

Framework for Developing Oregon’s 20-Year Strategy that Prioritizes Restoration Actions and Geographies for Wildfire Risk Reduction

Draft

Table of Contents

Purpose of this Framework Document	2
Shared Stewardship MOU, Senate Bill 762, and Wildfire Management Strategies	2
Shared Stewardship MOU.....	3
Senate Bill 762	4
Wildfire Management Strategies	4
Implementing Shared Stewardship in Oregon	5
Governance Structure and Engagement Mechanisms	6
Strategic Leadership Group (SLG).....	7
Agency Coordination & Implementation Group (ACIG)	7
Scientific and Resource Assessment Team	8
Communications Team	8
Tribal engagement mechanisms	8
Stakeholder engagement mechanisms	8
20-year Strategic Plan	9
Draft outline of the 20-year strategic plan.....	10
Proposed vision statement for the 20-year strategic plan.....	11
Proposed strategic elements.....	11
Proposed prioritization process	12
Prioritization criteria.....	12
Accountability mechanisms and metrics.....	13
Products needed to produce the 20-year Strategic Plan	14
Timeline	15
Appendix	16
Historical Context	17

Purpose of this Framework Document

On August 13, 2019, a Memorandum of Understanding (MOU) on Shared Stewardship was signed by state and federal officials to document the commitment of the State and the United States Forest Service to work collaboratively to create a shared stewardship approach for implementing land management activities in the state of Oregon.

Subsequently, on July 19, 2021, Governor Brown signed into law Senate Bill 762 (SB 762 - an act relating to wildfire; and declaring an emergency) which, in Sections 18-20 (Reduction of Wildfire Risk) directs the Oregon Department of Forestry to design and implement a program to reduce wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuel on public or private forestlands and rangelands and in communities near homes and critical infrastructure. SB 762 also directs the department to develop a 20-year strategic plan, as described in the Shared Stewardship Agreement signed on August 13, 2019, that prioritizes restoration actions and geographies for wildfire risk reduction.

This Framework document is intended to address how state and federal agencies plan to implement the directives and intentions of the Shared Stewardship MOU and SB 762. This Framework is part overview and part workplan. Its aim is to clarify the work needed and to create alignment among interested parties. It includes a proposed governance structure to support agency coordination and decision-making, a proposed mechanisms for Tribal and Stakeholder engagement, and proposed processes and approaches for developing the 20-year Strategic Plan.

It is important to note that this document represents proposed approaches at an early point in the development of Shared Stewardship. None of these proposals are final. All of the proposed approaches are expected to evolve and potentially change as additional feedback is received and as lessons are learned through implementation.

Currently, each state and federal agency establishes its priorities and investments largely independently of one another. In addition, each agency has developed strategies, plans and programs that guide agency activities. By standing up a shared stewardship governance mechanism, developing a 20-year Strategic Plan shared by federal and state agencies, and jointly implementing the Plan over time, it is hoped that Oregon can create a coordinating umbrella for federal and state efforts aimed at ecosystem resilience. If successful, this work will transform how landscape-level challenges are addressed and can realize the MOU's vision of healthy and resilient forests, ecosystems, and landscapes.

Shared Stewardship MOU, Senate Bill 762, and Wildfire Management Strategies

This Framework responds to obligations described in the Shared Stewardship MOU signed in 2019 and in SB 762, enacted into law in 2021. It also advances recommendations contained in The National Cohesive Wildland Fire Management Strategy and the Oregon Governor's Council on Wildfire Response. Key components of these documents are described below.

Shared Stewardship MOU

The Memorandum of Understanding on Shared Stewardship was signed on August 13, 2019 by state and federal officials to document the commitment of the State, represented by the Governor's Office and Oregon Department of Forestry, and the Forest Service, to work collaboratively to create a shared stewardship approach for implementing land management activities in the state of Oregon.

The MOU states that “The purpose of this MOU is to formalize and document our intention to work together across Oregon’s lands to achieve desired outcomes at the most appropriate scale. We will employ a strategy with three core elements:

1. Jointly determine management needs at the statewide scale;
2. Do the right work in the right place at the right scale; and
3. Use all available tools.”

The MOU emphasizes the importance of the “Oregon Model,” involving collaborative groups that work to bring together diverse interests, find common ground, and build greater support for large-scale restoration projects. The MOU also states that “Needed restoration work spans forest types and ownership boundaries, and the current level of available funding requires prioritization.”

