

## **DRAFT** October 9, 2019 Board of Forestry Retreat

In attendance:

Board members:

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

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

Salem Staff:

*Peter Daugherty*  
*Lena Tucker*  
*Bill Herber*  
*Chad Davis*  
*Jacqueline Carter*  
*Joy Krawczyk*  
*Doug Grafe*  
*Liz Dent*  
*Dave Lorenz*  
*Kyle Abraham*  
*Tricia Kershaw*  
*Andy White*  
*Mike Shaw*  
*Hilary Olivos-Rood*  
*Brandy Ritter*  
*Marganne Allen*  
*Terry Frueh*

*Mike Kroon*  
*Sabrina Perez*  
*Jennifer Erdmann*  
*Kristin Dodd*  
*Brian Pew*  
*Teresa Alcock*  
*Mike Totey*  
*Josh Barnard*

Governor's Natural  
Resources Office:

*Berri Leslie*  
*Jason Miner*

Media:

*Ted Sickinger*

Public:

*Doug Cooper*  
*Seth Barnes*  
*Gary Springer*  
*Jeremy Felty*  
*Kevin Godbout*  
*Chandra Ferrari*  
*Patti Case*  
*Rex Storm*  
*Mary Scurlock*  
*Bob Van Dyk*  
*Kaola Swanson*  
*Shawn Morford*  
*Cindy Roberts*

### **Meeting called to order at 9:03 am**

Chair Imeson announced that no decisions will be made at the Board retreat, even though a quorum is present, and no public comment period will be provided. He announced the executive session will be used for the State Forester's annual performance appraisal and asked for State Forester Daugherty to provide opening comments.

Daugherty outlined the retreat agenda, introduced the guest facilitator Robin Harkless from National Policy Consensus Center (NPCC) and the moderator for the day, Sabrina Perez, the Department's Senior Strategy Manager. He commented on the challenging past year, in particular, the working relationship between the Board and himself. Daugherty emphasized his commitment to following up with the Board and asked the Board to be candid in his performance review on how he can rebuild trust and Board relationships. He apologized to the Board on his communication faults and vowed to improve his methods to ensure the Board has a clear understanding of the Department's issues moving into the future. Chair Imeson offered his thoughts on the retreat agenda, reminded the Board members of the future transition ahead of them as a governance board, and thanked the moderator and facilitator for their roles in allowing for full Board participation.

### **Review of Board 2018 Self-Evaluation:**

Sabrina Perez, Retreat Moderator, provided background on the Board Governance Performance Self-Evaluation, and distributed the evaluation ([handout](#)) that was originally distributed to the Board at the July 24, 2019 Board of Forestry meeting. She reviewed the evaluation results in sequential order and opened up Board discussion for each item.

Board members provided observations about the evaluation process, expanded upon the evaluation items that had additional comments, and offered feedback to the Department around Board work.

- Commented on the generality of evaluation criteria.
- Discussed agenda structure, meeting frequency, and time limitations.
- Reviewed the challenges in balancing work time as Board dynamics and priorities change.
- Increased awareness around the substance and value of the Board topic.
- Commented on the communication opportunities and challenges between the Board, as well as the Department before, during, and post meetings.
- Brainstormed procedural solutions to help clarify Board direction for the Department.
- Explored what Board work can look like under the rules that govern their work.
- Commented on how working together as a Board has many benefits.
- Reviewed the purpose of key performance measures, and relevancy of metrics.
- Discussed the value and methods for key communications.
- Explored the idea for field tours and meetings at different locations two times a year.
- Commented on a dashboard mechanism to track the agency's benchmarks and to highlight any issues for high-level use by the Board and the Department. Considered the frequency of budget reporting.
- Commented on compliance audit issues and suggested follow up by the Department to conduct an outside review and share findings with legislators and the Board. State Forester reminded the Board on the context of the audit item associated to Secretary of State Audits and internal audits.
- Discussed the financial framework and mechanisms for long-term funding projections, what information is provided to the Board to better understand the measures have been taken by the Department, and what levers can be adjusted to ensure financial sustainability. Reviewed the proactive measures and cost-containment approaches the Department has taken towards sustaining State Forests funding. Further discussed the Board's role in guiding the vision for managing public lands well, and meeting public expectations even while unexpected issues arise.
- Explored the Board's responsibilities and roles, spoke on the value of the retreat and training.
- Suggested establishing a liaison role with the Oregon Department of Fish & Wildlife Commission. Reviewed the historical and statutorily-required liaison roles the Board takes on and discussed the value of these roles. Commented on ways to improve the liaison appointment process and how communication is shared among the Board on these appointments.
- Shared that the Board could be more effective in working with their stakeholders.

