan include presentations at upcoming Board meetings on the reporting on ecosystem services definitions, current research, and methodologies for valuing Ecosystem Services.
- Role of Forests in Carbon Policy and Adaptation Strategies for Climate Change. This work plan has shifted due to the Department's support of the Office of Carbon Policy to generate three reports on Carbon in Oregon's Forests Ecosystems, Harvested Wood Products Pools, and an evaluation of alternative management and utilization scenarios to increase carbon storage across the forest sector.
- The Intersection of Land Use Policy and Outcomes with Maintaining Working Forests. This work was initiated recently with an update of the Land Use Change on Non-Federal Land.

Board Member Deacon Williams stated it would be beneficial to add climate refuges to the Climate Change issue and explore further on the utilization of other states or countries adaptation strategies.

Board Member McComb asked Daugherty how the Climate Change issue was framed and assessed by the Department. State Forester replied that the Department assesses this topic with a retrospective and forward looking lens, working with the Intergovernmental Panel on Climate Change (IPCC) policy framework and will report results out to the Board as the work is completed.

### **Fire Season and Agency Initiative (Presentation)**

State Forester Daugherty introduced the discussion and Doug Grafe, who then provided a recap of the 2018 fire season statistics. The information and data provided by Grafe portrayed a picture of the fire season's operational, logistical, financial, and resource needs. Grafe highlighted fire season challenges.

- Oregon's fire seasons are increasing in severity, complexity and duration,
- ODF's ability to respond to the wildfire workload and sustain core business functions,
- Need to proactively protect Oregonians, forests and communities from wildfire.

As an outcome to these challenges, the Department took a hard look at the funding for having the capacity and resources to combat fires. Grafe referred to average acres burned by decade with a growth every ten years in Oregon. Continued on to the personnel coordination that make up the Incident Management Teams (IMT), pulling from all programs to maintain staffing of the IMT's and gradually over time staff loads are growing and staffing declines. Grafe outlined the increase in regular and overtime hours in terms of additional FTE workload, which identified the lack of capacity agency-wide to maintain the Department's mission of fire suppression. The agency addressed the need by assembling an agency initiative to support the \$26,800,000 biennial budget request from the Legislature. This request framework included:

- 55 full time employee (FTE) recruitments,
- Purchase of Cessna Grand Caravan EX Multi-Mission Aircraft,
- Training of all agency employees,
- Additional severity resources, including local contracting, next generation tanker and one helitac, and
- One 20 person agency fire crew

Board Member McComb asked how the budget for the State Forests Division positions would be allocated. Grafe replied that these position will be supplemental to the State Forests operational budget and supported by the General fund.

Grafe opened up to other Division Chiefs to elaborate further on their specific request.

Tucker offered a synopsis on wildland urban interface foresters. Duties would include a focus on increasing the forest health and creating forest resiliency from wildland fires, as well as how the fires impact the urban interface communities and providing assistance for restoration and recovery efforts.

Dent commented on building forest resilience from insect disease to wildfires. Budget would be supplemented by Federal funds, in support of federal forest restoration work. She highlighted South Fork personnel and their support in fire suppression and maintenance of State Forest's recreational infrastructure. This work provides career development opportunities that minimize inmate recidivism in Oregon.

Herber reinforced the need to build capacity in preparation of the fire season and post-fire season's core business functions, while participating in the militia model for the agency. He also discussed the opportunity to strengthen tribal relations and interagency partnerships. Administrative functions cannot be offloaded and increased workload stresses core business operations each fire season.

Jason Miner posed a staffing question to State Forests and an infrared camera question to Fire Protection. He stated that the Department's Agency Initiative documentation contributes to the Executive Branch's three part approach to wildfires; prevention through education, suppression and restoration.

He described how the Agency Initiative benefited the Good Neighbor Authority program and State Forests positions could rotate under this program, echoing the multiagency Executive Branch's effort to have a complete and coordinated system in restoration, prevention and suppression.

Miner continued that this coordinated system involves multi-state agencies and is collaborative with the Federal government and Fire Marshall's office. Provided gratitude to the Department for their firefighting efforts and continued dedication throughout this fire season.

He acknowledge the innovation in community recovery observed from the Chetco bar and Gorge fire, with multi-agency, local government and businesses creating recovery councils to support the community. Wildfire impacts are broad and difficult to track, but with the coordinated efforts of the recovery councils that the Department's Agency Initiative Framework speaks to aligns with the Governor's priority on fire and its impact to the state. Commented on an impending announcement that require a continued collaborative effort with these same partners, asking the question what is the best approach or process, and that the Board and the Department will be deeply involved with the fire discussion.

Miner provided gratitude to the Private Forests and their thorough work on the Riparian Rulemaking. High attention on State Forests as they navigate litigation, FMP revision, and resourcing for alternative revenues to fund this program sustainably. Expressed that he was proud of the Department, the State Forester and the Board's work in putting together such a comprehensive and thoughtful Policy Option Package to review. This Board is a good example of vision setting in the Natural Resource arena and appreciated being able to attend.

Chair Imeson closed with notes of gratitude to the stakeholders, the Governor's office, and Department staff for attending.

**Public comment: None**

The Board concluded the retreat's discussions and proceeded to the Executive Session for the State Forester's Annual Performance Review.

**Adjourned 4:00 pm**