



September 9, 2021

Mr. John Paschal, Recruiting Manager

Dear Mr. Paschal,

With over three decades working in Forestry, I am happy to submit my application for State Forester, REQ-70038. My leadership experience includes diverse and significant accomplishments in economic development, natural resource management, complex turnaround solutions, strategic team development initiatives, organizational planning, and layered multilateral controversial project implementation.

I am a graduate-level forester who has managed all aspects of forests. As Chair of the Oregon Parks and Recreation Commission and serving as Vice-Chair on the Oregon State Board of Forestry, I am familiar with the State processes for developing program rules and policies, long and short-range goals and plans, program evaluation, and budget preparation.

As a management consultant and forester, I have worked in all phases of forest land management, from planning, harvesting, and fire management. My background includes working with user groups such as Tribes, industry, conservation groups, and landowners. For example, I served as the Chair of the Metolius River Multi-Party Monitoring Group for eight years, providing a platform for collaborative development of forest restoration projects.

I have great respect for the employees of the Oregon Department of Forestry. They are hardworking and mission-oriented. The department, in my opinion, was caught in extraordinary conditions brought on by climate change and extreme fires. It would be my honor to serve this organization to implement the changes needed to continue into the next bienniums.

I have attached my resume to this letter. I look forward to talking to you about the application process and the potential for an interview with the appropriate stakeholders and the Board of Forestry.

Sincerely,

A handwritten signature in black ink, appearing to read "Calvin Mukumoto".

Calvin Mukumoto

Attachment: Resume for Cal Mukumoto



## Calvin Teruo Mukumoto

### **Experience Summary**

Cal's extensive leadership career includes diverse and significant accomplishments in economic development, natural resource management, complex turnaround solutions, strategic team development initiatives, organizational planning, and layered multilateral controversial project implementation. He has worked extensively in the Native American business community, served on the Boards of six Tribal enterprises, and is also a graduate-level forester who has managed all aspects of forests. He was Chair of the Oregon Parks and Recreation Commission, has served on the Oregon State Board of Forestry and the U.S. Board for the Forest Stewardship Council.

Cal derives satisfaction from solving complex business problems using strategic approaches including nuanced project management, business viability assessments, contract negotiations, short and long-range financial analysis, organizational development, personal community, and media outreach and assemblage of teams skilled in legal, finance, engineering, and marketing. Cal has successful hands-on experience guiding significant operational restructuring at the senior level.

Cal is fully engaged in his community and his professional relationships. He is intrigued by challenges and welcomes the opportunity to bring innovation to your business model. He is also proud to have been serving Indian Country for decades.

Cal Mukumoto brings a career, which represents over three decades of solving complex business problems with success. He will provide exceptional support for your complex needs and works to maximize return in every engagement.

### **Chronological Summary**

#### *Current*

The Mukumoto Consultancy

#### *Owner*

Coos Bay, Oregon

Practicing as a management consultant providing project management, interim management, and problem-solving skills for the benefit of customers. Currently, Cal manages a timber company, provides support to the Oregon State Forester, and is involved with bioenergy fiber assessments, development engagements, and due diligence analysis.

#### *2009 to October 2014*

Coquille Economic Development Corporation

#### *CEO/Board Chair*

North Bend, Oregon

Cal was CEO/Chair for the Coquille Economic Development Corporation. CEDCO's goal is to develop long-term economic self-sufficiency for the Coquille Tribe. CEDCO manages The Mill Casino - Hotel and RV Park, Tribal One Broadband, and Orca Communications. CEDCO employs approximately 500 employees and is a significant employer of Coos County, OR. Cal also served as CEO and Board Chair for Mith-ih-Kwuh Economic Development Corporation, another wholly-owned enterprise of the Coquille Tribe. Mith-ih-Kwuh holds investments for the Coquille Tribe in real estate, entertainment, and technology. Cal served as a board member for Nasomah, the Coquille Tribe's health insurance company.

Established Tribal One Broadband as an 8(a) firm with the SBA giving the Tribe a significant advantage in obtaining Federal government contracts. The company is now bidding and receiving contracts nationally. Cal managed the company through a period of high leverage as the country entered into the nation's worst economic recession.

## Résumé of Calvin Teruo Mukumoto

Trimmed company operations and improved efficiency and profitability of the company.  
Established several economic development initiatives during a period of low cash flow.

*1992-2009*

Mukumoto Associates, LLC

*Owner*

Bend, Oregon

Management consultant providing business management, marketing, and planning services to forest products companies, American Indian Tribes, and others. Examples of activities were as follows:

- Served as client's Chief Financial Officer responsible for financial planning, record-keeping, and risk management.
- Project manager for bioenergy fuel assessments, development engagements, and due diligence analysis.
- Project manager for the development and implementation of biomass plant (\$50 million +), which included developing wood supply agreements, financing arrangements, power sales agreements, construction and equipment contracts.
- Interim CEO for economic development corporation.
- Coordinated the Indian Forest Management Assessment Team. In 1994, Senator John McCain said regarding the assessment, "This is the way all (Congressionally mandated) scientific studies should be conducted in the future."
- Chair of the Metolius Pilot Monitoring Team for the Metolius Basin Forest Management Stewardship Pilot Project, Deschutes National Forest.
- Member of the Regional Community Economic Revitalization Team (covering the States of Washington, Oregon, and California) of the Northwest Forest Plan. Received along with other team members the Silver Hammer Award for Reinventing Government from Vice President Al Gore.
- Expert witness in Federal Court in a case involving a breach of Trust responsibility. Testified on forest product values and marketing.
- Lead the successful development and implementation of an intranet customer care system for a national cellular phone company—trained Company employees in its use and maintenance. The team received a performance award from the company for the quality product and on-time delivery.
- Acted as operations manager for a nutraceutical with sales of over \$40 million—reduced manufacturing costs, which supported company growth in sales to \$50 million per year.
- Worked as turnaround consultant in forest products, manufacturing, and packaged goods companies.
- Steering committee member for the Business Alliance for Sustainable Energy, a group for developing the energy conservation and renewable energy cluster of Central Oregon.