Sabrina Perez reconvened the morning session, and State Forester Daugherty reminded the Board about the retreat agenda's flexibility. He asked if Board members would like to make any general comments about the working relationship between the Board and Department, and explore opportunities to improve.

Board members discussed among themselves and with the Department on opportunities to build working relationships, as well as their own. The Board offered general comments on agenda organization, board meeting and field trip scheduling, and Board functional procedures.

- Considered structuring the agenda with decision items at the front end of the agenda with the understanding that all information items set later in the meeting do not provide additional context for Board deliberation and vote. Commented on the Chair's leadership role to keep the Board on topic and on time, recognizing all Board members are expected to be mindful and accountable for their actions.
- Observed increased public attendance for critical or controversial topics and the amount of time needed for deliberations of these topics. Acknowledged meeting fatigue and proposed solutions.
- Preferred State Forester comments with public comments to remain at the front of the agenda.
- Discussed how to streamline Board member requests for agenda items or additional information. Outlined best practices and vetting process for when two board members submit agenda requests. Commented on past agenda-setting methods benefits and drawbacks. Discussed the importance of the Board to offer clarity and outline specifics with requests to ensure what is organized to be presented fits the requestor's intent and contributes to the Board's scope of work.
- Expressed how Board attitudes have shifted and are less aligned on difficult decisions. Discussed how Board dynamics are changing and relational trust is built over time, recognizing how difficult it is to cultivate within a public forum. Discussed staff recommendations and Board deliberation, which may not align and can create tension. Mentioned opportunities for Board members to gain familiarity with one another and with department staff to develop meaningful relationships. Acknowledged Board members need more time to reflect on the group and staff dynamics and would like to offer solutions at a later time.
- Discussed avenues for the Department staff to formally check in with the Board to forecast outlook of work completion, feasibility that staff work will meet Board's request, or will be productive for Board work. Board members commented on a Chair summary as a mechanism to regulate Board deliberation and could provide an opportunity for the Department to seek clarity from the Board.
- Stated the likelihood for transitional growing pains with future Board onboarding, and apologized to staff as they encounter these hurdles.
- Department closed out self-evaluation discussion by asking the Board members to submit their ideas on how to make the report more substantive and meaningful for the Board to respond to. Recommended for the Board members to send their thoughts to the Administrative staff, they can compile them and bring them back to the Board for further discussion and Board action.

**Review of Forestry Program for Oregon (Attachment):**

State Forester Daugherty provided the background, relevance, and utility of the Forestry Program for Oregon. He reviewed the purpose of the Forestry Program for Oregon, derived for the public interest, and a strategic vision for the Board and Oregonians. Explained the importance of the Forestry Program for Oregon plan ties to overall Board governance in policymaking and alignment of Department work. Chad Davis mentioned how the mission, vision, and values are unpacked through the plan's goals and objectives, highlighted some areas that may resonate with the Board during this discussion.

Robin Harkless, NPCC Facilitator, recapped on what she heard from the Board around their desire to better align and understand procedurally how the Board can approach decision-making, as well as consider what drives their decision-making. Asked the Board to think about common reference points they use as a collective body, to inform their decisions, and how they use the values from the Forestry Program for Oregon when making policy decisions. Opened up Board member discussion on values, how they align or conflict, review of what is missing or in need of revision.

