

# OREGON BOARD OF FORESTRY

## 2022 Hybrid Planning Retreat

**Wednesday, October 12, 2022, Retreat Day one**, from 9:30 a.m. to 3:30 p.m., and located at Matt Dishman Community Center Auditorium, 77 NE Knott Street, Portland, OR 97212

**Wednesday, October 12, 2022, Community Spotlight and Board Social**, from 6 to 8 p.m. and located at McMenamins Kennedy School Gym, 5736 NE 33<sup>rd</sup> Avenue, Portland, OR 97211

**Thursday, October 13, 2022, Retreat Day two**, from 8 a.m. to 3 p.m. and located at Matt Dishman Community Center Auditorium, 77 NE Knott Street, Portland, OR 97212

The Board of Forestry will conduct its annual two-day planning retreat on location in Portland, Oregon. The hybrid planning retreat offers the Board and Department leadership the opportunity to connect and explore policy issues in an informal setting. No public comment or testimony will be accepted during the retreat, but the public can observe the retreat in person or via live stream on the department's [YouTube page](#). Retreat materials are available on the web, <https://www.oregon.gov/odf/Board/Pages/BOFMeetings.aspx>. On October 12, the Department will host an evening community spotlight and Board social, this informal event is open to the public with no online access. For any questions, contact Board Support at [BoardofForestry@odf.oregon.gov](mailto:BoardofForestry@odf.oregon.gov) or (503) 945-7210.

The link to view the Board of Forestry Retreat is available at <https://www.youtube.com/oregondepartmentofforestry/live>

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**Retreat Objectives:** During this informal annual retreat, Board members will reflect on the past year of work together and begin their work on creating the next generation *Forestry Program for Oregon*. They will focus on:

- Discussing the outcomes of the annual self-evaluation.
- Exploring the Board business approach for the current biennium including work plans, organizational level governance, and public engagement.
- Expanding upon the relationship between the Board and agency leadership.
- Hearing from a local urban forestry community voice.
- Setting the stage to begin substantive work on the *Forestry Program for Oregon*.

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**Facilitator: Robin Harkless**

### Retreat Day One

**9:30 a.m. Morning Overview with Leadership intent and Group Activity**

*Discussion leaders: Chair Kelly and State Forester Mukumoto*

**Board/Agency roles and relationship | Part one**

**Discuss Board's self-evaluation review - where we are now, how does this inform the board's actions in the coming year**

*Discussion leaders: Chair Kelly and Sabrina Perez*

**Break**

**Board/Agency roles and relationship | Part two**

**Discuss organizational primer on Governance**

*Discussion leaders: State Forester Mukumoto and Clark Seely*

**12:15 p.m. Lunch**

## **Board/Agency roles and relationship | Part three**

### **Discuss agenda setting for addressing existing and new board business**

*Discussion leaders: Ryan Gordon and ODF Staff*

#### **3 p.m. Afternoon Recap, Overview of Day Two Objectives, and Share Closing Comments**

Developing a shared purpose for the work between the Agency and Board.

*Discussion leaders: Ryan Gordon and Robin Harkless*

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## **Community Spotlight and Board Social: Urban Forestry, Climate Resilience, and Funding**

**Hosted: 6 to 8 p.m. – open to all ages**

**Moderator:** ODF Urban and Community Forestry Assistance Program Manager

**Speakers:** Urban Forestry Storytellers

**Aim of the event:** Stories deepen the connection with self and place. Invited speakers will share stories that will initiate and orient the evening conversation. This space will provide an opportunity for communities to converse directly with the Board as they prepare to take on their biggest planning effort of revising the forests of Oregon.

**Conversation space may touch on themes about** broadening our lens of forestry, environmental justice, urban forestry planning, and management, Board and agency vision-values-goals to address the social-economic-environmental needs expressed by communities who have filled the gaps in traditional forestry. Additionally recognizing how communities are central to urban forestry endeavors and in partnership, how collaborative action translates to the bigger picture.

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**Facilitator: Robin Harkless**

## **Retreat Day Two**

#### **8 a.m. Welcome, Get Settled and Frame the Day**

*Discussion leaders: Chair Kelly, State Forester Mukumoto, Ryan Gordon, and Facilitator*

#### **8:15 a.m. How will the Board and Agency work together on developing the *Forestry Program for Oregon*?**

If the end goal is to support a seamless and strong connection between Board policy business and Agency operational business, how will the Board and Agency leadership work together to co-produce the *Forestry Program for Oregon* (FPFO)? How will the entities navigate potential differences as you proceed? How will you do this work while staying true to your distinct authorities and obligations?

#### **9:15 a.m. Purpose and Principles for the Next Generation of Oregon's Forestry Program**

Board members to discuss and confirm with each other the foundational assumptions they share about the need to reimagine and invest in developing the next generation of a Forestry Program for Oregon. Recap the purpose from day one, initiating how the agency's mission acts as the vehicle for the vision. The Board subcommittee to provide insights around intention-setting for vision and values work. This will aid in establishing a clear understanding of the vision and set of values driving the effort. Invited ODF Executive Team to engage around shared understanding and alignment on the high-order drivers for this effort.

**Break**

**10:15 a.m. Workgroups Activity: Forest first, 20-year vision**  
Work toward alignment or zones of agreement – notice any substantive themes

**11:15 a.m. Workgroup Report out**

**12 p.m. Lunch**

**1 p.m. Subcommittee vision statement outcomes shared and facilitated discussion**

**[IF TIME] Group Activity: Forest values explore and tag**

- Work to write down and identify values - notice any emerging patterns
- Link mission – vision – values with acceptance to work from for the next parts of planning
- Work toward alignment on a set of values from which to develop goals and strategies

**2 p.m. Process Check: What commitments, direction, and activities have we confirmed relative to the FPFO effort?**

**Map Out the Work Ahead**

What does our process look like from here?

- Opportunities for Board and Leadership co-production
- Opportunities for Checking for Alignment with other State Agencies, Other Land Managers, Neighboring landowners
- Opportunities for Engaging Interested and Impacted Communities

**3 p.m. Retreat Wrap Up, Closing Thoughts from Board and Agency Leadership**

**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><b>1. Executive Director’s performance expectations are current.</b>  <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"> <li>Strongly Agree as we just filled this position.</li> </ul>	2	3 	0	0
<p><b>2. Executive Director’s performance has been evaluated in the last year.</b> <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"> <li>He has not worked a year, but I’m confident this will be done.</li> <li>N/A Since we just hired Cal very recently.</li> <li>Does not apply since we hired the new State Forester at the time of the year that we normally do the evaluation.</li> </ul>	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><b>3. The agency’s mission and high-level goals are current and applicable.</b> <i>The Board understands this to mean that the Board’s <u>Forestry Program for Oregon</u> and <u>Oregon Forest Practices Act/Rules</u> are current.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• Completion of the Forestry Plan for Oregon will update mission.</li> <li>• The CCCP is current, but the FPFO and State FMP are both currently being worked on, since they are out of date.</li> <li>• FPFO was last updated in 2011.</li> </ul>	0	3 	2	0
<p><b>4. The Board reviews the <u>Annual Performance Progress Report</u>.</b> <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><b>5. The Board is appropriately involved in review of agency’s key communications.</b> <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><b>6. The Board is appropriately involved in policy-making activities.</b> <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"> <li>• Would like the board to be more involved in setting the agenda, to FOCUS on the larger, strategic issues.</li> <li>• Board needs to continue to meet across the state to connect with the public and understand their needs.</li> <li>• 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.</li> </ul>	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><b>7. The agency’s policy option packages are aligned with their mission and goals.</b> <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"> <li>• There can be greater alignment and this was discussed during the last board meeting.</li> <li>• 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.</li> <li>• 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.</li> </ul>	0	5 ↔	0	0
<p><b>8. The Board reviews all proposed budgets.</b> <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><b>9. The Board periodically reviews key financial information and audit findings.</b> <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"> <li>• 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.</li> </ul>	3 ↔	2	0	0
<p><b>10. The Board is appropriately accounting for resources.</b> <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><b>11. The agency adheres to accounting rules and other relevant financial controls.</b> <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>	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
<u>Comments:</u> n/a				
<p><b>12. Board members act in accordance with their roles as public representatives.</b> <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><b>13. The Board coordinates with others where responsibilities and interests overlap.</b> <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"> <li>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.</li> </ul>	0	5 ←→	0	0
<p><b>14. The Board members identify and attend appropriate training sessions.</b> <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><b>15. The Board reviews its management practices to ensure best practices are utilized.</b> <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"> <li>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.</li> </ul>	2 ←→	3 ←→	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
<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><b>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.</b></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• I don't have the numbers, but it seems we have record testimony and letters. The public input is very strong.</li> <li>• 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.</li> </ul>	3 ←	2 →	0	0
<b>Total Number (Criteria 1-15)</b>	<b>17</b>	<b>53</b>	<b>2</b>	<b>0</b>
<b>Percentage of Total in Each Evaluation Category (Criteria 1-15)</b>	<b>23.61%</b>	<b>73.61%</b>	<b>2.78%</b>	<b>0%</b>
<b>Percentage of Total in "Agree" and "Disagree" (Criteria 1-15)</b>	<b>97%</b>		<b>3%</b>	

**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.

## **Considerations for the Board of Forestry Governance Performance Measure Self-Evaluation**

The Board of Forestry reviewed their recent self-evaluation of Best Management Practices in Governance Performance at the October 2021 Planning Retreat. In response to the discussion and feedback heard, the following conceptual focus areas are offered for Board consideration during their 2022 preliminary review of the self-evaluation criteria occurring throughout the month of January 2022.

### **#1 – Measuring trust.**

Measuring trust within the Board’s self-assessment survey could be accomplished through a variety of direct and indirect methods, as briefly explored further below.

A direct response measurement might include a scaled assessment of a trust statement (Example A) or an open-ended summary question (Example B).

**Example A** - New Criteria (Metric over time, Likert-scale, not included in formal KPM %):

1. ***The Board has a high level of trust amongst its members.***

Responses would be measured through the Likert scale, providing a metric that could be referenced over time. The percentage would not be included in the formal Key Performance Measure of agreement. This criterion can include an area for commenting, if desired.

**Example B** - Open-ended summary question(s):

1. ***What is the level of trust amongst the Board (from your perspective)?***
2. ***Do we have enough trust in our relationships with each other on the Board?***

Responses would be generally measured upon the context of the statements within.

Indirect indicators of trust (Example C) could include a variety of new criterion or open-ended summary questions along the following concepts, (Hon, L. C., & Grunig, J.E. (1999), and Gourguechon, P. (2018)):

**Example C** – Likert-scale criterion and/or open-ended summary questions measuring:

1. ***Competence*** – effectiveness, efficiency, ability, confidence, success, decisiveness
2. ***Dependability*** – follow-through, consistency, reliability, responsibility, disciplined
3. ***Integrity*** – fairness, transparency, honesty, openness
4. ***Inclusiveness*** – listening, inquiring, responsive
5. ***Respect*** – commitment, kindness, safety, empathy

The Likert-scale measured criterion used in examples above should remain neutrally stated; however, additional open-ended questions in the survey (Example D) could have an intentional, proactive focus on identifying good governance practices this board wants to see in its working relationship.

