

September 9, 2021

RE: Oregon State Forester recruitment

Dear Oregon Board of Forestry,

Please see my attached resume for the Oregon State Forester recruitment. I believe you'll find that my past work experience, skills, and abilities demonstrate strong competencies in the required skills, desired skills, and desired attributes for the position. This experience includes a deep familiarity with western forests, forestry, climate change adaptation and mitigation, fire management and fire ecology, and natural resource protection—experience I've gained over the course of my career through a diversity of education, roles, and responsibilities.

In addition to working for the Oregon Department of Forestry (ODF) for the first 14 years of my state government career, I've spent the past 15 years gaining experience in various executive management roles across three different state agencies. This includes two years as the Agency Director for the Department of State Lands (DSL). My background and education has provided me not only with extensive experience as a practical forester familiar with western conditions, but also with a diversity of management and executive leadership work in Oregon state government systems. This encompasses almost two decades of experience in the principles and practices of budgeting, organizational development, employee relations, the planning and coordinating of state agency services, financial management, and interpreting statutes, legal opinions, and state and federal regulations.

In addition, you'll find I have strong competencies in stakeholder management and relationship-building—skills that are critical to being an effective agency leader. I've developed these across many types of relationships over the course of my career which include the Governor's office, the State Legislature, government agencies (Federal, State and Local), and a wide range of public stakeholders. I believe the success I've had in my career is very much connected to success in developing these essential skills.

Principles that guide me as an executive leader include placing the highest priority on ethical behavior and transparency, with an emphasis on forward-looking organizational leadership. An example of this was my executive work at the DSL, leading the department and working directly with each State Land Board member (the Governor, Secretary of State, and State Treasurer) on a long-term solution for the Common School Trust Lands that make up the Elliott State Forest. These lands had been resulting in a net loss to the Common School Fund

for multiple years, and the goal of this project was to identify the needs for structural financial management changes due to changing circumstances. This was a highly contentious public policy effort that played out over a number of years, involving a broad diversity of public input and government agency interests. I believe the Elliott State Forest is currently on a positive trajectory for its future as a result of my accomplishments in my tenure with that department.

You will also find that I have a strong commitment towards fostering and sustaining a culturally competent and diverse work environment. The source of this commitment stems from my years growing up in Hawaii, often referred to as a ‘melting pot’ of diversity. My deep appreciation of diversity, equity, and inclusion from my lived experience during the first 18 years of my life is always with me. As an agency director I offered and encouraged various types of training directed at the benefits of workforce diversity, and I invited guest speakers periodically to present to our entire agency staff. I also personally facilitated as an agency director—co-leading with my HR Director—a day-long Speed of Trust® training for every agency employee. This training emphasizes the value-added of building trust across teams, which also allows for organizations to benefit from greater cultural diversity in the workplace. Specifically related to recruitments, I strive to conduct them in a way that attracts as much diversity as possible. For example, having a recruitment open for an extended period and advertised in a way that gains national or even international exposure is more likely to result in a more diverse applicant pool. Expanding diversity within any workplace has both tangible and intangible benefits that only help make an organization better—something I’ve lived in my youth and in my professional experience as well.

My background as a practical forester familiar with western conditions extends all the way back to my graduate education at the University of Washington College of Forest Resources. After completing my Master of Science degree, I was hired by the Oregon Department of Forestry and worked for their Monitoring Program both collecting field data and analyzing that data to help ensure science and data-based decisions around forest policy, rules, and statutes. Throughout the course of my 14-year career with the ODF, you’ll find proven leadership, vision and a commitment to forests and forest ecosystems, the development and implementation of forest policy, and the various communities that depend upon the social, economic, and environmental resources associated with forests. This was demonstrated in the multiple roles I served with the agency, from forest hydrologist, to policy unit manager, to both the Private and State Forest Division Chief roles. These roles also required honing my skills in facilitating the often difficult and controversial decisions faced by the Board of Forestry, with an authentic respect for both science and values throughout my tenure there.

You’ll also see from my background that I have proven experience leading a natural resource agency, which included anticipating future challenges and

ensuring that the agency was well positioned to adapt to change. In my multiple executive leadership roles with both DSL and ODF, I've also demonstrated the ability to work cooperatively with federal and state partners and stakeholders in striving to make Oregon a forestry leader, acknowledging and promoting the need for new models of forestry that lead to public and private forests that are both ecologically complex and economically viable.

