

## Oregon Board of Forestry – Virtual Public Meeting

Wednesday, April 21, 2021

This meeting will be an informal information session and will serve as an initial orientation for the board's three new members. Members of the public are invited to view the meeting and virtual field tour online at the link below. There will not be a live public comment opportunity, but you are welcome to send written comments to [BoardofForestry@oregon.gov](mailto:BoardofForestry@oregon.gov).

**Link to view Board of Forestry Meeting available at**  
<https://www.youtube.com/c/OregonDepartmentofForestry>

**Board Orientation Session – Roll Call**

- 9:00 – 10:00    **1. State Forester Welcoming Comments and Board Member Introductions** ..... State Forester Peter Daugherty and Robin Harkless  
*National Policy Consensus Center, Robin Harkless will facilitate the orientation retreat portion. Board members to introduce themselves, participate in facilitated Q &A, and engage in conversation with other members.*
- 10:00 – 11:25    **2. Department Executive Team, Division Overview, and Major Themes for 2021**..... Executive Team and Division Leadership  
*Department will introduce the Board to the full Executive Team. Division Chiefs and Program Directors will provide a high-level overview of what they do, how their work ties to the Board's work plans, and discuss major topics that will be in front of the Board in 2021. Facilitator to field questions among Board members and Executive Team.*
- 11:30 – 12:00    **3. Forestry Program for Oregon and Planning Cycles**..... John Tokarczyk and Peter Daugherty  
*Highlight the Board's strategic plan key elements, goals for revision, connection with Board and Department's planning cycles. Facilitator will explore Board's questions and seek closing comments.*
- 12:00 – 12:15    **4. Session Close-Out**..... Chair Kelly, Board Members, and Robin Harkless  
*Chair, members, and facilitator will provide a recap of the morning session and closing comments.*
- 12:15 to 1:00        Lunch

**Board Virtual Tour – Roll Call**

- 1:00 – 1:10        **Setting the Stage**..... Kyle Abraham  
*Department will provide opening comments, outline the order of tour presentations, and introduce main presenters.*
- 1:10 – 1:40    **1<sup>st</sup> Stop Forest Practices Incentives – Stewardship Agreements**..... Nate Agalzoff  
*Department to present contextual information to the Board on stewardship agreements with definitions, roles, regulatory practices, and landowner objectives. Ties connection between regulation with non-regulatory and voluntary approaches to forest management. Additionally, for non-industry landowners highlight the linkage to incentive-based opportunity (HFRP) which yields additional value to both the landowner and the resource. Other beneficial outcomes from forest management and landowner efforts will be presented.*
- 2:00 – 2:45    **2<sup>nd</sup> Stop Port Blakely: A Stewardship Story**..... Mike Warjone, Lance Christensen, Bonny Glendenning,  
 ..... and Claudine Reynolds  
*Port Blakely, a fifth-generation family-owned forest products company, will present on the organization's history and management goals relative to the Stewardship Agreement they enacted in partnership with ODF in 2020. Voluntary conservation practices, the benefits, and challenges of implementing a 30,000-acre Stewardship Agreement, and the importance of building community partnerships will be discussed. Perspectives will also be offered on forest management in relation to balancing social, economic, and habitat goals.*
- 2:45 – 3:00        **Break**
- 3:00 – 3:30    **3<sup>rd</sup> Stop Advancing Shared Stewardship**..... Jeff Burns  
*Department to present contextual information to the Board on creating new opportunities to increase the pace and scale of forest restoration across boundaries with multiple partnerships reaching new communities. The goal is to consolidate numerous planning processes and utilize unique and often finite resources to focus on a landscape scale as efficiently and effectively as possible in the spirit of Shared Stewardship.*
- 3:30 – 4:15        **Board Discussion with Panel of Presenters and Closing Comments**..... Kyle Abraham and Panel of Presenters  
*Opportunity for Board members to explore these topics further by asking questions of panelists, providing feedback on presentations and discussing the information relative with their future work. Board Chair and members can provide closing comments.*

Times listed on the agenda are approximate. At the discretion of the chair, the time and order of agenda items—including addition of an afternoon break—may change to maintain meeting flow. The board will hear public testimony [\*excluding marked items] and engage in discussion before proceeding to the next item.\* A single asterisk preceding the item number marks a work session, and public testimony/comment will not be accepted.