**Example D** – Open-ended summary questions focused on positive identification:

1. ***What actions over the last year have built or reinforced trust amongst board members?***
2. ***What outcomes were produced in this last year when a high level of trust was present amongst the Board?***
3. ***What were the attributes or characteristics of trust you observed in your Board relationships?***

## #2 - Measuring effectiveness.

The Board previously discussed effectiveness measures during their April 2021 orientation and reflected upon these measures during the October 2021 planning retreat. Formal measurement of these areas of effectiveness could be built into a new criterion (Example E) or this example could be split into eight or more individual criteria. Alternatively, the Board's effectiveness measures could be responded to in a summary question (Example F) or a hybrid blending the evaluation styles.

**Example E** – Likert-scale criterion w/ option for open-ended response:

1. ***The Board has effectively performed their work over the last year with:***
  - ***no surprises;***
  - ***an openness and willingness to discuss bias;***
  - ***working on interpersonal relationships to build trust;***
  - ***honesty around meeting mission, vision, and values;***
  - ***clarity on priorities;***
  - ***results-oriented;***
  - ***drawing on multiple sources of information; and***
  - ***constructive debate or deliberations.***

Additional effectiveness criteria that could be incorporated from the October retreat include:

- ***intellectual honesty,***
- ***decisions based on the best information available,***
- ***high level of accountability,***
- ***preparedness through review of materials, and***
- ***prioritization of pre-board and business meetings.***

**Example F** – Open-ended summary question:

1. ***Considering effectiveness of the Board's collaborative governance space, please reflect on how the Board is performing in areas of: no surprises; openness and willingness to discuss bias; working on interpersonal relationships to build trust; honesty around meeting mission, vision, and values; clarity on priorities; results-oriented; drawing on multiple sources of information; constructive debate or deliberations, and (insert any additional criteria desired)?***

## #3 - Measuring public sentiment.

Criteria #16 is an existing criterion added by the 2007 Board of Forestry focused on the Board measuring its own perspective of the Board's value in public input, outreach, engagement, and communications. At the planning retreat, interest was shared in assessing the public's sentiment and perspective on whether the Board is offering enough opportunity for input and whether the public venues utilized are viable methods to provide feedback. A full assessment of our existing and potential measurements of public sentiment will require additional investment of staff and resources beyond this January 2022 self-evaluation review; however, if the Board is interested in further pursuit of this topic, Example G contains an initial idea for evaluating our existing public engagement and/or public sentiment measures with an independent research firm. If desired, this research could be incorporated into future evaluation cycles and inform other public engagement processes:

**Example G –**

1. **Independent Public Opinion Research** – *formal public opinion polling, outreach, and research conducted by an independent firm with expertise in telephone and online surveys, focus groups and other tools involving public opinion and outreach.*

**#4 - Measuring staff perspectives on Board performance.**

Department staff could engage in a collective performance review to supplement the Board's evaluation processes. One method could involve a defined focus group of department staff utilizing the same, or a similar version, of the governance performance evaluation form the Board completes each year and a collective summary prepared for the Board's review. Alternatively, a separate, additional 360-style review could be developed using a new set of performance-based questions that the Board and Department staff would complete simultaneously and then debrief on the results. If this additional style of evaluation is desired, staff will require additional time to develop the activity. With either method of staff evaluation utilized, a subsequent collective discussion on the working relationship between the Board and Department staff would be necessary to effectively process the feedback received.

**#5 - Measuring board effectiveness outside the formal evaluation cycle.**

To elevate measures of effectiveness within the Board environment all throughout the year, one strategy could be to utilize a series of open-ended questions based on Examples C and E, at regular meeting intervals and particularly after the Board faces a tough decision, to promote healthy board relationships, open process, and dialogue beyond the formal evaluation cycle. A similar strategy could be utilized with Department staff in an after-action review of the meeting with highlights shared by the State Forester in ongoing check-in meetings with Board members.

References:

Hon, L. C., & Grunig, J.E. (1999). Guidelines for measuring relationships in publics. Retrieved from [http://www.instituteforpr.org/research\\_single/guidelines\\_measuring\\_relationships](http://www.instituteforpr.org/research_single/guidelines_measuring_relationships)

Gourguechon, P. (2018). How to Assess an Essential Leadership Capacity: Trusting Others and Inspiring Trust. Retrieved from <https://www.forbes.com/sites/prudygourguechon/2018/02/25/how-to-assess-an-essential-leadership-capacity-trusting-others-and-inspiring-trust/?sh=1a4ae23834ff>

Oregon Board of Forestry  
2022 Annual Planning Retreat  
October 12-13, 2022     Portland, Oregon

**Board/Agency Roles and Relationship | Part Two**  
**Discuss Organizational Primer on Governance**

*Discussion leaders: State Forester Mukumoto and Clark W. Seely*

Purpose

The purpose of this planning retreat discussion item is to provide an opportunity for the Oregon Board of Forestry (Board), the Oregon State Forester, and the Oregon Department of Forestry (Department) Executive Team to (1) examine and discuss notions and concepts about organizational governance, (2) review the relationships of this topic to other important organizational efforts such as the revision of the *Forestry Program for Oregon*, and (3) consider moving forward with an intentional and deliberate approach to making Board governance improvements in a complete and coordinated manner.

Introduction

For organizations that are led by a deliberative body, effective governance is critical to the achievement of goals (ends) in service to the owners of the organization. This is particularly true for organizations that have both a deliberative body and a chief executive, where the relationship between the body and the executive serves as a keystone to organizational success. For many organizations, this deliberative body is known as a governing board, made up of directors and one or more officers.

For these types of organizations, effective governance, at its core, is based upon well-established board policies that articulate (1) the roles and responsibilities of the board and how the board governs and functions; (2) the authorities delegated to the chief executive of the organization; and (3) the governance partnership, connections, and relationships between the board and the chief executive including joint roles, responsibilities, and accountabilities. These three policy areas must be present, current, and well understood to ensure that the organization is relevant, trustworthy, and successful. (see Attachment 1)

Background

In recent years, both the Board and the Department have experienced significant and important changes in leadership, including the appointment of a new Board Chair, the appointment of four new Board Members, the appointment of a new Oregon State Forester, and key changes to the Department's Executive Team. For many organizations, times of transition such as these represent a unique and sensible opportunity to examine leadership, governance, and management of the organization, with a focus on effectiveness and building strong and resilient relationships. Such is the case with the Board and the Department at this moment in time.

## Consideration

Since the recent leadership changes at the Board and Department levels, a number of governance-related actions have been initiated including, but not limited to, the adoption of a broad governance policy statement in 2020, initial policy establishment based on the MGO review, initial work on the next iteration of the *Forestry Program for Oregon*, adjustments to the development approach and content of Board meeting agendas, changes to the management of Board meetings, and continued annual evaluation of the performance of the Board. In addition to these actions, the Board is most recently engaged in forward-looking discussions about their biennial work plans, the schedule of meetings for 2023 in terms of number and duration, and the composition of meeting agendas relative to topics, priorities, and sequencing.

All these actions and forward-looking discussions appear to be well-founded and effective in their own right, at least to-date. However, the consideration before the Board and the State Forester is (1) whether additional improvements and gains in effective governance can be achieved and if so, (2) whether the Board and State Forester should embark on a pathway and process to achieve a more complete approach to Board governance through policy establishment in partnership with the State Forester.

In several recent discussions that Board members have had in ‘open discussion time’ during Board meetings, it appears that there is interest in exploring a more complete approach. The State Forester has also expressed his interest in this type of effort. In addition, the July 22, 2020, Board Policy on Governance states:

“It is the Policy of the Oregon Board of Forestry (Board) to have a set of bylaws to direct and clarify its actions, procedures and organization, which include expectations of members. The Board will establish written documentation for Board processes and procedures developed to execute its statutory responsibility.”

Thus, it appears that the answers to the two questions posed above are ‘yes’ and ‘yes’. The interest seems genuine, the foundation has been established, and the timing, with other factors mentioned above in play, seems right.

Attachments: (1) Board Governance Through Board Policy - Effective Governance in a Partnership Relationship - A Background Paper  
(2) Clark W. Seely Biographical Sketch

# Board Governance Through Board Policy<sup>1</sup>

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## Effective Governance in a Partnership Relationship

### *A Background Paper*

#### What is Governance?

“Governance is the exercise of authority and influence over an organization through deciding what and what not to do to further the mission and achieve intended outcomes.”<sup>2</sup>

#### What is Policy?

“Policy is a definite course of strategic action adopted (usually in writing) by a decision-making body to guide a path towards and achieve an end result.”

#### What is Board Governance Through Board Policy?

- Governing boards of all types – public, private, for profit, nonprofit, governmental – adopt some system and style for conducting their business.
- Sometimes it is loosely defined and relatively informal, and sometimes very structured and formal (often because of external requirements), with many points in between.
- Sometimes the system and style are based on past practice, carried forward, without much regard to current needs and ‘goodness of fit’. In fact, at the extreme, no one on the current board or the chief executive may know why certain things are done the way they are, or how it was decided that a particular role or responsibility is placed on some element of the governing structure or with some individual – ‘it’s just the way we’ve always done it.’
- Other times, the governing system is quite intentional and purpose-built for the organization’s needs now and in the future, and of course as a principle of modern organizational management and best practice, this is the preferred approach.
- And while nearly every governing body has some sort of system in place, the approach and framework around which that system is built can be based on differing principles and requirements, e.g., legal, operational (programmatic or functional), collective, management, constituent, advisory.
- In more recent times, many boards of all stripes and persuasions which have a governing responsibility have gravitated toward using a framework or approach that is based on establishing policy as the key element to their governance methodology.
- This is due, in part, because boards are typically accustomed to working in the realm of policy, even though most of it is operational in nature. So, this familiarity helps transition to a governance system that is built around the use of policy.

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<sup>1</sup> Prepared by Clark W. Seely, Seely Management Consulting, Inc., based (1) specifically on the Governance Roadmap Approach expressed in *Good Governance for Nonprofits*, Fredric L. Laughlin and Robert C. Andringa, 2007, and other related Andringa Group materials; and (2) generally on *Boards That Make A Difference*, Third Edition, John Carver, 2006 and *Reinventing Your Board*, John Carver and Miriam Carver, 2006.

<sup>2</sup> See other definitions and perspectives on the concept of governance in Appendix 1 of this paper.

- Thus, in this approach, the formation and implementation of policy is the ‘framing structure’ and ‘system tool’ for board governance.