I am also in the unique position to both understand and appreciate the history of forestry in Oregon, while also having a broader view informed by experience both outside of ODF and the state of Oregon. My eight years of experience with DSL and my graduate school experience at Duke University in North Carolina both opened my eyes to different forestry perspectives. These experiences are complemented by the fact that I am an inherently curious leader that thrives on exploring new approaches to solving old problems. You'll find that I'm an eager learner who is openminded and will not hesitate to question the status quo in the pursuit of finding viable solutions to seemingly intractable challenges. At the same time I fully appreciate the value and importance of understanding 'where we've come from' and being respectful of the historic legacy of forestry and its culture.

Finally, you'll find that my colleagues and friends know me as a person who constantly strives to embody a public servant that is driven towards fulfilling the greater public good, with honesty and integrity as core values of mine. I am a forward-looking organizational leader with a proven track record of identifying the effective utilization of agency resources to carry out the organization's priorities, while ensuring the work is in alignment with the agency's mission, vision, and values. I have also successfully provided leadership and management over a number of agency improvement efforts throughout my career, contributing to my broad experience in successful organizational growth and development. Further, I've accomplished this with the ability to be firm, fair, and unbiased in carrying out my professional responsibilities; highly effective in communicating orally and in writing; and successful in supervising, organizing, and motivating employees. And the fact that I've worked at both the Assistant Director and Director levels for a diversity of State agencies will provide valuable insights and perspectives to the position, the agency, and the Board.

I very much appreciate your time and attention in reviewing my application and look forward to the opportunity to interview for the Oregon State Forester position.

Regards,

Jim Paul

JIM PAUL

PROFESSIONAL EXPERIENCE

ASSISTANT DIRECTOR, ADMINISTRATIVE SERVICES DIVISION, OREGON DEPARTMENT OF CORRECTIONS – MARCH 2018 TO PRESENT

Manage and direct the Department of Corrections Administrative Services Division, which includes leadership and management of the Information Technology, Facilities, and Distribution Services sections. Responsible for the development of program rules and policies, long- and short-range goals and plans, program evaluation, and budget preparation. Manage directly and through subordinates about 180 professional, technical and clerical employees; a biennial operating budget of approximately \$65 million; and a capital improvement/renewal budget of approximately \$120 million.

Responsible for executing principles and processes involved in business and organizational planning, coordination and execution. Oversight of Division strategic planning, resource allocation, and the implementation of Division strategies, priorities, and organizational development. Serve as a senior-level manager, information technology strategist, and advisor to the Executive Team and Director on emerging technologies. Facilitate strong communication with the Governor's office, the Legislature, other agencies, and stakeholders to ensure alignment between business and technology initiatives. Responsible for providing leadership within the department in aligning facilities and technology planning with agency's long-term strategic direction.

AGENCY DIRECTOR, OREGON DEPARTMENT OF STATE LANDS – FEBRUARY 2016 TO FEBRUARY 2018

Responsible for the development of program rules and policies, long- and short-range goals and plans, program evaluation, and budget preparation for the Department of State Lands. Managed directly and through subordinates an agency with over 100 professional, technical and clerical employees; and a biennial budget of over \$40 million. Responsible for exercising strong business acumen to produce revenue and other benefits from Common School Fund financial assets of over \$1 billion, and from the management of 1.5 million acres of Common School Fund real property assets. Land management oversight responsibilities that included climate change adaptation and mitigation, and ensuring natural resource protection across a broad range of land and waterway environments. Fostered positive relationships and strong communication with the Governor's office, Legislature, and other agencies and elected officials.

Regular interactions with the Governor's office, the Legislature, and stakeholders to successfully manage the Department's finance, business, and technology initiatives. Communicated information effectively in a variety of settings, from one-one-one to agency-wide, and through various presentations and written formats. Extensive experience with managing and providing oversight over complex finances and budgets and the state legislative process. Successful in working in a nonpartisan capacity overseeing the work of the State Land Board that frequently involved managing to successful agency outcomes within a heightened political environment.

ASSISTANT DIRECTOR, COMMON SCHOOL FUND PROPERTY PROGRAM, OREGON
DEPARTMENT OF STATE LANDS – MAY 2010 TO JANUARY 2016

Provided leadership over and management of the Common School Fund Property Program, which included responsibility for the development of program rules and policies, long- and short-range goals and plans, program evaluation, and budget preparation. Responsible for organizational and budget oversight of multiple programs that included real property management for the agency, and unclaimed property and estate program administration. Managed directly and through subordinates about 35 professional, technical and clerical employees.

Maintained and developed program rules and policies to produce revenue and other benefits from 1.5 million acres of Common School Fund real property assets. Responsible for oversight and implementation of property development and management, various types of contracts, land leasing, exchanges, and sales. Provided leadership, vision, and commitment to natural resource management, natural resource policy, and the various communities that depend upon social, economic, and environmental resources associated with forest, waterways, and rangeland environments. Increased public awareness of the Department and its programs and built support among the public, legislators, beneficiaries, and constituents. Represented the Department at the State Legislature for program-specific budget and policy issues.