**BOARD WORK PLANS:** Board of Forestry (Board) Work Plans result from the board's identification of priority issues. Each item represents commitment of time by the Board of Forestry and Department of Forestry staff that needs to be fully understood and appropriately planned. Board Work Plans form the basis for establishing Board of Forestry meeting agendas. Latest versions of these plans can be found on the Board's website at: <https://www.oregon.gov/odf/Board/Pages/AboutBOF.aspx>

**PUBLIC TESTIMONY:** The Board of Forestry places great value on information received from the public. The Board accepts written comments on all agenda items except consent agenda and Work Session items [see explanation below]. Those wishing to testify or present information to the Board are encouraged to:

- Provide written summaries of lengthy, detailed information.
- Remember that the value of your comments is in the substance, not length.
- For coordinated comments to the Board, endorse rather than repeat the testimony of others.
- To ensure the Board will have an opportunity to review and consider your testimony before the meeting, please send comments no later than 72 hours prior to the meeting date. If submitted after this window of time the testimony will be entered into the public record but may not be viewed by the Board until after the meeting.
- For in-person meetings, sign in at the information table in the meeting room when you arrive. For virtual meetings, follow the sign up instructions provided in the meeting agenda.

General comments may be submitted anytime for consideration by the Board. Submit any written comments to [BoardofForestry@oregon.gov](mailto:BoardofForestry@oregon.gov), and those received will be distributed to the Board. Audio files and video links of the Board's meetings are posted within one week after the meeting at <https://www.oregon.gov/odf/Board/Pages/BOFMeetings.aspx>

The Board cannot accept comments on consent agenda items, work sessions, orientation sessions, or a topic for which a public hearing has been held and the comment period has closed.

**WORK SESSIONS:** Certain agenda topics may be marked with an asterisk indicating a "Work Session" item. Work Sessions provide the Board opportunity to receive information and/or make decisions after considering previous public comment and staff recommendations. No new public comment will be taken. However, the Board may choose to ask questions of the audience to clarify issues raised.

- During consideration of contested civil penalty cases, the Board will entertain oral argument only if Board members have questions relating to the information presented.
- Relating to the adoption of Oregon Administrative Rules: Under Oregon's Administrative Procedures Act, the Board can only consider those comments received by the established deadline as listed on the Notice of Rulemaking form. Additional input can only be accepted if the comment period is formally extended (ORS 183.335).

**GENERAL INFORMATION:** For regularly scheduled meetings, the Board's agenda is posted on the web at [www.oregonforestry.gov](http://www.oregonforestry.gov) two weeks prior to the meeting date. During that time, circumstances may dictate a revision and/or delay of the agenda, either in the sequence of items to be addressed, materials available, or in the time of day the item is to be presented. The Board will make every attempt to follow its published schedule, and requests your indulgence when that is not possible.

In order to provide the broadest range of services, lead-time is needed to make the necessary arrangements. If special materials, services, or assistance is required, such as a sign language interpreter, assistive listening device, or large print material, please contact our Public Affairs Office at least three working days prior to the meeting via telephone at 503-945-7200 or by email at [forestryinformation@oregon.gov](mailto:forestryinformation@oregon.gov).

Use of all tobacco products in state-owned buildings and on adjacent grounds is prohibited.

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**State Forester Welcoming Comments and Board Member Introductions**

Agenda Item No.:	2
Topic:	Department Executive Team Introductions, Division Overview, and Major Topics for 2021
Date of Presentation:	April 21, 2021
Contact Information:	Peter Daugherty, State Forester 503-945-7200, <a href="mailto:peter.daugherty@oregon.gov">peter.daugherty@oregon.gov</a>

## **SUMMARY**

The Oregon Department of Forestry (Department) will introduce the Board of Forestry (Board) to the Executive Team and each member will describe their role in the department. Division Chiefs and Program Directors will provide a high-level overview of what they do, how their work ties to the approved work plans, and discuss the major topics to be presented to the Board in 2021. Robin Harkless, Project Manager National Policy Consensus Center's Oregon Consensus Program will be moderating and facilitating the orientation session for the Board.

## **CONTEXT**

As part of its strategic planning process, the Department defined its mission, vision, and values.