The MOU provides the following statement of mutual benefit and interests:

- A shared vision of healthy and resilient forested ecosystems, vibrant local economies, healthy watersheds with functional aquatic habitat, and quality outdoor opportunities for all Oregonians;
- A governance process that respects and builds on Oregon's grassroots collaborative approach;
- A 20-year strategic plan that prioritizes restoration actions and geographies for wildfire risk reduction that can be used to direct federal, state, and private investments in a tangible way;
- A revised Oregon Forest Action Plan that identifies opportunities for all-lands restoration and details priorities to guide delivery of programs specific to National Forests, state, and private lands; and
- A science-based and tractable monitoring and accountability approach to measure outcomes by which we can gauge progress and adjust the approach accordingly

The MOU also lists the following operating principles:

- Open, transparent, inclusive, and accountable processes that will allow other interested parties (e.g., federal agencies, Tribes, state agencies, non-governmental organizations, and collaboratives) to join in this shared stewardship agreement.
- Frequent communication that builds and sustains durable relationships among agencies, partners, and stakeholders;
- Support and build on Oregon's collaborative approach for developing local solutions and providing input to statewide priorities, desired outcomes, and metrics;
- Use adaptive management approaches that include: experimenting, learning, and implementing work to achieve outcomes at scales that are meaningful;
- Maintain our all-lands, all-hands approach of cross boundary partnerships for landscape- scale restoration; and
- Focus on outcomes with appropriate metrics, in addition to outputs.

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Senate Bill 762

[Senate Bill 762](#) is comprehensive legislation passed with bipartisan support provides more than \$220 million to help Oregon modernize and improve wildfire preparedness through three key strategies: creating fire-adapted communities, developing safe and effective response, and increasing the resiliency of Oregon's landscapes. The bill is the product of years of hard work by the Governor's Wildfire Council, the Legislature, and state agencies.

In addition to the Shared Stewardship MOU, SB 762 guides the work outlined in this Framework. Section 18 of SB 762 (Reduction of Wildfire Risk), states

The State Forestry Department shall design and implement a program to reduce wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuel on public or private forestlands and rangelands and in communities near homes and critical infrastructure.

SB 762 also directs ODF to develop a 20-year strategic plan as described in the Shared Stewardship MOU, engage with tribes and stakeholders, and provides criteria to prioritize landscapes for treatment.

Wildfire Management Strategies

Strategic efforts to address wildfire at the national and state levels are also relevant to Shared Stewardship and the 20-year Strategic Plan. These include The National Cohesive Wildland Fire Management Strategy and the Oregon Governor's Council on Wildfire Response.

The National Cohesive Wildland Fire Management Strategy was published in 2014. It responds to a Congressional mandate to develop a strategy that comprehensively addresses wildland fire management across all lands in the United States. The National Strategy establishes three goals:

- Restore and maintain landscapes: Landscapes across all jurisdictions are resilient to fire-related disturbances in accordance with management objectives.
- Fire-adapted communities: Human populations and infrastructure can withstand a wildfire without loss of life and property.
- Wildfire response: All jurisdictions participate in making and implementing safe, effective, efficient risk-based wildfire management decisions

The first goal, Restore and maintain landscapes, is directly relevant to Shared Stewardship and its vision of healthy and resilient ecosystems. The National Strategy addresses hazardous fuels management, federal investment in reducing fuels and a prioritization process with regional and national components.

The Governor's Council on Wildfire Response was established by Executive Order 19-01 on January 30, 2019. The Executive Order directed the Council to review Oregon's current model for wildfire prevention, preparedness and response given increasing wildfire risks. Following its review, the Council recommended comprehensive change and proposed adopting the framework proposed by the National Cohesive Wildland Fire Management Strategy.

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Eight of the Council's recommendations focused on restoring and maintaining resilient landscapes:

- Leadership & Governance regarding the deployment of significant state resources for restoration treatments.
- Near-Term Capital Infusion
- Prioritization
- Near-Term Restoration Treatments
- Building Project Pipeline
- Capacity Building
- Program Expansion including prescribed burns, restoration treatments on rangelands, and timber monetization
- Long-Term Barriers: increase pace and scale of annual treatments and leverage the opportunity presented through the Shared Stewardship Agreement to coordinate efforts with the US Forest Service

These recommendations were carried to preceding legislative assemblies and culminated in the passage of Senate Bill 762 by the 2021 Legislature.

Implementing Shared Stewardship in Oregon

The MOU and SB 762 direct federal and state agencies to develop shared priorities and coordinated investments toward the long-term vision of healthy and resilient forested ecosystems, vibrant local economies, healthy watersheds with functional aquatic habitat, and quality outdoor opportunities for all Oregonians. By coordinating the investments of respective state and federal agencies across targeted landscapes, the Shared Stewardship vision can be achieved faster and more efficiently.

There are two key components that advance and support implementation of shared priorities and coordinated investments. One is the 20-year Strategic Plan, which will articulate shared priorities among state and federal agencies to achieve the vision. The other is the governance structure, which provides forums for engagement and coordination among federal, state, and local governments; Tribes; forest industries; environmental groups; other non-governmental organizations; and collaboratives. The governance structure, and specifically the Strategic Leadership Group, also provides a forum for decision-making among state and federal agency leaders related to Shared Stewardship implementation. Thus, the 20-year Strategic Plan and the Shared Stewardship governance structure are the mechanisms for implementing Shared Stewardship in Oregon.

The following sections of this Framework describe the proposed governance structure and the proposed approach for developing the 20-year Strategic Plan.