### Why is Board Policy Required for Effective Board Governance?

- Most governing boards today are not in need of complete ‘tear-down and reconstruction’. This is in part due to the significant focus on the subject of governance in both public and private sectors over the past four decades, ironically often due to catastrophic failures in governance, e.g., the Enron story. And there have been catastrophic failures in the nonprofit and governmental arenas as well.
- Because of this intense focus, there has been much study and knowledge developed around the subject of governance generally and best practices specifically that many boards have adopted or incorporated into their existing governance systems, either by choice or by legal direction.
- However, the vast majority of boards have areas of need, sometimes significant, that are constraining or confounding effective and efficient governance.
- Yet they often have incorporated governance changes in a fragmented, piecemeal fashion, rather than in a deliberate, wholistic, systems approach. This may meet an immediate, isolated need, but is rarely durable for the long term.
- According to Fredric Laughlin and Robert Andringa in their 2007 book, *Good Governance for Nonprofits*, some of the more significant benefits or values that a policy-driven governance approach provides can be seen at both a strategic level and a tactical level.<sup>3</sup>

### *Strategic Value and Benefits*

- Governance scholar John Carver suggests that there are three basic products or contributions of the nonprofit board that it cannot delegate. He calls them, “the irreducible minimum contributions of governance.” They are:
  1. ***Linkage to the Ownership*** – Connecting the moral owners with the organization.
  2. ***Explicit Governing Policies*** – Expressing the values and perspectives of the organization in explicitly enunciated and properly catalogued policies.
  3. ***Assurance of Organizational Performance*** – Ensuring organizational performance that is consistent with applicable policies.
- The order here is intentional and important – ownership; governing; assurance. Carver goes on to say that
 

“Boards can contribute any number of products to an organization, but these three products cannot be delegated, and this irreducible trio applies to all governing boards. The board may add other products to this list, but it cannot shorten it and still govern responsibly.”<sup>4</sup>
- A governance approach that rests upon board policies allows a board to adequately define, articulate, and implement the ‘why, what, and how’ of these three strategic contributions.

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<sup>3</sup> Fredric Laughlin and Robert Andringa, *Good Governance for Nonprofits* (New York: AMACOM, 2007), 24-29.

<sup>4</sup> John Carver, *Boards that Make a Difference, Third Edition* (San Francisco: Jossey-Bass, 2006), 199.

## *Tactical Value and Benefits*

- Laughlin and Andringa go on to articulate seven values and benefits of a policy approach at what they call a ‘tactical’ level. They are:
  1. ***The Board Speaks with One Voice*** – When the board finally speaks to an issue in the form of policy, it should speak with one voice. The policy approach ensures that the board’s voice is clear, consistent, and current. This is the primary benefit, at a tactical level, of the policy approach.
  2. ***Policies are Explicit*** – The board codifies its intentions through written policy. It does not govern or function on the basis of ‘unwritten rules’ or ‘wisdom from the past.’
  3. ***Clear Guidance to the Chief Executive*** – There is no more important job of the board than assuring the performance of the chief executive, and thus the organization. Guidance comes in the form of delegation, limits on authority, and performance evaluation.
  4. ***Efficient Orientation of New Board Members*** – The policy approach ensures that new board members are confident in assuming their new roles and responsibilities from the beginning and can effectively contribute and ‘play their role’ early on.
  5. ***Eased Policy Development and Elimination of Duplication*** – The policy approach ensures that boards see all their governing policies in context of one another and allows for consideration of the linkage of their governing policies to the organization’s operational policies.
  6. ***Efficiency of Having Board Policies in One Place*** – While this value seems simple on the surface, due to regularly occurring turnover and change of board members (in most situations), many boards collectively, and members individually, lose track of where policies are and how to recall and use them as needed. Technology has greatly improved this situation over time, but the value of ready access and availability is ensured with the policy approach.
  7. ***Modeling Efficiency and Competence to the Owners, Chief Executive, and Organizational Staff*** – Through the policy approach, the board makes clear that its system of governance is effective, efficient, and robust, and provides assurance to the owners and models competence to the chief executive and staff. This is a subtle, but very important value and benefit of the policy approach. In many respects, this is the key to boards continuing to have the ‘license to operate’ from the owners.
- Thus, we understand that the policy approach addresses the most core aspects of organizational governance while providing significant tactical and ‘day-to-day’ benefits.

## How is Effective Board Policy Developed and Implemented?

- Laughlin and Andringa say that, given the significant examination of governance over the past four decades, many ‘best practices’ have been formulated to express and define what ‘good governance’ looks like, particularly for nonprofits. The organization, BoardSource, is nearly exclusively dedicated to examining and formulating these governance best practices for nonprofits.
- So, for Laughlin and Andringa, the key question is no longer the ‘what’ to do, but rather, ‘how to do it.’
- This is the point at which many boards get stuck – they understand the need (usually), they begin to understand the ‘what’ of best practices, but they can’t figure out the ‘how.’ Laughlin and Andringa put it this way, as they reflected on the work of Jim Collins and his seminal organizational management research in his 2001 book, *Good to Great*:

“...Our concern is not so much with the lack of definition of ‘great’ or ‘exceptional’ boards, but rather with how one moves into that category, i.e., how a nonprofit board goes from good to great.”<sup>5</sup>

- A bit later in their book, they make the point more directly:

“The fundamental reason for not developing a board policies approach is that boards and chief executives don’t know how to do it.”<sup>6</sup>

- This has become the crux of the matter for many boards and organizations. Yet, through the work of experienced guides like Laughlin and Andringa, coupled with some supportive expertise, boards and chief executives can, in fact, learn how to do it and achieve success.
- Board Policy must be intentional and described. This is achieved by the creation and implementation of what is known as a ‘Board Policies Manual’, or BPM.
- The BPM is a thorough, clear, concise, written expression of the governance policies of the board in a way that addresses three interrelated aspects:
  1. The roles and responsibilities of the board and how the board governs and functions;
  2. The authorities delegated to the chief executive of the organization; and
  3. The governance partnership relationship between the board and the chief executive including roles, responsibilities, and accountabilities.
- Once the BPM is created and implemented, it becomes the expression of the ‘what, how, who and why’ of governance of the organization, agreed upon by the board members and the chief executive. In this way, it is assured that there is a common understanding and agreement between the board and the chief executive of roles, responsibilities, expectations, and accountability. Everyone is, as they say, ‘singing off the same sheet of music.’
- It also becomes a living document, adaptable through time as governance needs change.
- The BPM is built in three primary stages:
  1. **Committing to the BPM** – Developing a BPM requires the full buy-in from the board and the chief executive. Without this commitment, pursuing this approach does not make sense, and frankly, is not worth the time, and in fact, may do more harm than good.
  2. **Developing the BPM** – Notwithstanding the importance of the BPM for a board, its development does not have to be a daunting task or process. Board member involvement is key and required, but with support, does not have to be burdensome or overwhelming. A time-tested methodology is in place in the work of Laughlin and Andringa, and much of the ‘heavy lifting’ of structure and best practices have already been incorporated into their model and accompanying template, which is based on six overall parts or sections. They suggest that BPMs of most organizations can be 15-25 pages in total length. Through eight progressive steps, the BPM is developed in an orderly and complete manner.

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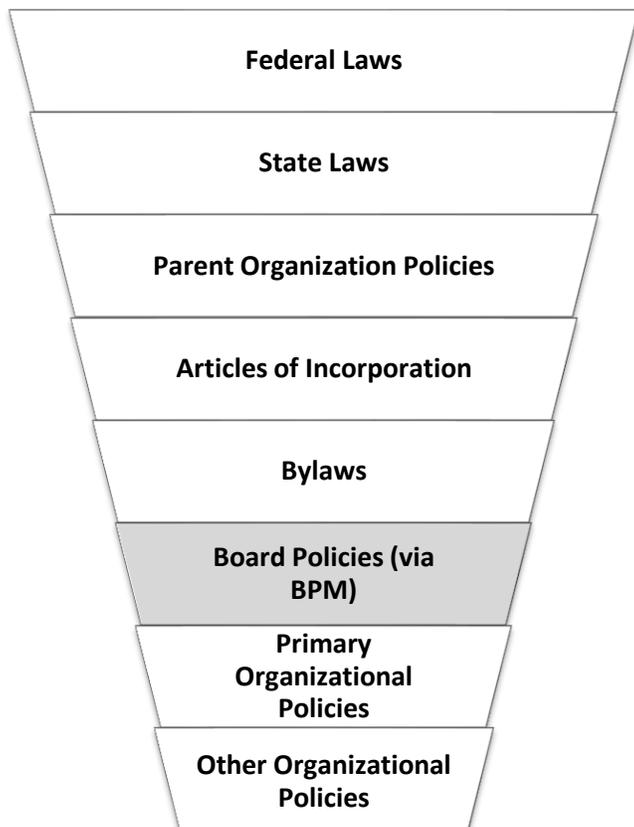
<sup>5</sup> Laughlin and Andringa, *Good Governance*, 13.

<sup>6</sup> Laughlin and Andringa, *Good Governance*, 29.

<sup>7</sup> Laughlin and Andringa, *Good Governance*, x-xi.

3. **Implementing and Integrating the BPM** – The BPM is not intended to be a static document, ‘one and done’. Its role is to be a part of the governance process, like a tool, on a continuing basis. Like any effective policy, it must be kept current, up-to-date, and relevant.

- The BPM exists within a hierarchy of other organizational ‘policies’ that influence, and may even direct, the governance and management of the organization. A simplified model of this hierarchy in western societies looks like this:



- A key principle with the hierarchy is that the policies at a particular level must not conflict with nor contradict the policies above it.
- As the BPM is built, checks are made to ensure that coherence and compatibility is maintained up and down the hierarchy.
- The ‘Primary Organizational Policies’ would be the key organizational policies that typically would be found in such documents or materials as strategic plans, HR policies, financial and accounting policies, internal controls and audits policies, public involvement and participation policies, etc.
- The ‘Other Organizational Policies’ would typically be policies at levels below the organization itself, i.e., divisions, programs, units, etc.

- Laughlin and Andringa’s experience reveal that (1) each step in the process is necessary, and (2) the overall process is sufficient to move an organization from its present level of governance to where it wants to go.
- 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.
- Finally, realistic expectations are important:
  - Is the policy approach to governance and a BPM a ‘silver bullet’ to correct all the issues and concerns of governance that a board may have? No.
  - Is the approach a guarantee that the board will not encounter issues or concerns in the future? No.
  - Does the policy approach and BPM ensure that the board and chief executive make gains and strides in governance, leadership, and management of the organization together, in an effective partnership relationship, that serves the owners and the organization effectively? Yes, most assuredly.

## Appendix 1 – Governance Considered

*“The purpose of governance is to ensure, usually on behalf of others, that an organization achieves what it should achieve while avoiding those behaviors and situations that should be avoided.”* John Carver, *Boards That Make A Difference*, 2006, page xxvii

*“Governance comprises the arrangements (includes political, economic, social, environmental, administrative, legal, and other arrangements) put in place to ensure that the intended outcomes for stakeholders are defined and achieved.”* Good Governance in the Public Sector—Consultation Draft for an International Framework, CIFPA, 2013

*“Governance is concerned with structures, processes for decision making, accountability, control, and behavior at the top of organizations.”* Governance in the Public Sector: A Governing Body Perspective, IFAC, 2001

*“Governance is the process by which decisions are made and implemented (or not implemented). Within government, governance is the process by which public institutions conduct public affairs and manage public resources.”* Manual On Fiscal Transparency, IMF 2007

*“Public sector governance encompasses the policies and procedures used to direct an organization’s activities to provide reasonable assurance that objectives are met and that operations are carried out in an ethical and accountable manner.”* The Role of Auditing in Public Sector Governance, Institute of Internal Auditors, 2012

Note the Common Themes or Keywords: (1) outcomes, achievement; (2) assurance, accountability; (3) decision making, directing, controlling; (4) public resources, public affairs; (5) policies, processes, procedures, arrangements, structures

## Clark W. Seely

Clark is a forester and currently President of Seely Management Consulting, Inc. He has over 45 years of experience in forestry, natural resource management, and organizational leadership. His consulting practice and expertise focuses on natural resource policy and organizational management. The company was created following his retirement from the Oregon Department of Forestry (ODF) as the Associate State Forester, after 35 years of public service with the agency. He is also currently adjunct faculty with the Natural Resource Policy and Administration Master's Program at the University of Florida, School of Forest, Fisheries, and Geomatic Sciences, where he teaches graduate-level courses on public land management, human resources, and organizational management. Clark graduated with honors from the Oregon State University College of Forestry with a Bachelor of Science degree in Forest Management. He is a graduate of the Covey Executive Excellence Program.