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

**Vision** Our vision consists of four equal parts describing our desired state.

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

**Values** We use a set of values to guide our work. They are:

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

The Executive Team provides executive leadership for the agency, setting priorities, strategic direction, and policy; building key relationships; and establishing and clarifying expectations. Our Executive Team has 13 members (listed alphabetically):

- Kyle Abraham, Private Forests Division Chief
- Jeff Burns, Partnership & Planning Program Director
- Jacqueline Carter, Chief Audit Executive
- Peter Daugherty, State Forester
- Liz Dent, State Forests Division Chief
- Doug Grafe, Fire Protection Division Chief
- Bill Herber, Deputy Director for Administration
- Joe Hessel, Eastern Oregon Area Director
- Tricia Kershaw, Human Resource Manager
- Joy Krawczyk, Public Affairs Manager
- Dave Larson, *Incoming* Southern Oregon Area Director
- Dave Lorenz, Southern Oregon Area Director
- Brian Pew, *Incoming* Eastern Oregon Area Director
- Lena Tucker, Deputy Director for Operations, Deputy State Forester
- Andy White, Northwest Oregon Area Director

The Board work plans are developed to assist the Department in meeting the Board's objectives for a biennium. The Board recently engaged in a midcourse correction and approval of 2020-2022 work plans in January 2021. To view the latest versions of the work plans, visit the Board's *About Us* webpage, available by clicking on the provided link.

<https://www.oregon.gov/odf/board/Pages/aboutbof.aspx>

In 2019 to 2020, Board members worked to enhance working relationships, open communication, and setting expectations for Board performance. The State Forester assisted the Board in developing documents that recorded this work and act as guidance for current and future versions of the Board on governance best practices. Of note, three relevant documents emerged, 1) governance policy, 2) Board expectations, and 3) governance topics remaining to be explored. The set of Board Governance documents were approved in July 2020, posted online, and are accessible by clicking on the link.

<https://www.oregon.gov/odf/board/bof/bof-governance.pdf>

## **ATTACHMENTS**

The Department assembled one-page overviews of the various divisions and programs overseen by the Executive Team.

1. Agency Administration Division
2. Human Resources
3. Internal Audit
4. Public Affairs
5. Fire Protection Division
6. Private Forests Division
7. State Forests Division
8. Partnership and Planning

# Agency Administration



## Who we are

The Administrative Branch provides business management guidance to the department, and administrative services to internal and external customers in accounting, budgeting, contracting, purchasing, personnel management, property management, public outreach, and overall business management through nine programs.

## Administration Modernization

Leads efforts to transform and modernize the administrative capabilities of the agency. It focuses on system implementation and innovative process improvements within the department's business processes and controls, infrastructure, applications and systems across all administrative service delivery channels.

## Budget Management

Works to ensure that the department's budgetary resources are adequate by providing policymakers with analysis and recommendations on policy initiatives related to the department's biennial budget, supporting budget development, and monitoring budget execution for compliance with policy and statutory objectives.

## Contracts and Acquisition Management

Provides strategic, technical, and operational support and oversight for the department's procurement activities such as contracts, grants, agreements, purchase orders, and contract administration activities, minimizing risks and ensuring the best value is obtained.



### **Equipment Pool**

Provides statewide leadership, direction, and support services in the areas of equipment logistics and business management to ensure sustainable stewardship and modernization of agency fleet, communication technologies and systems infrastructure.

### **Facilities Capital Management**

Responsible for managing, monitoring, and developing the department's facility assets to meet long-term strategic capital needs, lifecycle replacement, sustainability performance requirements, operations and maintenance activities.

### **Financial Services**

Provides fiscal services in accordance with federal and state laws, rules, policies and procedures, utilizing complex accounting systems and techniques to provide fiscal data for department programs financed through a variety of funding appropriations.

### **Human Resources**

Aims to attract and retain a diversified, empowered, and high-performing workforce in an equitable way that reflects Oregon values. They provide quality, responsive customer service in direction, guidance, and assistance on personnel, training, payroll management, and safety matters that promote a safe, inclusive, and supportive workplace for our permanent and seasonal employees throughout the state.

### **Information Technology**

Manages the department's statewide information technology (IT) program, providing planning, coordination and services in database administration, application development, GIS, data processing, technology training, computer, software and peripheral purchasing, communications, data security, web technologies, and system administration for all enterprise systems.