## Résumé of Calvin Teruo Mukumoto

*1990-1992*

Warm Springs Forest Products Industries

*Merchandising Manager*

Warm Springs, Oregon

- Established an export and domestic log sales program. Identified new log sorts, introduced new sorts to the market, and trained local loggers in export market requirements. Set up log sales accounting and quality processes.
- Introduced new lumber markets and target size control methods to the company.
- Provided (1990-1991) company-wide financial proformas to owners and banking institutions.
- Acted as Interim Human Resources Manager coordinating organizational development programs.

*1988-1990*

The Timber Exchange, Inc.

*Investment Analyst/Export Sales Manager*

Portland, Oregon

- Appraised timberland or timber assets for sale. Projects were generally greater than \$5 million, with the most significant sale at \$30 million.
- Prepared financial forecasts.
- Managed export sales programs for clients.
- Developed new business ventures such as managing log export sales to Asia and pole markets in Italy.
- Assisted the company President from the startup phase to a period of stable and profitable cash flow.

*1980-1988*

Makah Tribal Council

Neah Bay, Washington

*Operations Manager (1987-1988)*

- General management responsibility for the government (107 employees) of the Makah Indian Tribe.
- Lead the turnaround of the government operations from insolvency to financial stability.
- Established an automated financial system.
- Stabilized cash flow and reduced fixed costs.

*Forest Manager (1983-1987)*

Responsible for all forestry activities covering a 30,000-acre reservation.

- Instrumental in establishing Makah Forestry Enterprise, a log brokerage firm. The enterprise increased timber sale profits by over 26%.
- Facilitated mission, goal, action planning and budgeting sessions for the Makah Tribal Council.
- Analyzed the delivery systems of U.S. Government services to the Makah Tribe, which resulted in the establishment of a field office for the tribe.
- Facilitated the startup planning of the American Indian Trade and Development Council (an organization promoting Indian products and trade with tribes).

*Supervisory Forester (1981-1983)*

- Managed timber sales administration, logging and sales planning, tree nursery operations, and long-term forest management.
- Completed the integration of the Bureau of Indian Affairs and Makah Tribal Council forestry programs that reduced program costs by over 25%.

*Forester (1980-1981)*

- Managed the forest development, roadside maintenance, and tree nursery programs.
- Doubled the production capacity of the tree nursery to 400K seedlings per year.

## Résumé of Calvin Teruo Mukumoto

- Negotiated the first seedling sales contract for the Makah nursery.

1977-1980

Colorado State Forest Service, Colorado State University

Forester

Golden, Colorado

- Forester in the Denver metropolitan and foothills area for the Colorado State Forest Service, a division of Colorado State University.
- Coordinated landowners in four Mountain Pine Beetle control areas (the largest covered 112 square miles).
- Administered and led fire control activities for the district.
- Served on the Jefferson County Fire Council.
- Worked with the media and represented the State at many public meetings. Was credited for providing the best public relations opportunity for the Colorado State Forest Service.
- In 1978, supervised fifty employees in a Mountain Pine Beetle control program.

### Education

1972 - 1977 Humboldt State University Arcata, California  
Bachelor of Science, Forest Management

1985-1987 University of Washington Seattle, Washington  
Master of Business Administration, Executive MBA Program

1984 Nissho Iwai Corporation Tokyo, Japan  
Internship, studying the Japanese forest products market

### Boards, Committees, and Memberships

Oregon Parks Forever  
Portland, Oregon  
Board of Trustees member

Southwestern Oregon Community College  
Coos Bay, Oregon  
Budget Committee member

Oregon State Parks and Recreation Commission  
Salem, Oregon  
Former Chair of the Commission

Oregon State Board of Forestry  
Salem, Oregon  
Former Board member and Vice-Chair

Coquille Economic Development Corporation  
North Bend, Oregon  
Former Board member and Chair

## Résumé of Calvin Teruo Mukumoto

Mith-ih-kwuh Corporation  
North Bend, Oregon  
Former Board member and Chair

The Nasomah Health Group  
North Bend, Oregon  
Former Board member

Makah Forestry Enterprise  
Neah Bay, Washington  
Former Vice-Chair, Board of Directors

Warm Springs Composite Products  
Warm Springs, Oregon  
Former Secretary-Treasurer and Board member

Quinault Nation Single Board Enterprise  
Taholah, Washington  
Former Member of the Board of Directors

Forest Stewardship Council  
Washington, DC  
Former Board member  
Member

Society of American Foresters  
Member

### **Awards received**

Intertribal Timber Council  
1988 Northwest Award for Outstanding Service to Indian Forestry  
Colorado State Forest Service, Colorado State University  
1978 Outstanding Performance Award (State level)

### **Publications**

The Medicine Wheel, Jan 2019, Michigan State University Press  
Sustainability Unpacked, September 2010, Routledge