His ODF career began in 1974 as a Summer Intern in Forest Management in the Astoria District while attending Oregon State University. He held two additional summer intern positions in 1975 (Coos District) and 1976 (Southwest Oregon District). Following graduation from Oregon State in 1977, he was hired to his first permanent position with ODF as a Stewardship Forester/Forest Management Forester in West Central Oregon District, The Dalles. In 1979, he promoted to Unit Forester for the La Grande/Baker Unit of the Northeast Oregon District, La Grande. In 1985, he promoted to the Assistant to the Area Director position, Northwest Oregon Area, Forest Grove. In 1987, he promoted to the District Forester position for the Klamath-Lake District, Klamath Falls. In 1989, he was asked by the State Forester to transfer to the District Forester position in the Coos District to help lead and manage the federally listed species issues and impacts for the Elliott State Forest. In 1994, he promoted to the Department's Director of Fire Protection and Management, Salem. In 1999, he promoted to the Assistant State Forester for Agency Administration, Salem, and in 2004, he promoted to the Associate State Forester, Salem, from which he retired in 2009. Immediately following retirement, he returned to the Department in a part-time capacity serving as Senior Executive Advisor to the State Forester and Executive Team, a position he held until 2012.

Clark has been a professional member of the Society of American Foresters (SAF) since 1977 and was elected a Fellow in 1996. He was nationally elected SAF Vice-President in 2015, served as President and Chairman of the Board in 2016, and served as the SAF Immediate Past President in 2017. In 2018-2020, as Past President, he served on the national Board of Directors Nominating Committee (Chair in 2020) and in 2018-2019 also served as Chair of the newly formed national Leadership Development Committee. In addition, he has held numerous other leadership positions at the national, state, and local level. He is the 2012 recipient of the Society of American Foresters' *John A. Beale Memorial Award*, recognizing his "long-term leadership, dedication and contributions to the forestry profession." In October 2021, he was inducted into the Florida SAF Foresters Hall of Fame, honoring "outstanding and significant contributions to the forestry profession."

He is also currently a member of the Forest History Society (FHS), serving as a director on the FHS Board. He is currently serving as Co-Vice Chair of the Board, Chair of the Board's Governance Committee, and Co-Chair of the FHS Strategic Plan Implementation Subcommittee.

Clark and his wife of 46 years, Adenia, live in New Smyrna Beach, Florida, and have two grown sons, Paul and Matthew, and daughter-in-law Adrienne. Clark enjoys family time, leadership service in his church, reading, golf, music, travel, cooking and custom cars.



## October Board Retreat

September 7, 2022  
Ryan Gordon  
Planning Branch



## October Retreat Schedule

### Day 1

- Board Self-Evaluation
- Board Governance
- Workplans, Agenda Development, 2023 Meeting Schedule
- Board Advisory Committees

### Day 2

- Forestry Program for Oregon Revision
  - Purpose & Vision
  - Collaboration with Agency
  - Process – Public Engagement
  - Workshop – Goals / Themes



2

# Workplans & Agendas

- Traditional Workplan Process
- New Framework
  - Standing Agenda Items – Regular Updates
  - Policy Needs – Emerging Issues
  - Board Interests – Development
  - Long Term Projects – Information to Decision
- Quarterly Updates – Collaborative Agenda Development



3

# Meeting Frequency/Duration

- Challenges & Concerns
  - Pace, Timeliness of Staff Work
  - Board Engagement / Public Access
- Proposal
  - Fewer Meetings, Longer Duration
  - Less Compression in Agenda
  - Issue-specific Meetings as Needed



4

# Board Advisory Committees

- Board Authority
- Evaluation
  - Current Subject Areas
  - Meeting Frequency
  - Representation
  - Connection to the Board



5

# Board Governance

- Board Governance Policy (2020)
- Primer at Retreat
- Board Policy Manual
  - Processes & Procedures
  - Roles/Responsibilities
  - Expectations – Board & Staff
  - Relationship – Board & Staff



6

# FPFO Revision

- Purpose & Vision
- Collaboration with Agency
- Process – Public Engagement
- Workshop – Goals / Themes
- Board Subcommittee



7





# Oregon

\_\_\_\_\_, Governor

## Board of Forestry

Oregon Department of Forestry  
2600 State Street  
Salem, OR 97310  
503-945-7200  
FAX 503-945-7212  
<https://www.oregon.gov/ODF>

## 2023 BOARD OF FORESTRY EVENTS

Field tours may be organized throughout the calendar year

January 4* and 5	Meeting	Department Headquarters, Salem
March 8* and 9	Meeting	Location to be determined
April 26 and 27	Retreat	Location to be determined
June 7* and 8	Meeting	Location to be determined
September 6* and 7	Meeting	Department Headquarters, Salem
October 18 and 19	Retreat	Location to be determined

**\*Statutorily required by ORS 526.016.** The Board is mandated to hold public meetings on the first Wednesday after the first Monday in January, March, June, and September, at places designated by the chairperson of the board or the State Forester. The board may meet at other times and places in this state on the call of the chairperson or the State Forester. To conduct business, a majority of the voting members of the board must be electronically or physically present to vote on an item.

**Effective Jan. 1, 2022** - ORS 192.670 amended to allow access and attendance to public meetings by telephone, video, or other electronic or virtual means. Included with the enrollment of HB 2560 provisions to provide oral and written testimony if elected by the governing body.



# Oregon

\_\_\_\_\_, Governor

## Board of Forestry

Oregon Department of Forestry  
2600 State Street  
Salem, OR 97310  
503-945-7200  
FAX 503-945-7212  
<https://www.oregon.gov/ODF>

## 2024 BOARD OF FORESTRY EVENTS

Field tours may be organized throughout the calendar year

January 3* and 4	Meeting	Department Headquarters, Salem
March 6* and 7	Meeting	Location to be determined
April 24 and 25	Retreat	Location to be determined
June 5* and 6	Meeting	Location to be determined
September 4* and 5	Meeting	Department Headquarters, Salem
October 16 and 17	Retreat	Location to be determined

**\*Statutorily required by ORS 526.016.** The Board is mandated to hold public meetings on the first Wednesday after the first Monday in January, March, June, and September, at places designated by the chairperson of the board or the State Forester. The board may meet at other times and places in this state on the call of the chairperson or the State Forester. To conduct business, a majority of the voting members of the board must be electronically or physically present to vote on an item.

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## Primer Questions Vision and Values

The vision describes the desired state of forests looking forward over the next twenty years and informs the nature and intent of the strategic plan. The vision can reflect desire states and essential needs, it can be limited to the forest itself, but can include additional parameters (e.g., ecologic, social, economic, etc.) and dynamics therein.

Ignoring constraints and considering current concerns, challenges, and needs, what is the vision for Oregon's forests and forestry looking forward twenty years? What do forests provide that are essential both regionally and beyond and how does the vision reflect those requirements?

The prior vision of the 2011 *Forestry Program for Oregon* (FPFO) included the following, "the Board of Forestry's vision is that Oregon will have:

1. Healthy forests providing an integrated, sustainable flow of environmental, economic, and social outputs and benefits.
2. Public and private landowners willingly making investments to create and maintain healthy forests.
3. Statewide forest resource policies that are coordinated among natural resource agencies.
4. The Board of Forestry recognized as an impartial deliberative body operating openly and in the public interest to achieve the Board's mission.
5. Citizens who understand, accept, and support sustainable forestry and who make informed decisions that contribute to achievement of the vision of the Forestry Program for Oregon.
6. Adequate funding for the Department of Forestry to efficiently and effectively accomplish the mission and strategies of the Board of Forestry, and department personnel policies that encourage and recognize employees, allowing them to meet their full potential in providing excellent public service."

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Summary

At the Oregon Board of Forestry meeting on April 6, 2022, former Governor John Kitzhaber encouraged us to envision Oregon forestry unrestrained from the realities of today, as perhaps it could and should be. It is hard to connect the dots between that approach and what department staff and board members will face - the realities of the present day - as we begin work on the Forestry Plan for Oregon. How do we square the two?

Governor Kitzhaber claims that different forest ownership structures and our forest governing systems are not serving Oregonians very well. I envisioned Oregon forestry as it would be if every management and ownership structure we have today magically disappeared, but the big picture challenges we have today are the same. No federal lands, no state-owned lands, no tribal lands, just forested lands that we manage for the best possible outcomes. No complete and coordinated firefighting structure.

In such a world how would we regulate forestry? How would we fight fires? How do we deal with geography and different climates? How would we manage how forestry affects species and water? How would the industry be successful? How would we approach carbon? How would we approach climate change?

I kept it really simple and high level and limited myself to one page. I am sure it is woefully incomplete, but don't think that is the point.

This is my ask of you Board members: write your own thoughts on this issue. Keep it simple and high level and try to limit to one page. The results will be combined and then become a tool in the toolbox. If we have a vision for a more perfect "unrestrained" world of Oregon forestry, it will give us something to help us frame our real world vision and goals. It will provide a filter. Does this take us towards a smarter and better world of managing Oregon's forest, or does it take us the other way?

*Chair Jim Kelly  
Oregon Board of Forestry*

[Link to watch the Board of Forestry discussion on this topic.](#)

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Response 1

### Management

All forests in the state are managed by one agency that deals with all natural resources issues with similar rules for all lands, modified to reflect climactic regional differences.

### Planning areas

Focus forest management and planning on a watershed basis with a goal of maintaining healthy and resilient working forests, clean drinking water, and species protection.

### Preservation

Preserve x% of forests as unmanaged old growth forests (protect existing old growth). Focus on preserving rainforests that are unlikely to burn in wildfires.

### Carbon

Active management of forestlands throughout the state that are designed so that carbon stores are additive over time, while accounting for carbon loss due to fire and disease.

### Economic success

Oregon's forests and forest products are at the forefront of world standards:

- State of the art use of technology in logging and milling.
- All Oregon forests certified as climate smart.
- Focus on technologies that create high-value products from thinning.
- Focus on local use of Oregon timber and wood products for commercial and residential use in Oregon.
- Investments in mills located where needed for resiliency projects, with certainty of supply a priority. High-tech mini mills located close sources of fiber to serve resiliency needs.

### Fire and firefighting

Oregon's forests are returned within a generation to a healthy less-fire prone condition.