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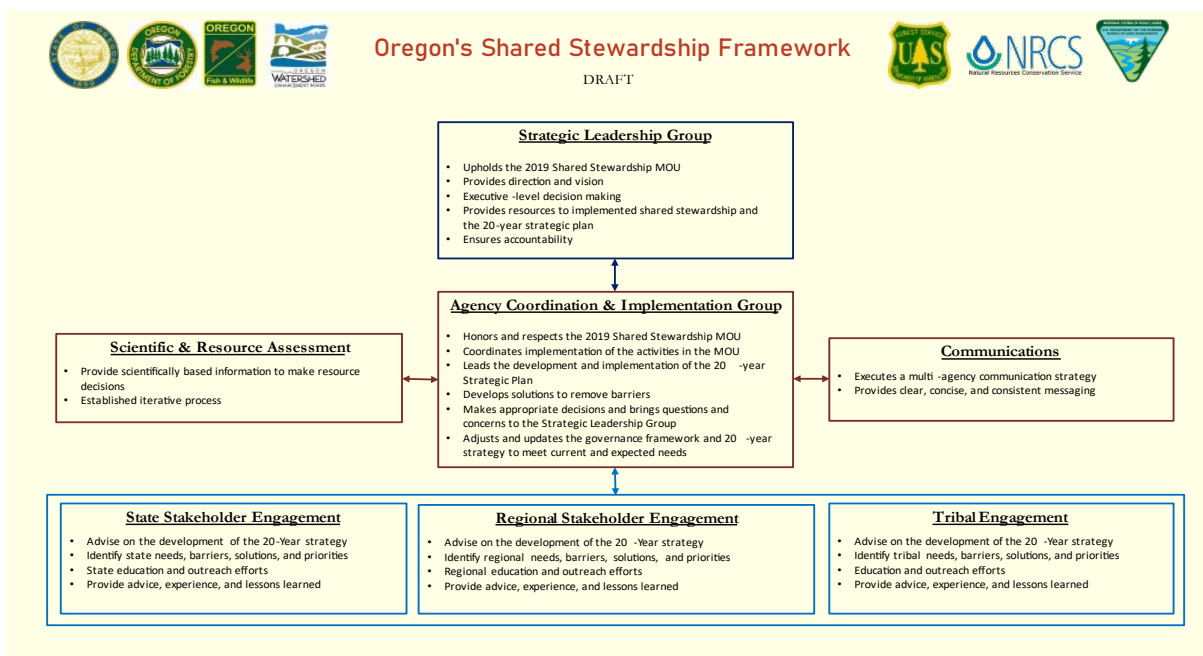
Governance Structure and Engagement Mechanisms

The Shared Stewardship governance structure is the mechanism for operationalizing Shared Stewardship in Oregon. The governance structure is intended to reflect statements articulated in the MOU and SB 762. For example, the MOU calls for “A governance process that respects and builds on Oregon's grassroots collaborative approach.” The MOU also states that “The State and the Forest Service agree that a Shared Stewardship approach that includes federal, state and local governments; Tribes; forest industries; environmental groups; other non-governmental organizations; and collaboratives can play a significant role in creating healthy and resilient forested [and rangeland] ecosystems....”

Similarly, SB 762 states that “When developing program and project selection criteria, the department shall, to the extent practicable, consult and cooperate with state and federal agencies, counties, cities and other units of local government, federally recognized Indian tribes in this state, public and private forestland and rangeland owners, forest and rangeland collaboratives and other relevant community organizations.”

The proposed Shared Stewardship governance structure is intended to respect the intentions of the MOU and SB 762 by supporting an open, transparent, inclusive, and accountable process. The structure is designed to provide forums for engagement and cooperation with Tribes, a range of stakeholders and units of local governments, and federal and state agency representatives. The SLG collectively makes decisions related to Shared Stewardship and the 20-year Strategy. However, each agency retains its decision authority for its respective lands and responsibilities.

The proposed governance structure represents an initial set of forums and flows of information to support development of the 20-year Strategic Plan and the goals of Shared Stewardship. Additional or modified forums may be created over time as needs emerge or as improvements are suggested. Once the 20-year Strategic Plan is completed and Shared Stewardship transitions into implementation of investments and tracking results, the structure will be reconsidered to ensure it is effectively supporting these new roles.



Oregon's 20-Year Strategy Framework

The proposed Shared Stewardship governance structure consist of the following standing forums:

Strategic Leadership Group (SLG)

The Strategic Leadership Group (SLG) is the executive-level decision-making body providing direction and vision for Shared Stewardship in Oregon and developing and implementing Oregon's 20-year Strategic Plan. The SLG is composed of federal and state agency leaders who have committed to the goals of the MOU. Current SLG membership is:

State

- Oregon Department of Forestry: *State Forester*
- Oregon Department of Fish and Wildlife: *Director*
- Oregon Watershed Enhancement Board: *Director*

Federal

- United States Forest Service: *Regional Forester*
- Natural Resource Conservation Service: *State Conservationist*
- Bureau of Land Management: *State Director*
- Bureau of Indian Affairs: *Regional Director*

The role of the SLG is to:

- Honor and respect the 2019 Shared Stewardship MOU and support implementation of SB 762.
- Provide direction, vision and executive-level decision making.
- Coordinate with Sovereign Tribal Nations, Governor's Office, Congressional Delegation, and state legislators.
- Provide guidance and commit resources to implement Shared Stewardship and the 20-year Strategic Plan.
- Ensure accountability to the goals of the MOU and to the outcomes identified in the forthcoming 20-year Strategic Plan.