### **Public Affairs**

Tells ODF's story, helping Oregonians connect with and understand our services through strategic communications, platform and product enhancements, media relations, web and social media oversight, public meetings support and responsible records management.

### **Contact**

Bill Herber, Deputy Director for Administration

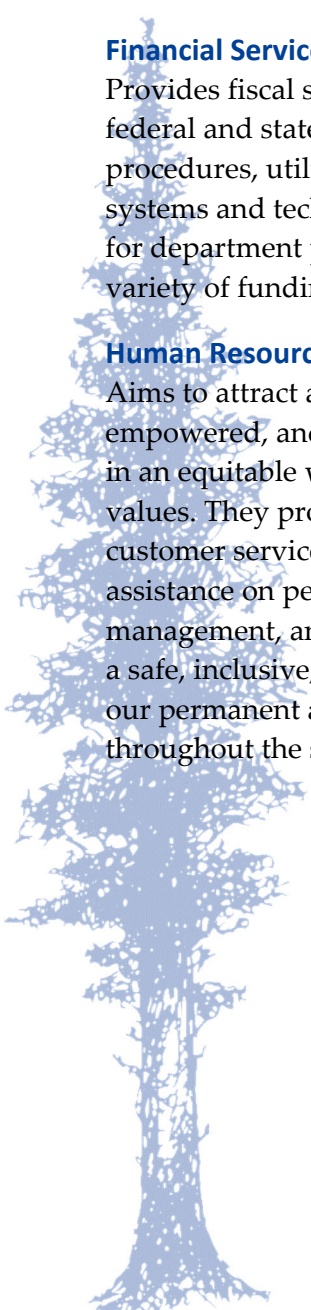
503-945-7203

[Bill.Herber@oregon.gov](mailto:Bill.Herber@oregon.gov)

James Short, Assistant Deputy Director for Administration

503-302-8478

[James.Short@oregon.gov](mailto:James.Short@oregon.gov)





# Human Resources



## Human Resources and Employee Services Unit

The Human Resources (HR) Program is responsible for the overall management of the department's comprehensive personnel/labor relations program for approximately 800 permanent and 700 seasonal employees located throughout the state. HR functions as a resource to agency managers and employees in assisting them to operate with the greatest possible flexibility within the framework of personnel laws/rules, and labor agreement requirements and provides direction and assistance to managers in meeting agency goals by helping them recruit, hire, develop, and retain qualified employees. The program is responsible for administering and interpreting the collective bargaining agreements and rules and for overseeing all activities governed by them such as recruitment, selection, training, performance appraisal, grievance resolution, participating in arbitrations, and other legal venues, disciplinary actions, contract negotiations and safety and workers compensation management, Affirmative Action/ Equal Employment Opportunity/ Americans with Disabilities Act (ADA).

## Workday Human Resources Information System

In 2019, Workday was launched as the statewide Human Resources Information System (HRIS) system. This system is being implemented in phases with the first phase being the Human Capital Management (HCM). The second and third phases are the Learning Management System Replacement that is scheduled for implementation in June 2021. The learning module will replace our current learning management system iLearn and will allow the state to tie enterprise learning to the onboarding job changes, promotions and competencies. The Payroll and Timekeeping Replacement is

scheduled for implementation in July 2022. This module will replace our current OSPA system and will enhance employee centric self-services, reduce complexities in our processes and improve HR effectiveness. HR is actively involved in both workgroups and preparing the agency for these significant changes.

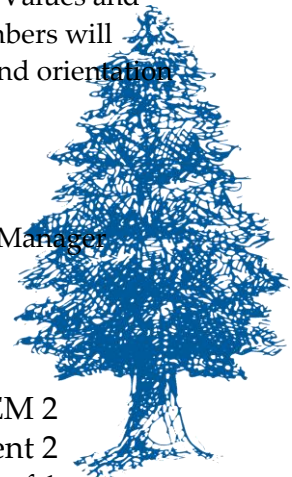
## Diversity, Equity, and Inclusion

In 2019, a small DEI committee was formed with the purpose to develop initiatives and work to support the agency's priority to cultivate an environment where individuals of diverse backgrounds and experiences, and perspective have an inclusive and equitable opportunity to excel professionally and personally.