- Aggressive commitment to thinning and prescribed fire investment in drier forests.
- Programs to adapt forest and tree species to climate change.
- Fire breaks and other methods employed to impede large fire growth.
- Public policy changes to stop large fires (highway closures, power shut down protocols).
- Single agency managing all firefighting in the state.
- Widespread public health investments to protect vulnerable citizens from smoke (filters, etc.).

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Response 2

### **We should strive for the forests of Oregon to be healthy, robust and resilient.**

*Healthy* means that they are not in peril due to any particular disturbance, but are growing vigorously. Disturbance events are an important ingredient in a forest, but should appear at an appropriate scale. When a fire, bug infestation, wind storm, drought, etc., starts to affect a large area, that is a problem, and we should work to avoid large-scale disturbances.

*Robust* means that there is a full complement of plant, animal and tree species present at both the landscape scale as well as the stand level. There is a wide range of ages present on the landscape.

*Resilient* means that the forest has the ability to persist as healthy and robust over time and long into the future. This will require a certain level of complexity and adaptability in the forest in order to persist despite disturbance events.

### **A forested landscape in Oregon that is healthy, robust and resilient should be able to provide a wide range of benefits to the people of Oregon, the U.S. and the world.**

This includes (but is not limited to):

- A supply of valuable timber and wood products delivered to local mills.
- Abundant local mills that will manufacture long lived durable wood products for the world.
- Watersheds that provide enough clean drinking water for the people who live in those watersheds.
- An ever-increasing store of carbon in the forest.
- Abundant and well-managed recreation that is accessible to all Oregonians.
- An ever-increasing store of carbon held in the built environment.

This healthy, robust and resilient landscape that is providing all of these benefits will serve to both support the towns and communities that live in or near these forested areas, and will also exist for the enrichment of all Oregonians.

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Response 3

Consistent with what I think the direction is, this is very high level and assumes no land ownership distinction nor a trust land county concept. It also assumes we have significantly more information on a range of topics (species distribution, perennially indices, old growth inventories, water basin studies, etc.) than we do. It also assumes a consistent multi-faceted goal for management of forest lands that is not dependent on agency jurisdiction etc.

I envision an approach that takes inspiration from the State Forest HCP but without the use of legal standards to set our metrics (for instance avoiding "take" under ESA is not a sufficient standard for species...instead we want to see healthy population numbers that are sustainable over time and resilient to large- and small-scale disturbances). In summary, the approach takes a landscape level view and seeks to promote healthy, resilient forests that can provide a range of values to present and future Oregonians by managing certain areas primarily for non-timber related values while providing reliable harvest opportunities in other areas. To ensure that non-timber values are adequately protected, action must be taken to identify and preserve the forest habitats that are most important for species habitat and connectivity (especially STE species), biodiversity, carbon sequestration, water quantity and quality (headwaters and riparian areas for example) and cultural needs (in consultation with Tribes). Generally, these areas would not be managed or would be passively/minimally managed to achieve identified goals. In considering the placement of these areas, climate change impacts must be considered. For instance, unoccupied habitat that is projected to become occupied due to climate change conditions should be considered for inclusion as a species protected area. Climate change adaptation will be addressed by promoting resilient landscapes and species designed to withstand disturbance. Additionally, will be addressed by promoting reduction of emissions in forest operations. Climate change mitigation will be addressed by preserving key old-growth areas and/or promoting practices that increase sequestration in soils. Perhaps use of markets.

Areas not set aside for other value protections could be open to harvest with consideration given to areas that can assist with restoration of early successional habitat, reduction of fuel loads or management of disturbances (pests, etc.) or avoiding areas that would present safety concerns or other negative landscape outcomes (landslides, etc.). The key should be finding opportunities for sustainable, reliable harvest (with predictable yield) that can give industry the ability to plan and invest in infrastructure and workforce. Replanting and BMPs would be required. Diversification of products should also be considered that take into account changing markets and consumer preferences. Incentives and/or private/public partnerships could help reduce the risk of diversification. Support measures to reduce potential for land conversion (although may not be as much of an issue in this scenario). Some level of harvest should be directed toward WUI areas or other medium- and high-risk fire areas to also help improve fire resiliency. May be helpful to have one entity be responsible for forest fire prevention and response in close coordination with local fire districts. This entity will also be responsible for identifying and utilizing available tools to mitigate fire risk including prescribed fire.

A key accepted practice would be adaptive management that is informed by the best available science. A standing independent scientific advisory committee that conducts and/or stays abreast of new relevant science and recommends adjustments to the management framework if necessary to achieve goals/objectives would be ideal. Additionally, offering opportunities for diverse public feedback on initial management designations and potential changes would be key.

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Response 4

Envision Oregon forestry as it would be if every management and ownership structure we have today magically disappeared...

### 1. How do we deal with geography and different climates?

Forest management in Oregon needs to be set within the context of [forested ecoregions](#) as they exist today and as they will likely exist in 80+ years (one full rotation). Forested regions need to be defined ecologically as influenced by climate change but will likely generally fall within the following geographic regions: Coast Range, West Cascades, Southwest Oregon, East Cascades, Eastern Oregon.

### 2. How would we approach climate change? How would we approach carbon?

There is a moral responsibility of all Oregonians, all US citizens and the global community to do whatever we can to sequester and store carbon and prepare for dramatic changes to [our future forests](#) in most regions of the world. We need federal and state policies to achieve this goal and to encourage afforestation of potential forest land so that all management decisions, policies and practices maximize carbon storage while minimizing greenhouse gas emissions in forests now and over >80 years.

### 3. How would we regulate forestry?

There would be one set of regulations across each forested region of Oregon regardless of ownership. The most ludicrous current policy framework involves streamside protection where streamside management areas change as the stream passes from federal to private to state to ag lands. The stream is a system that has been chopped into pieces by a legacy of artificial boundaries imposed over the past 150-200 years. One set of regulations across all ownerships supported by science, aligned with federal policy and enacted by the Board is needed. This applies to water, air, state- and federally-protected species and to a carbon storage policy which needs to be developed and included within this regulatory framework. A Science Advisory Committee, independent research scientists from universities, should inform policy development in each of Oregon's forested regions. If Tribal Nations agree, an international tribal advisory committee could provide traditional ecological knowledge to guide policy decisions. Metrics for success in each region should be identified and monitored. Policies should be reviewed, and if needed, changed regularly through a [structured decision-making process](#).

### 4. How would we fight fires?

We would only fight fires within control lines established within [Potential Operational Delineations \(PODs\)](#) in each region with control lines established to protect people and infrastructure. The idea of putting out all fires within 24 hours should be abandoned EXCEPT within PODS control lines. Forests should be managed to interrupt the spread of crown fires by establishment of fire-resistant species (e.g., hardwoods, old thick-barked trees) to form regularly spaced fuel breaks as well as a source of wood products and habitat. Rotations should be long (80+ years) with large trees of species able to withstand fires. Approaches will vary by forested region. Repeated fires (prescribed and wildfires) will eventually reduce fine fuels in some of the drier regions.

## Oregon Board of Forestry's unrestrained vision for Oregon forests

### **5. How would we manage how forestry affects species and water?**

See response to 3, above. In addition, stands should be mixed-tree species each adapted to withstand different types of intense weather events, as an insurance measure. As some species die out from climate change and extreme weather, other species present in the mixed species stands can replace them. Species and genotypes from other areas will need to be matched to likely future site and climatic conditions.

### **6. How would the industry be successful?**

Each forested region will control timber harvest sufficient to allow regularly spaced mills to continue to operate so that economically viable management options remain in each region. Industry must adapt to an unpredictable future. Mills will need to adapt to a variety of species and piece sizes from mixed species stands grown on long rotations. Wood products should be long-lived and distributed in a manner that minimizes greenhouse gas emissions.

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Response 5

We live in a world where different owners have different objectives for the management of their lands. Economic, environmental and social forces push and pull on these goals and objectives and often result in unexpected second and third order consequences. This, combined with an unrealistic idea that every acre of forest land can do everything at once (economic, environmental, social) with the average Oregonian not appreciating how forests change through time.

### Areas of exceptional value

While there are special places that are unique because of their environmental or social value (e.g., wilderness areas, parks) these places should be carefully selected regardless of ownership because of their uniqueness. Any forestland that is selected to be “unmanaged” or managed only for the benefit of one use should be extremely limited. The reduced economic benefits should be accounted for to the local community financially. Increased risks (e.g., wildfires) that may occur because of managing for one value should also be accounted for in assessment rates.

### Control of fire

All lands would be evaluated for risk under the same criteria. Fuel loading, stand conditions, topography, would drive prevention and suppression techniques across entire landscapes. Landscapes at higher risk would be assessed at higher rates, thus creating more money for prevention, control, and incentives for mitigation.

### Forest regulations

Science and best practices would be used across all forested landscapes with no limit on available tools to achieve stand management goals. Use of herbicide, road construction, logging practices, burning, etc., would be available on all lands if the use of these tools were appropriate. The protection of threatened and endangered species would be considered across all lands together, recognizing that forests change through time and benefits will change as forests change. The goal would always be to have enough of the forest in different conditions to sustain species.

### Carbon and climate change

All lands would have the same access to carbon markets and the impact of any management activity, offset, or harvest would be evaluated completely to the net effect on carbon in the atmosphere. Consideration of carbon stored in forest products along with the leakage associated with Oregon Forests not producing forest products would be measured when evaluating the net effect of harvesting to atmospheric carbon. Additionally, CO<sub>2</sub> emitted from fires along with the loss of carbon storage resulting from stand replacement fires would be considered. The change of forests from being sinks of carbon to emitting carbon from insect, disease or fire would be considered when evaluating forest treatments.

### Vibrant forest industry

It would be recognized that a vibrant forest industry across all forested areas in the state needs to be maintained and reestablished in those areas of the state it has been lost. Consistent and predictable volume would be available in enough quantity to allow each region of the state to compete nationally and globally.

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Response 6

### 1. How do we approach climate change?

- Incorporate a "Natural Life Cycle" perspective, based on knowledge that "Forests are dynamic systems that naturally undergo fluctuations in carbon storage and emissions, as they establish and grow, die through natural aging, competition processes or disturbances (e.g., fire and insects), and re-establish and regrow." (Sustainability and Climate office USDA)
- Scale up strategic approaches. Work across larger EcoRegions, not just admin boundaries, to accurately frame problems and expand possible opportunities.
- Literally, think/go "up stream" to identify watershed health issues that have immediate consequences to downstream WUI. Addressing interface (WUI) alone is like investing solely in emergency room care vs. long-term preventative health care (entire watersheds).
- The catastrophic wildfires we experience today in Oregon are density driven.
- -The historic outbreaks of insects and disease we see across the west are density driven.
- Identify those watersheds across EcoRegions that are have "missed" multiple natural wildfire disturbance cycles. Those at highest risk due to fuel loading and out of sync with fire regimes, prioritize for coordinated thinning and prescribed burning.
- Gather the top leaders of all the acronym natural resources governments within Oregon (and possibly beyond) for "action-biased" work on this one issue, including DOD. Leverage their diverse tools for identifying issues and innovations, working at all scales.