Agency Coordination & Implementation Group (ACIG)

The Agency Coordination & Implementation Group (ACIG) is responsible for coordinating development of the 20-year Strategic Plan and implementing the intentions of the MOU and SB 762. The ACIG serves as the staff-level hub for operationalizing Shared Stewardship across state and federal agencies and for ensuring engagement and cooperation with Tribes, stakeholders and others. ACIG works with the Scientific and Resource Assessment Team on data aggregation and management and with the Communications Team to coordinate communications. ACIG also works with the Shared Stewardship advisory committees and workgroups to establish workgroup work plans, also serving as a communications bridge between the Advisory Committees and the SLG. ACIG is composed of staff from each of the organizations represented in the SLG.

ACIG's responsibilities are to:

- Maintain the 2019 Shared Stewardship MOU
- Coordinate implementation of the activities in the MOU
- Lead the development and implementation of the 20-year Strategic Plan
- Support integration of Shared Stewardship goals into agency culture and operations

Scientific and Resource Assessment Team

The Scientific and Resource Assessment Team (SARA) is responsible for data aggregation and providing the best available science to support the ACIG and SLG. The SARA team will prepare responses and analyses identified by the ACIG to provide direction and vision for Shared Stewardship in Oregon and developing and implementing Oregon's 20-year Strategic Plan. The SARA team will be comprised of scientific experts that will be appointed by the ACIG depending on the resource subject that is being focused on.

Communications Team

A Communications Team will be composed of communications specialists from state and federal agencies and outside consultants involved in Shared Stewardship. The Communications Team will support Shared Stewardship efforts by providing a unified, multi-agency communications strategy, clear, concise and consistent messaging, and a collaborative approach to shared messaging and storytelling. There is also a commitment to making the communication accessible, inclusive, and equitable. A primary goal of the Communications Team is to be proactive instead of reactive. The first step is to create a coordinated communications plan for Shared Stewardship.

Tribal engagement mechanisms

Tribes have a lot to contribute and may wish to play a significant role in Shared Stewardship and development and implementation of the 20-year Strategic Plan. As sovereign nations, Tribes are invited to engage in Shared Stewardship at multiple levels. During initial discussions, tribal staff indicated a preference for utilizing existing forums rather than establishing additional and potentially redundant forums to address Shared Stewardship topics. Thus, the current Tribal engagement structure reflects this approach. However, if these existing forums prove inadequate, adjustments will be made to ensure sufficient and timely opportunity for engagement and coordination with Tribes.

At the executive level, Tribal leaders are invited to engage directly with agency leaders or with the Strategic Leadership Group as needed. There are several forums where Tribal leaders and agency leaders periodically come together, and Shared Stewardship topics can be included on the agenda as needed. At the staff level, there are multiple existing forums in which tribes are already engaged with state and federal agencies on natural resource topics; Shared Stewardship topics will be added to these forums when appropriate to advance engagement and coordination with tribes. These forums include:

- Agency Tribal Workgroups
- Government-to-Government Cultural Resource Cluster and Natural Resources Workgroup
- State Legislative Commission on Indian Services (LCIS)
- Federal agencies (USFS, BLM, BIA, NRCS) state tribal liaisons

Stakeholder engagement mechanisms

The intent of stakeholder engagement is to reflect what the MOU calls the "Oregon Model" by bringing together diverse interests, finding common ground, and building greater support for large-scale landscape restoration projects. Development of the 20-year Strategic Plan will involve input with a wide range of stakeholders. The MOU and SB 762 identifies specific categories of stakeholders, including:

- Federal, state, and local governments, including counties, cities and other units of local government

Oregon's 20-Year Strategy Framework

- Forest industries
- Public and private forestland and rangeland owners
- Environmental groups
- Other non-governmental organizations
- Forest and rangeland collaboratives
- Other relevant community organizations

There will be multiple mechanisms to facilitate engagement, including standing forums, webinars, document review and comment opportunities. The formats and attendees may shift over time as the tasks, needs, and dynamics evolve.

To begin development of the 20-year Strategic Plan, two forums are proposed:

- **Regional Stakeholder Engagement:** Regional level stakeholder engagement will provide a forum for local collaboratives, partnerships and other groups doing relevant on-the-ground restoration work. Invitees will include the 26 forest collaborative groups specifically referenced in the MOU, all lands partnerships, and other place-based groups doing similar work. The role of the regional stakeholders is to help develop the 20-year strategy, including identifying needs, barriers, solutions, and priorities; helping with education and outreach efforts; providing advice, experience, and lessons learned; and ultimately implementing projects.
- **State Stakeholder Engagement:** State level stakeholder engagement will provide a forum for groups with a statewide perspective. Invitees will be drawn from forest industries; environmental groups; other NGO and relevant community organizations; representatives of public and private forestland and rangeland owners; and representatives of forest and rangeland collaboratives. The role of state level stakeholder engagement and its members includes advising on development of the 20-year strategy, including identifying needs, barriers, solutions, and priorities; helping with education and outreach efforts; providing advice, experience, and lessons learned; and ultimately implementing projects.