Honoring diversity and fostering an equitable and inclusive environment is not an "initiative" with a start and end point and it takes continuous effort. Therefore, the committee determined that to make the progress desired and further our efforts, a recommendation to develop a council was proposed and approved. The DEI council will be comprised of 8 members that consists of rotating Executive Team Member, Human Resources Manager or Designee, DEI Officer (a new position included in the Governor's recommended budget for 21-23), Division/Program employees, District/Field employees, and Administrative Support. The DEI Council will be focused on development and implementation of DEI initiatives for the agency and aligning them with our Vision, Values and Goals. Solicitation for Council members will begin in May with an onboarding and orientation to take place in June 2021.

## Contact

Tricia Kershaw, Human Resources Manager  
[patricia.e.kershaw@oregon.gov](mailto:patricia.e.kershaw@oregon.gov)  
503-945-7296



# Internal Audit



## What is internal auditing?

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an agency's operation.

At its simplest, internal auditing involves identifying the risk that could keep an agency from achieving its mission, making sure the organization's leaders know about the risk, and proactively recommending improvements to help reduce the risks.

## Auditing at Oregon Department of Forestry (ODF)

ODF has one internal auditor. Oregon state agencies with an internal audit department are required to perform a risk assessment and one risk-based audit annually. In addition, they must perform a governance audit every five years. The use of college interns and other agency staff has allowed audit services to perform other needed audits, consulting engagements, as well as those required by rule or standards. In addition, the agency utilizes external auditors from other agencies to review audit work not performed by interns. Standards require audit work papers be reviewed to ensure objectives are achieved, quality is assured, and staff have the skill to perform the audit.

Administratively, internal audit reports to the Deputy for Administration, but ultimately, internal audit is accountable to the audit committee which provides oversight of the agency's auditing and internal control, and helps ensure independence of the internal audit function. The purpose of the committee is to assist management in carrying out its oversight responsibilities. The audit committee charter, which is approved by the Board of Forestry, outlines the roles and duties of the committee and its members. The committee meets at least four times a year and includes one Board of

Forestry member, one external finance/auditing professional, one external executive, and two ODF Managers.

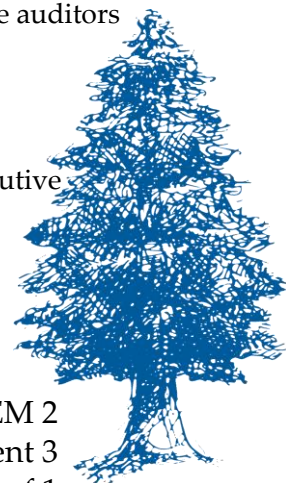
ODF's internal audit follows professional standards and the code of ethics set forth in the Red Book, from the Institute of Internal Auditors International Standard for Professional Practice of Internal Auditing. These standards require an external agency peer review every five years of the internal audit function.

## What are the benefits of internal audit?

- Helping to identify and prioritize risk to agency missions and goals.
- Evaluating agency governance, programs, and operations.
- Assessing the adequacy of, and compliance with, the internal control framework (such as policies and procedures) that guides agency operations.
- Making recommendations for strengthening internal controls and preventing/detecting fraud.
- Consulting (formally and informally) with agency managers and staff on best practices, process improvements, and other topics as needed.
- Identifying opportunities and making recommendations to implement best practices that reduce vulnerabilities and inefficiencies.
- Serving as a liaison and advisor with external audits, such as Secretary of State auditors and federal auditors.

## Contact

Jacqueline Carter, Chief Audit Executive  
[Jacqueline.F.Carter@oregon.gov](mailto:Jacqueline.F.Carter@oregon.gov)  
503-945-7206



# Public Affairs Program



## About the program

The Public Affairs Program resides organizationally within the Administrative Branch and includes eight positions to provide internal and external communications support to the department. This support includes strategic communications and outreach and engagement planning, message development, media relations, and management of the department's web, social media and public records functions.

As public servants, every department employee has a role in informing and engaging with the public. Agency leadership has the additional responsibility of ensuring staff have the information needed to do their jobs and feel engaged with the organization. Whether the audience is internal or external, the goal of sharing information and engaging with people is to build and maintain trust, which is why the department strives for transparent, accurate, and effective communications and interactions with all audiences.