### 2. How do we approach carbon?

- Understand that carbon is naturally in every part of our forested landscape, and carbon will increase and decline as part of the natural cycle/ system. Carbon issues may not be resolved in the same way that our other natural resources problems were solved before.
- Governments setting statewide carbon reduction deadlines may not work for forested systems?
- Already, Cop 26 carbon neutral goals are being missed due to unanticipated war in Ukraine and global COVID consequences. Some economists believe the focus only on forests globally will not meet that goal (to make up the 10% needed). "Nature-based" solutions will not be enough, a private/public approach will need to close that gap, including existing and new green technology. (Anne Finucane)
- Forests across U.S. remove the equivalent of about 12 % of annual U.S. fossil fuel emissions. Forests in Oregon may offer twice this contribution, providing additional time for Oregon to try innovative problem-solving options and time. Oregon forests currently contribute carbon benefits to a higher degree. On the downside, if we lose that capability, due to out-pacing of catastrophic wildfire and insect and disease; Oregon forests will not only fall behind, but may become an overall emitter of carbon, similar to Montana forests.
- Plan time for robust Board conversations on assets Oregon forests bring to the climate change and carbon table. Discuss not only benefits of carbon sequestration and carbon storage rates, but forest contribution to working landscapes and healthy communities, socially and economically.
- Differentiate, between our vision and tools. First, describe our vision for forested lands and communities (e.g., health, resiliency, productivity, diversity) in a changing climate

## **Oregon Board of Forestry's unrestrained vision for Oregon forests**

environment; then address carbon markets and perhaps credits, as a means (tools) to achieve vision.

- Expand biomass utilization as an essential carbon-cycle solution for density driven fuels issues. Remove arbitrary policies that limit the ability to create innovative paths for biomass removal and use.
- Upscale reforestation capacity. New growth from seedlings is foundational for carbon sequestration cycle. Shift from natural seeding (due to leave tree prescriptions) to realities of replanting/reforestation due to increasing catastrophic wildfire stand-replacement events.
- Consider before completely discarding idea of carbon credits (consider all tools). With global interest/focus, carbon options will continue to evolve rapidly. The pandemic, war in Ukraine, etc., continue to create volatile global issues and Pacific Rim Oregon is connected to all.

### **3. How do we consider geography and different climates?**

- Geographically different ecosystems all have natural patterns of disturbances (wildfire regimes intervals). These natural wildfire return intervals vary according to a landscape's geography and climate. Implement management tools that will return the natural disturbance patterns according to the specific landscape.
- Lean into communities that support innovative /adaptive actions. Leverage community strengths and diversity.

### **4. How do we manage forestry and affected species?**

- Forest landscapes and ecosystems are habitat for wildlife terrestrial, avian and aquatic species. If forest health is declining and at risk due to wildfire/insect/disease events, then too, is the risk for the habitat that forests provide.
- Past options to set-aside more habitat may not be a long-term solution? Evaluate recent wildfire impacts and patterns on habitat set-asides and determine if now is the time for a paradigm shift. It may be time to consider a level of active management to reduce catastrophic wildfire threat to important habitat.
- Thoughtfully design and implement "demonstration" prescriptions and projects around the most "at-risk" habitats. How can forest stands maintain diverse structure and also be resilient to intensive wildfire events?
- Is current interpretation of ESA still logical in this climate change environment? Retired USFWS Director of SE, Cindy Dohner, recently testified to Congress stating there is room in ESA for management of species. NEPA and Oregon wildfire recovery activities determine why recent CEs were not upheld - science or social? Should lawmakers update these policies to reflect the expansive and intensive impacts of wildfires in the west? Does Oregon have a dog in this fight?

### **5. How can forest industry be successful? Or another way to ask this question - how can forest industry be successful and be an important part of climate change and carbon options and solutions?**

- In June of the 2020 pandemic, when hundreds of thousands of lives were being lost across the globe, World Health Organization officials reevaluated their strict "shut down" of human

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movement and business. They recognized that "lives and livelihoods" were both important. Stating, we should not choose between either, we must have both.

- President Biden, during his final push for passage of the bipartisan stimulus package in March 2021, stated that 400,000 businesses were lost during the pandemic and made the case that businesses are part of a healthy environment and economy.
- Forest industry is key for the restoration of our forest lands. They can implement fuels reduction through mechanical treatments and biomass utilization; and ensure a continued healthy life cycle of carbon, through reforestation and creation of hardwood products.
- To be successful in forest health and restoration efforts, Oregon needs a network of industry infrastructure to meet this challenge. Some western states painfully lost infrastructure that is now sorely needed and key to restoration of healthy forests, in the face historic levels of wildfires and insects/disease.

### **6. How to fight wildfires (how to fight wildfires successfully in increasingly severe weather patterns and fuels loading?)**

- Multiple local, state and federal agencies are part of the nationwide firefighting structure and organizations. However, wildfire fighting resources become limited later in the wildfire season and particularly when the nation reaches Level 5. What are adaptive strategies for Level 5 resources?

# Oregon Board of Forestry's unrestrained vision for Oregon forests

## Response 7

Chair Kelly,

You asked us to envision what Oregon's forests could be. I will provide some specific elements below but before doing so, I wanted to offer that Oregon should aspire to be a leader – within a peer group of comparable forest regions across the globe. This peer group would naturally possess forests but, more importantly, cultural values that prioritize forests and wild landscapes. California and Washington are often mentioned as peers, and I would add to the list British Columbia, given its similar landscapes and politics. I would also add Finland, Sweden and New Zealand, three progressive countries I have toured over the past few years with the OSU College of Forestry. In fact, I just returned from Finland and Sweden and have attached notes from my travels for your review. In short, I believe Oregon has a lot to learn from this peer group. These are cultures where urban centers not only value forests, but also forest management, forest products and the forestry profession. Indeed, local forest products are showcased in the urban centers of in these peer regions. See as examples: Vancouver Olympic Pavilion, Stockholm mass timber district. We are seeing some progress here in the Northwest – both PDX and the Seattle airport are investing heavily in wood-based architecture for this specific purpose – and I believe the BOF must lead the conversation in Oregon that builds upon this momentum. This is a tremendous opportunity for both the BOF and for Oregon. As my travel notes suggest, Oregon has a great deal of catching up to do, relative to our peers. There is no reason Oregon should be in this position. We are the natural leaders in this peer group. The BOF must lead the way.

That is the opportunity. Here is the threat. The USFS, in their “Confronting the Wildfire Crisis” report (April 2022), provides some alarming data we must heed. Page 18 states, “Smoke from wildfires now causes about 25% of all harmful human exposure to fine particulate matter (a form of air pollution) in the United States. Economic losses from wildfires have grown into the hundreds of billions of dollars each year.” Extrapolating these figures forward, several trillion dollars are at-risk over the next decade. Oregon will incur a significant share of these costs, as the USFS lists Oregon among the states at highest risk of wildfire. As noted, the USFS particularly highlights the health ramifications from the growing wildfire crisis. I believe the health issue is only now garnering the attention it deserves, and will grow to dominate aspects of the BOF agenda in the coming years. At present, Oregon and the west simply are not prepared for what is coming.

The same USFS report (page 38) states, “Hispanic populations in the west are twice as likely as other demographic groups to live in areas most threatened by wildfires.” This begins to add the social justice dimensions of wildfire and climate change. As we discussed at our April 6 kickoff meeting, the BOF will increasingly be tasked with addressing wildfire due to its threats to vulnerable communities. This conversation has only just begun. We must lead.

As it is, in Oregon we remain on a very *UNSUSTAINABLE forest management pathway*. As we think about the next 30-50 years, we need to focus on:

1. Forest resiliency, genetics and forest health that can tolerate changing weather and climate conditions. As we are seeing now in the wake of the 2020 fires, a very pragmatic need is

## Oregon Board of Forestry's unrestrained vision for Oregon forests

additional nursery capacity. We need to anticipate greater demand for seedlings following catastrophic fire.

2. A wood products industry that is thriving and profitable with innovation that meets society's needs.
3. Forest practices that move us from a fossil fuels-based society to a "renewable, sustainable fuels-based" industry, that support renewable biofuels and sustainable products.
4. Forests that support rural communities and make them economically viable and healthy. Forestry is a key to Oregon's economy and this high multiplier, value added innovation is key to our rural economies and counties.
5. The backlog of forests needing fuel reductions must be completed. The USFS and BLM need to increase harvest and downsize burnable fuels so normal fire activity can resume.
6. Forest systems that provide for widest diversity of species and wildlife. A system based on rewarding land owners who maintain and increase habitat health. A system based on metric, measurement, outcomes and rewards.
7. Forestry is already a net CARBON sink. Increasing wood buildings and structures throughout Oregon, adds to the long-term stable carbon. Improved systems with technology that measures carbon.
8. Forest sustainability. Continue to plant more trees annually than we use; fossil free mills by 2040; forest waste streams that are 100% utilized and generating renewable energy and bio-products.
9. Housing affordability. Oregon can help solve our "affordable housing" crisis with sustainable harvest and thinning from the USFS and BLM public lands.
10. Oregon's government can move from a "plastic-based and fossil fuel-based economy" to "wood-based renewables" in our packaging, water bottles, pallets, food containers, etc.
11. Forest recreation and human health. Recognize the studies that correlate human health to wood, be it in nature, churches or wooden structures.
12. Public safety. Utilize CLT and new wood innovations for proven earthquake resiliency. CLT is essential in new schools, government buildings, etc.
13. Rewrite the endangered species act and move away from a control/command "taking" that is not protecting species, to an incentive-based "reward" system that benefits forest managers for actual increased results, using third party verification.
14. "Thinking LOCAL" – Oregon should be "clean and green." Our forests are key in getting back to this image.
15. Purchasing by 2040.....mills are fossil free; water used in mill processing is down 40%; 100% of the forest waste stream is utilized; we have moved our system from fossil based to a renewable, sustainable wood based system; Oregon's public purchasing, supplies and buildings are wood based; Oregon increases harvest and thinning on public lands and drives down affordable housing issues; and the state provides incentives for this conversion.
16. State forests also become a resource to every Oregonian, not a liability.

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17. Oregon must move off this UNSUSTAINABLE forest pathway that demands over 50% of the ODF budget to fight fire; burns 4 million+ acres in 5 years; has burned 7 rural communities and lives lost; generates billion dollar lawsuits with endless conflicts; and dangerous USFS and BLM lands due to unmanaged forests with record burnable fuels. Oregon needs to step OFF this pathway onto a much more sustainable pathway that includes forests as a key part of our solution.
- 

1. Sweden and Finland are moving from a **FOSSIL FUELS based economy to a RENEWABLE, sustainable fuels based economy** and 2030 is their goal. Wood products and the forest waste stream are CORE to this change. Below are many of the products they are focused on. Big investors are now buying agricultural land and planting forests.

wood/fibre/CLT/lumber/pulp

wood chips/bark/sawdust/biopellets

bioenergy/biogas/oil/fertilizer/gases/electricity/steam

fiber/clothing/food packaging/packaging/cosmetics/paper/cardboard

2. **METSA Group** was a most impressive stop. They have 100,000 owner-members to this cooperative that supply wood; 80% of their wood comes from Finland and the other 20% from other Northern European countries; their wood is entirely traceable and 88% of the wood is certified; each part of the wood is used efficiently and for the most valuable purpose. METSA has 35 production facilities in 8 countries. Their owner/members have about 5.2 million hectares. One of the most impressive products they make is a **fibre made from sawdust**. *This fiber looked identical to wool, and is being designed for clothing.* Kuura is the brand name for this fiber and Itochu, a Japanese trading company, is Metsa's partner in this new wool like material. They said this is expected to be a 100 million tonne market. The waste stream in both Finland and Sweden is important, as it is essential to heat, energy, and core to their new products. Metsa's focus is to be "sustainable" every day. Their new Rauma Sawmill will be fossil free from day 1. Their goal is to reduce water usage by 25%, and to utilize 100% waste stream from their sawmills by 2030. Bark and sawdust go to bioenergy; chips to pulp; ash to fertilizer and earthwork materials; and green liquor waste to geopolymers. Bioenergy creates steam and electricity. New products from their mills include fiber, fertilizer, sawdust, bioenergy, geopolymers, biogas, wood chips, oil, turpentine, bioethanol, biopellets, bark, pulp (for further processing), new bark, gases and lumber. The government is guaranteeing investments, subsidizing interest rates and very focused on moving away from fossil fuels.