PRIVATE FORESTS DIVISION CHIEF, OREGON DEPARTMENT OF FORESTRY –
JUNE 2008 TO APRIL 2010

Provided leadership and management to the Private Forests Division, which included responsibility for the development of program rules and policies, long- and short-range goals and plans, program evaluation, and budget preparation. Managed directly and through subordinates about 30 professional, technical and clerical employees. Oversight of the Division included responsibility of multiple programs including the Private Forest, Resources Planning, and Partnership Development programs. Division responsibilities also included policy and rule development, interpretation of statutes, legislative proposals, budget oversight and management, and enterprise alignment necessary

to carry out the mission of the Board of Forestry and the Department. Represented the Department at the State Legislature for division-specific budget and policy issues.

STATE FORESTS DIVISION CHIEF, OREGON DEPARTMENT OF FORESTRY –
JUNE 2006 TO MAY 2008

Managed and directed the State Forests Division, which included responsibility for the development of program rules and policies, development of long- and short-range goals and plans, program evaluation, and budget preparation. Managed directly and through subordinates over 50 professional, technical and clerical employees. Oversight of the Division included leadership and management of the State Forest and Urban and Community Forestry programs. Division responsibilities also included policy and rule development, interpretation of statutes, legislative proposals, and enterprise alignment necessary to carry out the mission of the Board of Forestry and the Department. Represented the Department at the State Legislature for division-specific budget and policy issues.

POLICY UNIT MANAGER, PRIVATE FORESTS PROGRAM, OREGON DEPARTMENT OF FORESTRY
– FEBRUARY 2005 TO MAY 2006

Responsible for supervision and management of the Unit, including the development of program rules and policies to implement Legislative and Board of Forestry direction articulated in the Forestry Program for Oregon, Agency Strategic Plan, Forest Practices Act, and Oregon Plan for Salmon and Watersheds. Developed, recommended, and administered cooperative agreements with other state agencies and stakeholders to maintain and improve program effectiveness and success. Responsible for implementation of the Board of Forestry Work Plans specific to the program.

OPERATIONS UNIT MANAGER, STATE FORESTS PROGRAM, OREGON DEPARTMENT OF
FORESTRY – OCTOBER 2003 TO JANUARY 2005

Responsible for supervision and management of the Unit, including the development of program rules and policies, development of long- and short-range goals and plans, program evaluation, and budget preparation. Provided oversight and coordination of the development of Annual Operations Plans statewide, and the rules and policies necessary to complete those plans. Oversaw the development and implementation of the first-ever State Forests Watershed Analysis Manual for the State Forests Program.

FOREST HYDROLOGIST, FOREST PRACTICES PROGRAM, OREGON DEPARTMENT OF FORESTRY
– SEPTEMBER 1999 TO SEPTEMBER 2003

The senior technical advisor to agency staff and field offices on hydrology, riparian management, and fish/aquatic biology issues. Provided analysis and recommendations for policy, technical, and administrative changes related to forest practices policies, rules, and statutes. Evaluated water related issues and regulations of other natural resource agencies to ensure consistency with forest practices program, and provided support to the forest practices monitoring program. Presented technical material to the Board of Forestry in support of furthering the agency's short-term and long-term goals for water related issues.

POLICY ANALYST, FOREST PRACTICES PROGRAM, OREGON DEPARTMENT OF FORESTRY –
JANUARY 1998 TO AUGUST 1999

Provided technical and other support to the Board of Forestry advisory committee on salmon and watersheds. Also provided technical assistance and evaluation of policy implications on issues involving the effectiveness of forest practices in meeting water quality standards. Lead the implementation of adopted policies and rules through the development of guidance, administrative procedures, training, and field consultation.

MONITORING ASSISTANT, FOREST PRACTICES PROGRAM, OREGON DEPARTMENT OF
FORESTRY – JUNE 1996 TO DECEMBER 1997

Responsible for assisting with the field data collection, supervision, and management of the landslide monitoring project in the completion of the "ODF Storm Impacts and Landslides of 1996 Study". Co-author of final report, providing recommendations for the development of program rules and policies to address findings.

EDUCATION

Master of Science, Forest Engineering (Hydrology), University of Washington, Seattle, WA

Master of Forestry (first year), Duke University School of Forestry, Durham, NC

Bachelor of Arts, Politics, Whitman College, Walla Walla, WA