State stakeholder engagement is expected to convene monthly during the development and drafting of the 20-year Strategic Plan and engagement with regional stakeholders will take place in a series of regional forums throughout the state. Currently, statewide stakeholders are being selected and convened and a statewide strategy for regional stakeholder engagement is being developed.

20-year Strategic Plan

The MOU and SB 762 both call for development of “a 20-year strategic plan that prioritizes restoration actions and geographies for wildfire risk reduction that can be used to direct federal, state, and private investments in a tangible way.” The MOU further states that the state shall convene, and the Forest Service shall participate with, “a diverse group of stakeholders to help develop a statewide 20-year strategic plan focused on fire-prone forests and ecosystems of eastern and southwestern Oregon. Help set priority treatment areas using values at risk and scenario planning to focus investments on areas that will yield the greatest return.” The MOU also directs the state to “Develop a financial implementation plan that incorporates public-private partnership, including conservation finance to increase scale, by investing in appropriately-scaled infrastructure in rural communities.”

Oregon's 20-Year Strategy Framework

Relatedly, SB 762 directs the State Forestry Department to “design and implement a program to reduce wildfire risk through the restoration of landscape resiliency and the reduction of hazardous fuel on public or private forestlands and rangelands and in communities near homes and critical infrastructure.”

Ultimately, in addition to the directives in the MOU and SB 762, the objective of Shared Stewardship and the 20-year Strategic Plan is to develop a strategy with three core elements:

1. Jointly determine management needs at the statewide scale
2. Do the right work in the right place at the right scale
3. Use all available tools

The 20-year Strategic Plan is intended to describe how these core elements will be implemented.

The following sections describe proposed components of the 20-year Strategic Plan.

Draft outline of the 20-year strategic plan

The components and outline of the 20-year Strategic Plan are expected to evolve and change during the process of engaging with interested parties and compiling relevant information. At this early stage of development, the draft working outline of the 20-year Strategic Plan includes:

- I. Introduction/context/purpose
 - a. Shared Stewardship, MOU, SB 762 and why it is needed;
 - b. Challenges (fire, forest health, climate change, etc.);
 - c. Opportunities (kinds of work, business models, markets, funding, coordinated investments, etc.)
- II. Vision statement and strategic elements
- III. Governance and engagement
- IV. Shared Priorities
 - a. Geographic
 - b. Types of activities and investments
- V. Goals and Targets
 - a. Actions to achieve goals
- VI. Investment strategy
 - a. Existing funding sources, programs and authorities
 - b. Additional financing opportunities
 - c. Financial implementation plan
- VII. Accountability mechanisms and metrics
- VIII. Near term actions
- IX. Appendices
 - a. Existing plans and processes
 - b. How the Plan was developed: Participants and process

Proposed vision statement for the 20-year strategic plan

A vision statement is intended to clarify the intended outcomes, inspire people to work toward it, and point those involved in a consistent direction.

The MOU articulates “A shared vision of healthy and resilient forested ecosystems, vibrant local economies, healthy watersheds with functional aquatic habitat, and quality outdoor opportunities for all Oregonians.”

During initial planning meetings, federal and state agency representatives considered the MOU vision statement for the 20-year Strategic Plan and proposed changes. Suggested modifications included:

- Broadening the focus from forested ecosystems to include grasslands and other ecosystem types. This led to a preference for the term “landscapes” rather than “forested ecosystems.”
- Broadening the statement to remove potentially limiting aspects and allow for changing priorities over time. This led to substituting the specifics of “vibrant local economies, healthy watersheds with functional aquatic habitat, and quality outdoor opportunities for all Oregonians,” with “supporting Oregon’s social, economic and ecological goals.” Please note that the specific aspects removed from the vision statement are now included as Strategic Elements (see below).
- Simplifying and shortening the statement to focus on the 20-year Strategic Plan’s core purpose.

The resulting proposed Vision Statement for the 20-year Strategic Plan is:

Healthy and resilient landscapes supporting Oregon’s social, economic and ecological goals.

Proposed strategic elements

The 20-year Strategic Plan’s Strategic Elements are intended to articulate the range of activities and investments the plan will support. They provide a level of specificity beyond the Vision Statement and describe the broader intentions of the 20-year Strategic Plan. The proposed Strategic Elements are designed to reflect goals and intentions articulated in the MOU and SB 762. These may evolve as information is developed and further engagement occurs with Tribes, stakeholders and others.

The 20-year Strategic Plan’s current proposed Strategic Elements are:

- Reduce wildfire risk to communities
- Enhance resilience in landscapes in the face of climate change
- Create functional aquatic and terrestrial ecosystems
- Support vibrant local economies
- Protect healthy watersheds and water resources
- Provide quality outdoor opportunities for all Oregonians
- Promote equity through the stewardship of landscapes

As the 20-year Strategic Plan is developed, the Strategic Elements will guide planning related to activities and investments. They will be used to establish goals and actions that collectively add up to realizing the vision of healthy and resilient landscapes.