3. **Optimization and traceability** is starting at the forest level, in addition to the mill. Mills want different wood quality and characteristics in addition to log size and length. Using the same technology as we do in U.S. mills, they are optimizing logs prior to harvest and determining which mill these logs will go to. It was common for us to see 10 or more sorts in the fields and multiple log sorts at the front end of the mills. We saw **Ponsse harvesters** which collect extensive data at harvest. (Lee Miller, Miller Forest Services, utilizes these harvesters. He harvests, thins and provides services in 6 U.S. Western states). The mills dictate what logs they want, where we are more of a log "taker." However, we can optimize on our private ground.

4. **Trimble Forestry** and **Collective Crunch** are two groups leading Forest technology. Stahlbush has worked with Trimble Ag as this is where we obtained our GPS Satellite technology for our tractors and farm equipment. In agriculture, Germany is always 10 years ahead of the states, and it appears they are also leading in the forest technology. Lidar and big data is moving quickly and Trimble

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and Collective Crunch are forefront companies. I believe this technology could help in many directions ~harvest optimization and data; planting population counts; genetic selection for seeding zones; appraisal and inventory valuations; ongoing inventory counts; forest health and silviculture; optimization; and carbon valuations. This technology could also help with documentation associated with HCP requirements and harvest mapping. These groups appear to be moving this big data into very usable management information and plans. At the Mellanskog plant we saw where they are effectively creating forest management plans utilizing this technology. While early, this technology is moving quickly.

5. Finland **sets aside** about 25% of their forested acres for conservation and the EU announced last week they want to go to 30%. This compares to Oregon's almost 70% (USFS, State HCP, Private Forest Accord, etc.). **Genetics** and plant selection play a key role. While there are thousands of land owners there are three associations (Sodra, Mellanskog and Norraskog) that provide grower services in Finland. Straight logs, flat angle on branches, climate tolerance, growth, disease and insect tolerance are their breeding goals. Putting the right seedling, and the right species in the correct zone has increased their productivity 18.9 percent. Norway Spruce and Scotch Pine are their predominant types. There are 1.3% more forests in Finland vs. Oregon, and they produce 2.5x more wood.
6. The predominant mill metric is **yield**. We toured a Mellanskog plant in Finland and their log to lumber yield was 51-53% (with bark removed). They want to get this to 54-55%. For every 1% increase this is \$3 million in net to their bottom line. Our mills seem far more efficient by speed but I'm not sure by recovery. It appears we use the same equipment and technology. USNR, Soderhamas, Hewsaw, Finscan, Laserstraiar and Microtech were equipment names I observed. Microtech is Xray made by an Italian company. They believe that data will be their biggest productivity driver.
7. Both Sweden and Finland announced last week, while we were in their countries, that they would join NATO. We listened to a speech by the President of Finland. With **trade being cut off between Russia** and these European countries, forest waste/branches are essential for biofuel plants that produce heat for the cities. While there is more regulation on biofuel plants, energy independence is essential. Energy costs are so high that Sweden is importing garbage and burning it for energy. They pile their forest waste and branches in the forests and then chip it for more efficient transportation. In the U.S. we are less than 3% electric cars and already talking about electricity shortages and blackouts. We too will need alternative energy sources that bring much greater capacity online.

Finally, I had the opportunity to sit with Tuula Packalen, the Director General for the **Ministry of Agriculture and Forestry** for Finland at dinner on our final evening. Her greatest concern was the EU asking for more set aside, at the same time that energy independence and moving away from fossil fuels is of greatest priority. This was a great trip.

## **Climate Change and Carbon Plan: Vision, Purpose, Principles**

### **Purpose:**

Make forestry in Oregon a leader in climate change mitigation and adaptation. The Oregon Department of Forestry will be a leader in promoting climate-smart forest policies and actions that achieve our vision by operationalizing goals, implementing actions, and measuring progress to achieving climate goals.

### **Vision:**

Oregon's Board of Forestry and Department of Forestry are national leaders in climate-smart and socially equitable forest policies that promote climate health, resilient forests and watersheds, community wellbeing, and a viable forest products industry.

### **Principles:**

- Climate change is a serious threat. We have less than a decade to alter behaviors if we want to avoid catastrophic impacts. We must be innovative, creative, and proactive in working toward solutions, not simply react to the results of climate change.
- Black, Indigenous, and People of Color (BIPOC), natural resource dependent communities, and those growing up in intergenerational poverty have been and continue to be some of the most climate-impacted communities. Forest policies will be shaped through the lens of social justice and equity. Actions will prioritize benefits to historically and currently underserved communities as they adapt to a changing climate.
- Oregon's forest sector offers opportunities for significant sequestration and storage both in the forest and in harvested wood products. Forests also provide opportunities to promote clean water and air, while preserving forest resilience in the form of flood control, biodiversity, thermal refugia, etc.
- As changing climates affect forests, incorporation of the best available science and practices will be key to adaptive management and planning across ownership type, size, and goals.



# Oregon Department of Forestry

## MISSION

To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

## VISION

- Healthy and resilient forested ecosystems and watersheds, with functional aquatic and terrestrial habitat, supporting vibrant local communities and providing quality outdoor opportunities for all Oregonians
- A workforce that reflects the diversity and values of Oregonians and a safe, inclusive, and supportive workplace that values all employees and allows them to reach their full potential in providing excellent public service.
- An organization and culture that responsibly and collaboratively manages the public resources to achieve the outcomes valued by Oregonians.
- An innovative and adaptable organization with sufficient resources and appropriate policies to achieve its mission.

## VALUES

- Diversity, equity, and inclusion in all aspects of our business
- Honesty and integrity
- Safety in the workplace
- Respectful, strong, collaborative relationships
- Engagement and cooperation of all Oregonians
- Leadership in professional forestry
- Innovation based on sound science
- Excellent, efficient, and effective service
- Individual initiative, effectiveness, and hard work

## Values from Other States:

### Arkansas Agriculture Department

#### MISSION:

The Arkansas Agriculture Department provides leadership and implements programs for agriculture, natural resources, consumer protection, and related issues based on sound public policy, the best available science, and efficient management.

#### VISION:

To promote and ensure a productive and sustainable agricultural industry that feeds, clothes, and shelters Arkansans and others throughout the nation and world; that enhances and protects our State's natural resources through healthy and productive forests, and private working lands; and secures a competitive, fair marketplace for crops, livestock, poultry, food industries, and consumers.

#### CORE VALUES:

Our success depends on:

- **Transparency** – making the Department open and accessible to educate the public about how the Arkansas Agriculture Department supports the state's largest industry and individual Arkansans.
- **Participation** – providing opportunities for constituents to shape and improve services.
- **Collaboration** – working cooperatively with public and private partners on policy and programs affecting a broad audience.
- **Accountability** – ensuring that employee activities achieve the Department's strategic plan.
- **Customer Focus** – serving our customers and stakeholders by delivering balanced programs that address their diverse needs.
- **Professionalism** – building and maintaining a highly skilled, ethical, and compassionate workforce.
- **Efficiency** – ensuring resources are used in the most effective and productive manner possible.
- **Teamwork** – working together as "one team" for the success of the Department and its constituents.

Link: [https://www.agriculture.arkansas.gov/wp-content/uploads/2020/05/AAD\\_Strategic\\_Plan\\_2017.pdf](https://www.agriculture.arkansas.gov/wp-content/uploads/2020/05/AAD_Strategic_Plan_2017.pdf)

## **Minnesota Department of Natural Resources**

### **Mission**

The mission of the Minnesota Department of Natural Resources (DNR) is to work with citizens to conserve and manage the state's natural resources, to provide outdoor recreation opportunities, and to provide for commercial uses of natural resources in a way that creates a sustainable quality of life.

### **An Aspirational Vision**

This Strategic Conservation Agenda presents a broad and aspirational vision of the future we seek in the context of four goals: 1) conserve and enhance our waters, lands and habitat; 2) provide quality outdoor recreation opportunities for all citizens; 3) support our natural resource-based economy while protecting environmental quality; and 4) efficiently and effectively serve Minnesotans.

This all adds up to a Minnesota where healthy and resilient natural resources form a rock-solid foundation for our state's high quality of life.

Link: <https://files.dnr.state.mn.us/aboutdnr/reports/conservationagenda/ca-full.pdf>

## **Colorado State Forest Service: Five Year Strategic Plan**

**VISION:** Healthy and resilient forests

**MISSION:** To achieve stewardship of Colorado's diverse forest environments for the benefit of present and future generations

Link: [https://csfs.colostate.edu/wp-content/uploads/2021/09/CSFS\\_2021-2025\\_Strategic\\_Plan.pdf](https://csfs.colostate.edu/wp-content/uploads/2021/09/CSFS_2021-2025_Strategic_Plan.pdf)

## Missouri Conservation Department

### Mission:

To protect and manage the fish, forest, and wildlife resources of the state; to facilitate and provide opportunity for all citizens to use, enjoy, and learn about these resources.

### Vision:

A future with healthy fish, forests, and wildlife where all people appreciate nature.

### Values:

**Excellent public service is essential**—we work to deliver more than is expected.

**All citizens are important**—we respect their opinions and value their trust.

**Missourians are partners to achieve conservation success**—we communicate openly and look for ways to make it easier to partner.

**Fairness, objectivity, sound science, integrity, accountability, and transparency guide our actions.**

**Employees are the Department's most important asset**—we all work to advance conservation by being results driven, working as a team, serving as ambassadors for conservation, and living out the conservation ethic through our actions.

Link: <https://mdc.mo.gov/sites/default/files/2021-09/Design%20for%20the%20Future.pdf>

## Washington Department of Natural Resources

### Our Vision

Our actions ensure a future where Washington's lands, waters, and communities thrive.

### Our Mission

Manage, sustain, and protect the health and productivity of Washington's lands and waters to meet the needs of present and future generations.

### Our Core Values

**Safety and Well-Being**—Our top priority is the safety of the public and our employees.

**Public Service**—We value and respect the public we serve, and we value and respect the people of the Department of Natural Resources who step up to serve.

**Innovation and Creative Problem-Solving**— We solve our state's most pressing challenges through innovative thinking, dedication, and bold and creative vision.