Board members provided feedback on the Forestry Program for Oregon:

- Commented on focusing on what has changed from 2011 to now, from population expansion, to fire season and climate changes affecting public social-economic interests. To ensure these dynamics are addressed in the value statements and include natural resource communities input as the Forestry Program for Oregon plan is revised.
- Identified some factors that have not changed, like Federal forests acreage, management of these forests, and how they contribute to environmental quality and forest landscape resiliency.
- Suggested revision of Goal B, considering the significant decline in forest harvesting across the State, implications this has on the Board's vision, mission, and goals.
- Discussed as revision begins, the Board to look at active management and legacy of forest conditions, rural economic opportunities, reciprocal relationship between forest stewardship and forest management to generate forest benefits. Commented that the Board will also need to consider the tradeoffs, on environmental values, reconciliation, and understanding of forest resilience in the context of short- and long-term goals.
- Reviewed elements that are missing among the value statements, like climate change, and how climate change may be integral to achieve these Board values. Discussed expansion on types of management, whether active, passive, or inactive. Commented on the unique role Oregon has in carbon storage, and the adaptive capacity of forest systems as they shift through time.
- Discussed the 2019 Oregon Forest Resource Institute Values and Beliefs Survey ([handout](#)), provided at the April 24 and September 4 Board meetings, and how the Board may need to consider integrating into work plans.
- Commented on the State level roles of the Board, the need to update the Forestry Program for Oregon. Considered crafting a frame of reference of what climate change means as a value statement, and discussed how this Board work may be sustained by future boards.
- Stated value statement number six needs to be removed or altered to include strengthening the rural communities' economies, balancing it with conservation efforts and recreation value.
- Commented on the enormity and complexity of the issues in front of the Board, recommending to not let these issues paralyze Board action and for the Board to agree on a uniform fashion to present, hear, and discuss these issues. Considered dedicating time to brainstorm and plan for the Board transition, as the Forestry Program for Oregon is revised, background on Board decisions to inform the legacy of their work for future Boards. Commented how Board work and the Forestry Program for Oregon revision may assist with the upcoming transition, to help align the Board and unify strength between the Board and Department.
- Closed out morning session acknowledging that more work will need to be done by the Board, and how the Department can help provide opportunities for this work.

Sabrina Perez engaged the Board in the afternoon session and opened it up to State Forester Daugherty to review the purpose of the retreat as it links to the workshop. Daugherty reviewed the goals of the workshop, what will be presented, and the Board's opportunity to work on group dynamics as it relates to policy decision-making. Robin Harkless from NPCC elaborated on her facilitator role as the Board begins their journey in revising the Forestry Program for Oregon, to help shape the discussions, to help address shifts in working relationships, and decision-making as a Board. She offered a summary of the Board's morning discussion as a baseline and desire around Board work.

Harkless reviewed structural and operational items that were explored by the Board.

- Agenda setting with Board priorities, flexibility, and adaptability.

- Establish a mechanism or iterative process to allow for open communication between Department staff and the Board on impasses or progress.
- Determine protocol around what key communications are essential and non-essential for Board members, and at what level the communications include Board input or awareness.
- Expressed desire for a budget tracking mechanism.
- Value of coordination with natural resource agencies through liaison positions, and communication around liaison appointments.

Harkless reviewed what informs decision-making and the approaches to consider.

- Information on public values and public input, as it relates to the values in the Forestry Program for Oregon.
- Establish a procedure or framework for decision making on large complex issues as a Board. Discussed how this may help the Board work towards consensus, recognize when an impasse is met, and create exit routes from the impasse.
- Depth of staff recommendation, conceptualization, and development. Board engagement in sorting through decision, in prioritizing what needs to be included in recommendation, and in identifying thresholds for the Department to return to the Board.

Harkless commented on the opportunities for the Board to integrate these areas of consideration into their two-year work plans, and it is up to the Board to engage in the work plan development. Board members offered feedback on the retreat and the upcoming November workshop.