Proposed prioritization process

The MOU and SB 762 specify development of “A 20-year strategic plan that prioritizes restoration actions and geographies for wildfire risk reduction that can be used to direct federal, state, and private investments in a tangible way.”

Developing shared priorities is a crucial step in the Shared Stewardship process. The process must be open, transparent, inclusive, and accountable, as well as objective and science-based. Key questions to resolve include:

- What types of priorities are included (e.g., locations; actions; investments; local capacity; monitoring; research; data collection)?
- How are priorities presented?
- What criteria is used and how is it weighted?
- What data and decision-support tools are used?
- What process is used to establish priorities?
- How can priorities be altered over time?
- How can interested parties provide input at each stage of the process?

Engagement with Tribes, stakeholders and others is needed to explore these and other questions before a detailed prioritization process and mechanism is proposed. Therefore, the following process is proposed to address these questions and others that may arise while honoring the MOU's operating principles to be open, transparent, inclusive, and accountable.

1. ACIG will develop an initial proposal for a prioritization mechanism that includes types of priorities, criteria, data inputs, decision support tools and a process for prioritization
2. This initial proposal will be vetted with Tribes and stakeholders and ultimately vetted and endorsed by the SLG.
3. The endorsed prioritization process will be implemented, resulting in draft priorities.
4. Tribes and stakeholders will vet the resulting draft priorities and consider refinements; priorities will be vetted and ultimately endorsed by the SLG.

Prioritization criteria

The criteria used for prioritization and the weight that each criteria is given are important considerations. As a starting point, the MOU and SB 762 articulate criteria for prioritizing activities and investments to achieve shared goals. The MOU provides the following themes for developing a long-term strategy:

- Initial focus on fire-prone forests and ecosystems of eastern and southwestern Oregon;
- Emphasize restoration around communities at highest risks of wildfire;
- Emphasize communities at high risk of losing wood processing infrastructure and/or workforce, especially underserved communities in rural Oregon;
- Set statewide priorities at the appropriate scale and provide analytical science to empower collaborative groups and communities to develop locally-based solutions;
- Identify strategies and needs on both public and private lands;
- Recognize communities with capacity and/or a track record for success and innovation, while supporting communities to build capacity where needed; and
- Incorporate evolving best-available science in adaptation and mitigation responses to climate change and other major ecological and social drivers.

SB 762 states:

In selecting and administering projects, the department shall:

- ...Identify strategic landscapes that are ready for treatment, giving priority to projects within the landscapes that are:
 - (A) On lands in the four highest eNVC risk classes identified in the United States Forest Service report titled "Pacific Northwest Quantitative Wildfire Risk Assessment: Methods and Results" and dated April 9, 2018;
 - (B) Inclusive of federal lands with treatment projects currently approved under the National Environmental Policy Act (42 U.S.C. 4321 et seq.);
 - (C) Focusing on treatments protective of human life, property, critical infrastructure, watershed health and forest or rangeland habitat restoration; and
 - (D) Part of a collaborative partnership with agreements across diverse forestland or rangeland stakeholders that use an expansive, landscape-scale approach to address underlying causes of poor wildfire resilience and elevated risk of wildfire or that establish innovative approaches to addressing the underlying causes that could be implemented on a larger scale.
- To the extent practicable, identify and support projects that are designed to:
 - (A) Evaluate varying types of fuel treatment methods;
 - (B) Leverage the collective power of public-private partnerships and federal and state funding, including leverage of the coordination of funding to support collaborative initiatives that address the underlying causes of elevated forestland and rangeland wildfire risk across ownerships; and
 - (C) Optimize the receipt of federal government investments that equal or exceed department investments.

Accountability mechanisms and metrics

The MOU and SB 762 articulate the importance of accountability as a component of Shared Stewardship and the 20-year Strategic Plan. The MOU directs the state and USFS to "Help develop a set of metrics that measure progress on creating the outcomes of healthy, resilient forests; vibrant local communities; healthy watersheds with functional aquatic habitat; and quality outdoor opportunities." The MOU also directs the state and USFS to work collaboratively together and with stakeholders to develop "A science-based and tractable monitoring and accountability approach to measure outcomes by which we can gauge progress and adjust the approach accordingly." SB 762 states ODF "shall work in coordination with federal land management agencies, institutions of higher education and third parties to develop consistent performance measurements and condition-based metrics for monitoring and communicating the effectiveness of state investments and project actions in reducing wildfire risk on public or private forestlands and rangelands and in communities."

As the 20-year Strategic Plan is developed, accountability mechanisms and metrics consistent with the MOU and SB 762 will be proposed and vetted by Tribes and stakeholders, and ultimately vetted and endorsed by the SLG.

Products needed to produce the 20-year Strategic Plan

In many cases, information needed to produce the 20-year Strategic Plan already exists. However, in some cases information will need to be gathered or assessed in new ways to support the Plan's development. Below is an initial list of products that will be gathered or produced to support development of the 20-year Strategic Plan. Additional products and analyses may be added as work evolves and additional feedback is received. The timeframe for this work is July-December 2022.