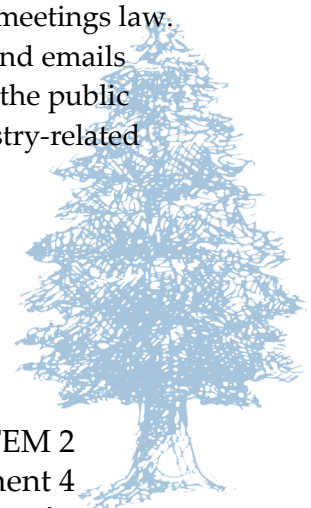
While everyone at ODF is part of the department's achievement of that goal, the Public Affairs Program has an integral role in these activities by establishing department-wide policies and procedures for communications activities, and supporting and assisting divisions and programs in sustaining, enhancing, and expanding their communications efforts.

There is an ever-increasing demand for information about the work state government does on behalf of Oregonians and the expectation for faster response times. To meet these demands involves constant monitoring of and response to media and public questions,

comments, and concerns, which come to the department via social media, email, and phone calls. It also means more planning, content development, and dissemination of informational documents and more emphasis on planning and facilitating meetings that allow for engagement between the public and stakeholder groups and the department. The expectation for more information is also manifesting itself in the growing number and complexity of public records requests received by the department.

## Primary responsibilities

- Strategic communications, outreach, and engagement planning.
- Creation of products to help deliver information, including fact sheets, publications, news releases, videos and photographs, web content, and talking points.
- Creating connections with the public through activities such as:
  - Media relations.
  - Overseeing the department's web and social media presence.
  - Managing the department's public records program.
  - Assisting with compliance with statutory requirements under the state's public meetings law.
  - Answering calls and emails from members of the public with general forestry-related questions.



# Protection Division



## Who we are

The Oregon Department of Forestry protects 16.2 million acres of private, public and tribal forestlands from wildfire that have an estimated value of more than \$60 billion. Approximately 4.6 million acres of ODF protected lands falls within the Wildland Urban Interface. The goal of the Protection Division is to minimize acres burned and suppression costs while protecting Oregonians and their natural resources from wildfire. Wildfire protection is provided through a complete and coordinated system that incorporates the resources of federal wildfire agencies, other state agencies, city and rural fire protection districts, rangeland protection associations, forest landowners, industrial operators, and contractors.

## Fast facts

- **Base budget \$54 million annually**  
General Fund (GF) / Private Landowner and Public Lands Assessments to protect 16 million acres of forestland.
- **\$5 million statewide severity**  
\$2 million GF and \$3 million Oregon Forest Land Protection Fund (OFLPF).

- **\$25 million insurance policy**  
Covers large fire costs with a deductible of \$50 million. The first \$20 million is funded between the GF & OFLPF and the next \$30 million is the responsibility of the state.
- **14 ODF / association protection districts**
  - 11 ODF
  - 3 Forest Protective Associations (FPAs)
- **390 full-time equivalent (FTE)** Majority of positions account for boots on the ground firefighters.
- **27 total aircraft**  
Two state / association owned aircraft, nine association and district funded aircraft and 16 severity-funded aircraft.
- **Approximately 220 engines**
- **3 nationally qualified incident management teams**
- **74 fire detection cameras**
- **Support for 24 rangeland associations**





## ODF Protection Division

Oregonians depend on forestlands for a wide range of social, environmental, and economic benefits. Forests support living-wage jobs in the forest products industry, recreation opportunities, tourism, clean air and water, and habitat for fish and wildlife. Because of the wide range benefits that forestlands provide, **wildfires impact all Oregonians.**

As the largest fire department in Oregon, we emphasize prevention of human-caused fires, severity mitigation, early detection, and aggressive initial attack to keep fires small. The Protection Division manages the department's fire suppression resources and leads the state's complete and coordinated wildfire response system.

In recent years, fire seasons throughout Oregon have become longer, costlier, and more complex. On ODF protected lands, the 10-year average for number of fires is 952 and acres burned is 95,336. Across all ownerships in Oregon, we experience approximately 2,000 wildfires for 677,000 acres burned on a 10-year average. Fire suppression costs across the state are growing as a result.