- Expressed difficulty in rectifying the workshop purpose, value, and outcome for the Board.
- Discussed the genesis and morphing of the workshop as member feedback came in, to ensure the value and outcomes generated can benefit the Board function. Wicked problems have been observed as the most challenging for the current Board to work through, and from the retreat's discussion highlighted the lack of procedures to gain alignment among the Board.
- Identified lack of interpersonal communication and interaction could be another component that challenges Board functionality. Expressed desire to meet socially to foster some relational understanding, and cultivate trust among each other. Reviewed potential opportunities for engagement beyond creating more time on the agenda for authentic Board discourse.
- Identified personal values as an element that may challenge Board dynamics. Discussed how different each Board member can understand an issue, can interpret public interest, and can accept risk and uncertainty on science-informed issues.
- Discussed the value behind adding diversity, equity, and inclusion as a value statement and may require intentional work by the Board.
- State Forester mentioned that a safe and inclusive work environment is not included in the Forestry Program for Oregon, and building productive working relationships.

Harkless closed the discussion by challenging the Board to think about times when science was not enough to make a decision on a wicked problem, and what other sources of information did the Board members use to inform their decision. She recommended to use this thinking and what they learned from the retreat, as building blocks for greater Board discussions scheduled for the November workshop. Board members suggested less structure and more flexibility at the workshop, to allow for more meaningful discussions to take place with a closeout at the end. Liz Dent, State Forests Division Chief, clarified how the scheduled scientists' presentations will be catalysts for the series of Board discussions. Board members requested follow-up events for members to work through the group dynamics and board

procedures discussion. State Forester Daugherty thanked the Board for their feedback and will support this work, as the retreat and workshop are seen as part of a series of work to come. He emphasized that Department staff will come together to think about Board feedback, and may elicit further information from the Board.

Sabrina Perez reorganized the afternoon portion of the agenda and outlined the changes to the Board that included interweaving the Board work plan recap with the Agency Strategic Initiatives discussions.

**Agency Strategic Plan Introduction:**

Bill Herber, Deputy Director for Administration, provided an overview of the agency's strategic plan process, the proposed utility of the plan, and operational design for the plan to carry out policy decisions. He reviewed the intent behind the agency's strategic plan, highlighting different aspects and their linkages to the Forestry Program for Oregon. Shared the vision for the agency's strategic plan, and the phased approach in developing the agency's plan. He provided the diversity, equity, and inclusion linkage, as an example of how value can intertwine with both the visionary and operational plans, as well as how the Department staff and State Forester carry out this value in agency work. Herber closed by explaining the overall goal of the agency's strategic plan and how it is projected to be used as the agency matures.

**Agency Strategic Initiatives – Board Discussion and Input:**

Chad Davis explained the purpose and relevance of the Board and Department planning cycles, as well as outlined how the work plans are developed and when they are projected to be presented to the Board. He described how the agency strategic initiatives feed into the development of work plans and contribute to agenda-setting over the next two-year period. Davis framed what each division or program will be presenting to the Board members, communicated opportunities for feedback, and Board discussion.

Kyle Abraham, Private Forests Division Chief, reviewed the Private Forests Strategic Initiatives ([Attachment](#)), described the background and purpose of each initiative, listed the key components and projected approach to complete division work. Board members and Department staff discussed the following:

- Suggested another item be added to list, audit compliance design for annual monitoring report.
- Inquired about the number of full-time equivalent (FTE) positions versus a number of Oregon State University (OSU) extension positions that are contributive to the department work.
- Discussed the opportunity and likelihood of creating administrative rules that include multiple species. Abraham commented this would take a reprioritization of work and procedure to take on this approach versus what the division is currently doing.
- Discussed the projected addition of interagency coordinated monitoring. Inquired how the Division would prioritize their work with the complex topics already slotted as a continuing work, and whether they could present it to the Board. Contemplated whether Division had the bandwidth to review the FPA rules to respond to new sciences, and may need to be done in partnership with other divisions and other agencies (e.g., climate change).
- Review all of the FPA rules to determine which may need to be updated in light of new scientific information on climate change.