- Relevant reports, plans, maps, data, decision support tools, and other information. These will be used as a starting point for developing priorities, goals, actions, and accountability metrics.
- Compilation of priorities and goals from existing plans. These will be referenced as priorities in the 20-year Strategic Plan are developed.
- Capacity & readiness assessment. This will help assess needs and capacity for on-the-ground activities at spatial scales.
- Prioritization mechanism and resulting priorities. These will help guide investments.
- Goals and Targets, and steps to achieve goals
- Existing funding sources, programs and authorities and additional financing opportunities. This will provide a foundation to develop an investment strategy.
- Metrics and accountability mechanisms

With regard to the first item (relevant reports, plans, maps, data, decision support tools, and other information), SB 762 provides an initial list, which includes:

- Statewide map of wildfire risk/ Oregon Wildfire Risk Explorer
- Lands in the four highest eNVC risk classes identified in the United States Forest Service report titled "Pacific Northwest Quantitative Wildfire Risk Assessment: Methods and Results" and dated April 9, 2018
- Federal lands with treatment projects currently approved under the National Environmental Policy Act
- Design the projects to complement programs and projects of the Oregon Watershed Enhancement Board or other state agencies as needed
- Design the projects to involve the Oregon Conservation Corps Program ..., to the maximum extent possible
- A project under this section may not include commercial thinning on: (a) Inventoried roadless areas; (b) Riparian reserves identified in the Northwest Forest Plan or in federal Bureau of Land Management resource management plans; (c) Late successional reserves, except to the extent consistent with the 2011 United States Fish and Wildlife Service Revised Recovery Plan for the Northern Spotted Owl (*Strix occidentalis caurina*); (d) Areas protected under the federal Wild and Scenic Rivers Act (P.L. 90-542), national recreation areas, national monuments or areas protected under ORS 390.805 to 390.925; (e) Designated critical habitat for species listed as threatened or endangered under the Endangered Species Act of 1973 (P.L. 93-205) or by the State Fish and Wildlife Commission under ORS 496.172, unless commercial thinning is already allowed under an existing environmental review or recognized habitat recovery plan; or (f) Federally designated areas of critical environmental concern or federally designated wilderness study areas.

Timeline

To develop the 20-year strategy, four general phases of work are identified below. These phases are intended as conceptual guides rather than distinct categories since specific activities will evolve over time and possibly occur earlier or later than specified. Engagement with Tribes, stakeholders and agencies will continue throughout on a consistent basis via the governance structure as processes and products are designed and produced.

Phase 1: Build the Foundation: Jan 2022 - July 2022

- Designate ODF Lead
- Develop governance structure and engage federal and state agencies
- Initiate engagement with Tribes and stakeholders
- Draft framework for plan development

Phase 2: Compile Information: July - Dec 2022

- Identify and gather reports, maps, data, etc.
- Produce supporting materials (priority maps, capacity & readiness assessment, etc.)
- Develop goals and targets and Identify steps to achieve goals
- Develop metrics and accountability mechanisms
- Engage with Tribes, stakeholders and agencies on a consistent basis through the governance structure