**Leadership and Teamwork**—We are committed to building leaders at all levels and building teams for success.

Link: [https://issuu.com/wadnr/docs/em\\_strategic\\_plan\\_2018/8?ff](https://issuu.com/wadnr/docs/em_strategic_plan_2018/8?ff)

## **Pennsylvania Bureau of Forestry**

### **Mission:**

Contained in Article 1, Section 27 of the Pennsylvania Constitution are these words:  
Pennsylvania's public natural resources are the common property of all the people, including generations yet to come. As trustee of these resources, the Commonwealth shall conserve and maintain them for the benefit of all the people."

The mission of the Bureau of Forestry is to ensure the long-term health, viability and productivity of the Commonwealth's forests and to conserve native wild plants.

The Bureau of Forestry will accomplish this mission by:

Managing State Forests under sound ecosystem management, to retain their wild character and maintain biological diversity while providing pure water, opportunities for low-density recreation, habitats for forest plants and animals, sustained yields of quality timber, and environmentally sound utilization of mineral resources.

Protecting forestlands, public and private, from damage and/or destruction by fires, insects, diseases and other agents.

Promoting forestry and the knowledge of forestry by advising and assisting other government agencies, communities, landowners, forest industry, and the general public in the wise stewardship and utilization of forest resources.

Protecting and managing native wild flora resources by determining status, classifying, and conserving native wild plants

## **Pennsylvania Department of Conservation and Natural Resources Mission**

Pennsylvania Department of Conservation and Natural Resources (DCNR) mission is to conserve and sustain Pennsylvania's natural resources for present and future generations' use and enjoyment.

### **DCNR Vision**

As Pennsylvania's leader and chief advocate for conservation and outdoor recreation, DCNR will inspire citizens to:

- Value their natural resources
- Engage in conservation practices
- Experience the outdoors

*To conserve and maintain Pennsylvania's public natural resources for the benefit of all people, including generations yet to come, we will take intentional action to ensure DCNR lands are accessible to all, provide inclusive and equitable programs and services, and recruit and retain a diverse workforce.*

Link: [https://elibrary.dcnr.pa.gov/GetDocument?docId=1741347&DocName=sf-Penns\\_Woods\\_Strategic\\_Plan.pdf](https://elibrary.dcnr.pa.gov/GetDocument?docId=1741347&DocName=sf-Penns_Woods_Strategic_Plan.pdf)

## **Michigan Department of Natural Resources**

### **Mission**

The Michigan Department of Natural Resources is committed to the conservation, protection, management, use and enjoyment of the state's natural and cultural resources for current and future generations.

### **Goals**

- Protect natural and cultural resources
- Ensure sustainable recreation use and enjoyment
- Enable strong natural resource-based economies
- Improve and build strong relationships and partnerships, internally and externally
- Foster effective business practices and good governance

## **Forest Resources Division**

### **Mission**

To manage, protect and provide for the sustainable use of Michigan's forest resources

### **Vision**

Vital, healthy and abundant forests that provide social, economic and ecological benefits

Link: <https://www.michigan.gov/dnr/-/media/Project/Websites/dnr/Documents/FRD/General-FRD/StrategicPlan.pdf?rev=bf301831afb54884a1016e656f41d0f2>

## **South Carolina Forestry Commission**

### **MISSION:**

Protect, promote, and enhance South Carolina's forests for the benefit of all.

### **VISION:**

Healthy forests, resilient communities, impeccable service

### **VALUES:**

#### **Safety**

We operate every day with a personal commitment to safety.

#### **Integrity**

We earn a high level of trust and respect.

#### **Community**

We view our employees, partners, and stakeholders as a valued community.

#### **Service**

We take pride in helping others.

#### **Commitment**

We stay strong and press forward to get the job done.

Link: <https://www.scfc.gov/about-us/>

## **Virginia Department of Forestry**

### **Virginia Department of Forestry Mission**

The Virginia Department of Forestry (VDOF) mission is to protect and develop healthy, sustainable forest resources for Virginians.

### **OUR VISION**

A healthy, abundant, diverse forest resource, providing environmental and economic benefits for all Virginians

A forward-thinking agency, backed by solid technology, strong ethics and science that is a national leader in managing and protecting the forest resource

A professional, creative and adaptive workforce, providing exceptional forestry services to our constituents and customers

### **Virginia Department of Forestry Values**

In working with our customers, we believe in:

- Exceeding customer expectations by delivering quality products and services in a responsive, professional manner.
- Treating customers courteously, honestly and respectfully.
- Actively listening, appreciating, understanding and responding to customer needs.
- Being trustworthy professionals who seek to ensure the integrity of the forest resource.

In working together, we believe in:

- Providing a well-trained, well-equipped, technologically-advanced and responsive workforce.
- Communicating in an open, honest, effective manner.
- Being helpful and supportive to one another; demonstrating the spirit of cooperation, teamwork, and mutual trust and respect for each other.
- Providing a working environment that fosters quality and creativity, rewards team performance, and is challenging and enjoyable.
- Clearly defining, communicating and understanding our vision, goals, objectives, strategies, roles and responsibilities.

Link: [https://dof.virginia.gov/wp-content/uploads/FT0024-VDOF-Mission-Vision-Values-Goals\\_pub.pdf](https://dof.virginia.gov/wp-content/uploads/FT0024-VDOF-Mission-Vision-Values-Goals_pub.pdf)

## **Idaho Department of Lands**

### **Mission**

To professionally and prudently manage Idaho's endowment assets to maximize long-term financial returns to public schools and other trust beneficiaries and to provide professional assistance to the citizens of Idaho to use, protect and sustain their natural resources.

### **Vision**

The Idaho Department of Lands will be the premier organization for trust management and resource protection in the western United States.

### **Values**

The Idaho Department of Lands believes in...

- **STEWARDSHIP** by making decisions and taking actions that positively affect long-term financial returns for the trust beneficiaries and enhance the health and resilience of Idaho's natural resources.
- **SERVICE** by providing exemplary service and delivering programs with professionalism and integrity to both internal and external customers.
- **ACCOUNTABILITY** by investing in and having an organizational culture and framework that equips, entrusts, and expects employees to make decisions and get things done.
- **COHESIVENESS** by working as a unified organization in which all employees participate in constructive communication to fully meet our mission.

Link: <https://www.idl.idaho.gov/about-us/>

## **CalFire**

### **MISSION:**

The California Department of Forestry and Fire Protection serves and safeguards the people and protects the property and resources of California.

### **VISION:**

To be the leader in providing fire prevention and protection, emergency response, and enhancement of natural resource systems.

### **VALUES:**

- Service
  - We are committed to the safety and well-being of the public and our employees.
  - We strive for excellence and professionalism.
  - We are devoted and humble in the execution of our duties.
- Cooperation
  - We care about each other and our service to others, including cooperators, governing bodies, and the public.
  - We build and maintain cooperative relationships across the State and beyond to benefit the public we serve.
  - We afford every employee of the Department a voice within a chain of command structure.
- Protection
  - We integrate fire protection, natural resource management, and fire prevention under a single mission on behalf of the State and local communities.
  - We strive to ensure the highest level of environmental protection in all our programs and operations.
- Organizational Excellence
  - We value diversity among our employees and the vital functions they perform to enhance delivery of our mission.
  - We are calm, and resilient, and we perform optimally in the face of emergencies and disasters of any scale.
  - We recognize the importance of clear and consistent communication.
  - We embrace and support innovation.

Link: <https://www.paperturn-view.com/cal-fire-communications/strategicplan2019-final?pid=MjU253660>

## Oregon Department of Fish and Wildlife

### Mission:

To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

### Agency Principles:

Emphasize safety in the workplace

Develop effective relationships based on trust and confidence

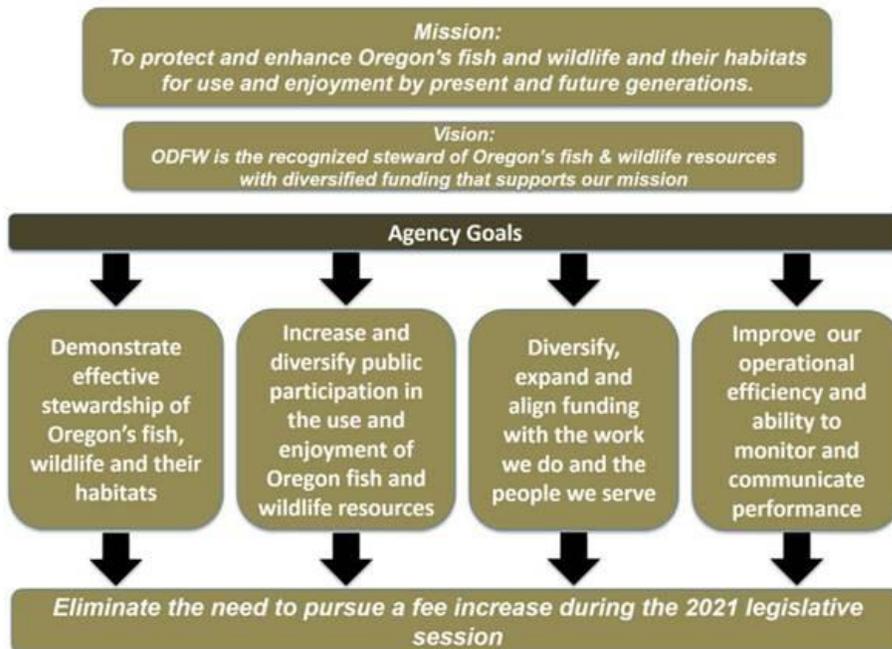
Provide proactive and solution-based fish and wildlife management based on sound science

Work as a team to accomplish our mission

Promote workforce enhancement and inclusion

Ensure fiscal integrity

### Agency Mission and Strategic Planning:



During the 2015-17 biennium, ODFW began a strategic planning initiative to focus its efforts during the following six-year period. Work has continued in the 2017-19 and 2019-21 bienniums to further refine and expand this effort.

### Vision:

ODFW is the recognized steward of Oregon's fish & wildlife resources with diversified funding that supports our mission.

To achieve this vision, ODFW set forth the following goals and objectives for the six-year period.

Link: [https://www.dfw.state.or.us/agency/strategic\\_vision/docs/2018\\_Strategy\\_plan.pdf](https://www.dfw.state.or.us/agency/strategic_vision/docs/2018_Strategy_plan.pdf)

## **Oregon Department of Land Conservation and Development**

### **Mission:**

To help communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life. In partnership with citizens and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.

- Guiding Principles  
Provide a healthy environment;
- Sustain a prosperous economy;
- Ensure a desirable quality of life; and
- Provide fairness and equity to all Oregonians.

Link: <https://www.oregon.gov/lcd/About/Documents/StrategicPlan2014-22.pdf>

## **Oregon Department of Environmental Quality**

### **Mission statement**

DEQ's mission is to be a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

### **Values**

DEQ's values guide agency actions:

- Environmental results
- Public service
- Partnerships
- Excellence and integrity
- Teamwork
- Employee growth
- Diversity, equity and inclusion
- Health, safety and wellness
- Economic growth through quality environment

Link: <https://www.oregon.gov/deq/about-us/Pages/default.aspx>