Liz Dent, State Forests Division Chief, reviewed the State Forests Strategic Initiatives ([Attachment](#)), described the background and purpose of each initiative, listed the key components and projected approach to complete Division work. Board members and Department staff discussed the following:

- Reviewed State Forests fund diversification by creating a legislative concept (LC), and consider implementing fees around recreational activities. Dent explained there are narratives around recreational services that can act as hurdles, however transferring out of ownership to a county level may be an option. Mentioned county to county agreements alters the funding, to help offset the costs to maintain the state forests. Considered the possibility to create recreational agreements similarly with funding structure alike the county timber sales. Discussed the role Tillamook Forest Heritage Trust plays with recreational outreach and education, as well as in partnership development.
- Interest in working on LC development in trust land transfer from the agency perspective.
- Suggested developing and submitting a Recreation, Education and Interpretation Policy Option Package (REI POP).
- Sought more information on which lands to sell under the proposed LC on authority to sell State Forests' parcels.
- Inquired about more information around how the staffing levels may impact every level of the three-tiered State Forest's long-term financial projections.

Doug Grafe, Fire Protection Division Chief, reviewed the Fire Protection Strategic Initiatives ([Attachment](#)), described the background and purpose of each initiative, listed the key components and projected approach to complete division work. Commented on how much of this will be adjusted based on the recommendations that come out of the Governor's Wildfire Response Council and report out on the status of House Bill 2222. Board members and Department staff discussed the following:

- Inquired on an update on the backlog of recovery on federal monies collected. Grafe commented on the current accounts receivable, and how this impacts the hiring of positions. Discussed how the long-term recommendations will address the solvency of funding of fires, and financially dependent positions. Suggested for the Division to not be shy in addressing the needs to properly fund fires in future communications to the Board.
- Develop and include the other division components in the sustainable fire organization initiative.

Bill Herber, Deputy for administrative Branch, reviewed the Administrative Strategic Initiatives ([Attachment](#)), described the background and purpose of each initiative, listed the key components and projected approach to complete division work. Board members and Department staff discussed the following:

- Considered adding to agenda a presentation on the financial dashboard projected design, to ensure it has what the Board needs to stay informed.
- Inquired if there is a way to track the number of public information requests, based on workload/number of FTE's, and report back to Board or can this information be incorporated into an administrative dashboard that can be tracked over time.
- Inquired about the Department's facilities capital management plan alignment with district budgets and committees.

Herber stated he can provide further information on these items to the Board.

Chad Davis, Partnership and Planning Director, reviewed the program's strategic initiatives ([Attachment](#)), described the background and purpose of each initiative, listed the key components and projected approach to complete program work. Explained how interlinked some of the program initiatives are with other division work. Board members and Department staff discussed the following:

- Reviewed the Good Neighbor Authority (GNA) program progress and status. Discussion around developing policy guidance moving from pilot to operational program, whether if there is some

utility around policy discussions with Board of what they are trying to achieve on the state-level. Considered the review of the GNA operational capacity and process efficiency or will a strategic approach and policy need to be created. Recommended exploring discussion further with shared stewardship agreement at the Subcommittee for Federal Forests.

- Glad to see the carbon mitigation and climate adaptation work in the climate initiative.
- Discussed the opportunity to think about incorporating climate change in logistical planning and how it relates to the Forestry Program for Oregon. Desire to see climate change implications in all work.
- Suggested a couple of years may be required to revise the Forestry Program for Oregon. Davis would like time to think about how to transition and maintain the review of the Forestry Program for Oregon in a phased-approach.
- Addressed the need for a subcommittee of the Federal Forests meeting. Considered how does the Board nexus with Governor's Wildfire Response Council (GWRC) recommendations within the work plans and subcommittee work.

Board members offered their opinion on how the retreat worked, flowed, and stated it was their most productive strategic planning retreat to date. State Forester Daugherty thanked the Board for their candor, acknowledged the good work achieved at the retreat, and planned to work with the Board to continue developing work relationships. Board Chair Imeson appreciated the spirit of the retreat, the opportunity to share, the flexibility, and shared his hope that the retreat provides a foundation for greater conversations in the coming year.

**Executive Session:**

Chair Imeson proceeded with the formal Executive Session announcement.

The Board of Forestry concluded the retreat's discussion and entered into Executive Session for the purpose of reviewing the State Forester's Annual Performance [ORS 192.660(2)(i)]. No decisions were made during the Executive Session.

**The Board exited the Executive Session and adjourned the meeting at 5:10 p.m.**