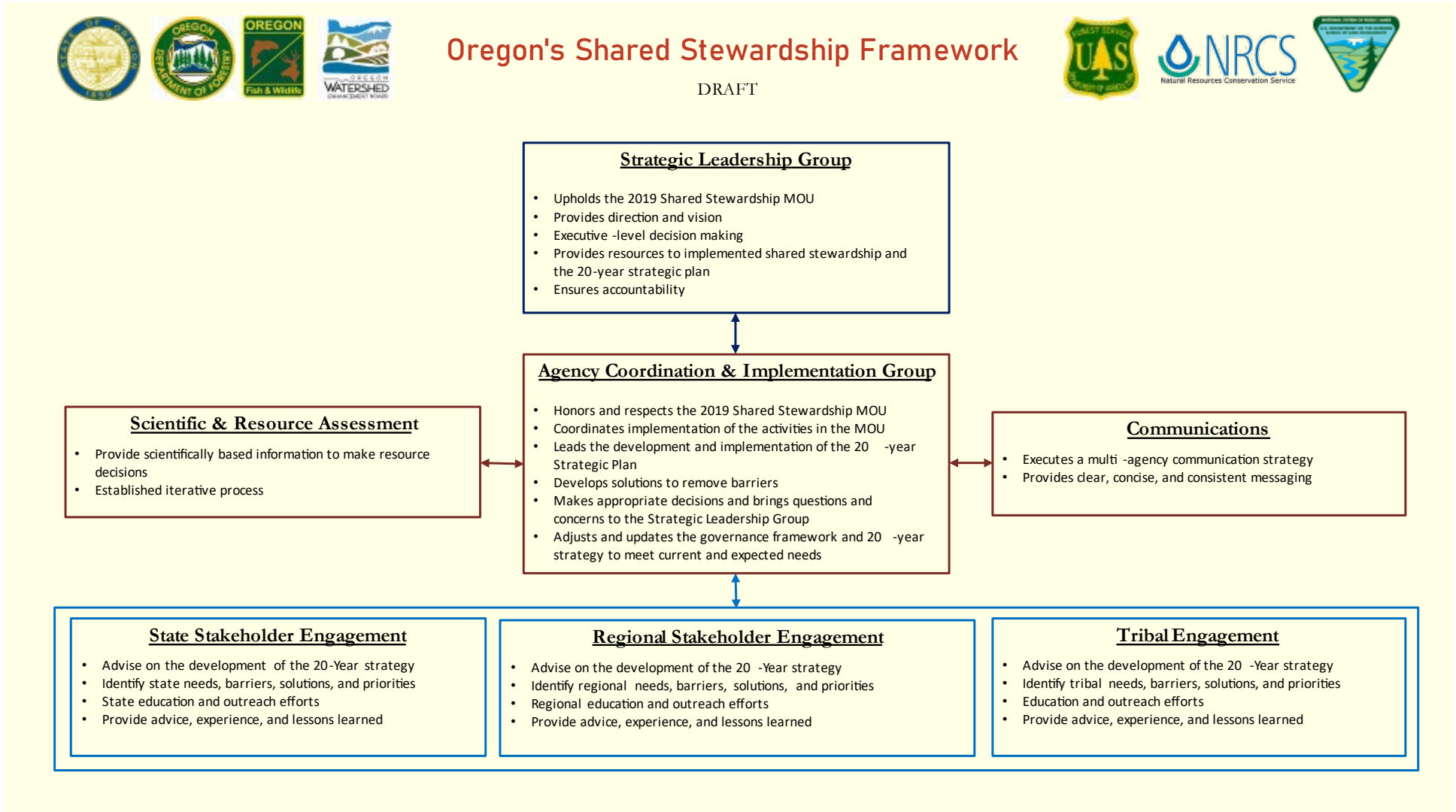
Phase 3: Draft the Plan: Jan - Jun 2023

- Produce draft 20-year Strategic Plan
- Review Plan with Tribes, stakeholders and agencies through the governance structure
- Finalize the Plan with endorsement from the Strategic Leadership Group
- Publish the 20-year Strategic Plan

Phase 4: Implement the Plan: July 2023 □

- Publicize the Plan
- Implement near term action steps with Tribes, stakeholders, agencies and others
- Engage with Tribes, stakeholders and agencies on a consistent basis through the governance structure
- Conduct and publicize accountability reviews
- Adapt goals, actions and governance as needed

Appendix



Oregon's 20-Year Strategy Framework

Historical Context

	Significant Events
<p>2000: National Fire Plan Response to severe wildland fires, reduce fire impacts on rural communities, and assure sufficient firefighting capacity in the future.</p>	2002 2013
<p>2014: National Cohesive Wildland Strategy To safely and effectively extinguish fire when needed; use fire where allowable; manage our natural resources; and as a nation, to live with wildland fire. Three goals: Resilient Landscapes, Fire Adapted Communities, & Safe and Effective Wildfire Response.</p>	2015
<p>2016: Oregon Secretary of State Audit To reduce the impacts of fire operations on personnel and programs, and to sustain or improve operations and to reduce the threat of wildfire through prevention and to detect fires early before they become large, as well as to minimize the financial and environmental losses fires cause.</p> <p>2016: Master Good Neighbor Authority (GNA) agreement signed A critical tool to perform cross-boundary restoration work, the Good Neighbor Authority began to be used in Oregon to complete restoration activities on federal forestlands. The Master GNA agreement, signed by Governor Brown and the heads of ODF, ODFW, and Forest Service Region 6, provided a framework from which activities under GNA occurred on Forest Service lands in Oregon.</p> <p>2017: WDNR 20 Year Strategic Plan Increasingly large and expensive wildfires have led other states to identify pathways to accelerate the pace and scale of forest health management and restoration and take actions to reduce wildfire risk in communities.</p>	2017
<p>2018: HB 4118 Passed by the Oregon Legislature, this bill codified the commitment to work across land ownership boundaries and created, "...a policy of the state to pursue projects under Good Neighbor Authority that increase timber harvest volume, contribute to job creation, reduce wildfire risks to all lands, improve wildlife habitat and watershed health and stimulate local economies."</p>	2018
<p>2019: Governors Wildfire Council The Council is tasked with reviewing Oregon's current model for wildfire prevention, preparedness and response, and analyzing the sustainability of the current model to provide recommendations to strengthen, improve, or replace existing systems.</p> <p>2019: Shared Stewardship MOU (S2) To document the commitment of the State, represented by the Governor's Office and Oregon Department of Forestry, and the Forest Service to work collaboratively to create a shared stewardship approach for implementing land management activities in the state of Oregon.</p>	2020
<p>2021: SB 762 Comprehensive legislation passed with bipartisan support that provided more than \$220 million to help Oregon modernize and improve wildfire preparedness through three key strategies: creating fire-adapted communities, developing safe and effective response, and increasing the resiliency of Oregon's landscapes.</p> <p>2021: Infrastructure Investments and jobs Act (IJA) Increasingly large and expensive wildfires have led other states to identify pathways to accelerate the pace and scale of forest health management and restoration and take actions to reduce wildfire risk in communities.</p>	2021