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**Initial attack**--Resources including handcrews, engines, heavy equipment, and aviation that are the first line of response at the local level.

**Severity**--Handcrews, engines and aviation that are moved around the state based on risk factors such as fuels conditions, weather forecasts, and firefighting needs.

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Over the last decade, the department's annual average gross large-fire expenditures has increased from \$10 million per year to over \$70 million per year.

**Air support** is important in suppression and detection, especially in rugged and remote areas where many lightning-caused wildfires begin. The division's aviation program ensures statewide access to sufficient air resources.

**Detection cameras** are another critical piece of fire suppression technology. Local networks of cameras are used alongside general public reporting, aircraft reconnaissance, and forest lookouts to find new fires as early as possible.

ODF also staffs three nationally-qualified **incident management teams** that assist with large, complex fires and other emergencies. Many of the personnel on the teams are from the department's non-fire programs.

## Contact

Doug Grafe, Protection Division Chief  
503-945-7204

[Doug.Grafe@oregon.gov](mailto:Doug.Grafe@oregon.gov)

AGENDA ITEM 2

Attachment 5

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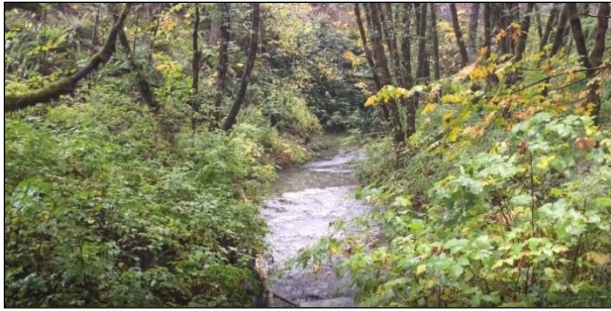
# Private Forests Division



## Private forestland

Oregonians depend on healthy, well cared for forests. These forests provide many benefits, such as:

- Clean air and water
- Raw materials
- Quality jobs
- Carbon control
- Recreation and tourism
- Fish and wildlife habitat



Oregon's privately owned forests cover 10.3 million acres. That's 34 percent of the state's forested lands. Landowners have varied goals. The division works with landowners to help them reach their goals while protecting and improving natural resources. This means helping them keep the lands forested and care for the forests, providing long-term benefits.

## Forest Practices Act

The Forest Practices Act protects natural resources and fosters sound management of forests. Based on public input and science, more than 40 updates have been made in 50 years. The division administers the Act. It uses a multi-pronged approach: develop sound laws; encourage best management practices; educate the public and regulated community; and enforce the law.



Our team helps landowners learn the technical parts of managing forests, so they can meet and exceed the law's protections. The training and support cover how to:

- Protect water and wildlife habitat
- Keep forests healthy
- Improve and sustain urban forests
- Grow quality tree seeds



## Wildfire response

As we have seen, wildfires can affect many forests and people. Healthy, well-managed forests help reduce the risk of fires spreading. The division works with federal and local agencies to provide forestry training and assistance. Our staff administers federal grants intended to improve tree health and reduce fire risks. The projects often focus on brush control and thinning to create natural firebreaks. This helps protect people from smoke and wildfire impacts.



Wildfire response includes most division employees. Our team is flexible and efficient. During the summers, most staff serve in a fire role – working on a fire or backfilling for those who do. The division’s core business is often set aside to support the response needs. The fire-response work saves people and property, while protecting the forest economy and environment. Historically, this worked. However, it is not likely a long-term solution given the current climate.

Fire recovery takes years. Well-trained staff help landowners before wildfires to reduce fire risk, and restore forests after catastrophic wildfires. Our team has been doing this after the 2020 wildfires. The staff bring together landowners, local, state, and federal partners to help restore private forestland. The teams help find ways to quickly and thoughtfully replant the burned forests.



### **Sound Management Approach**

The Private Forest Division’s work is key to good jobs, a strong forest economy, and a healthy environment. Our team delivers the sound approach to manage forests, conserve natural resources, and maintain clean water.

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# State Forests Division



## Who we are

The Oregon Department of Forestry actively manages state forests under the mandate of Greatest Permanent Value to provide a full range of social, economic, and environmental benefits.

- Manage to create resilient, productive forests in the context of a changing climate.
- Distribute millions of dollars to counties to help support local healthcare, education, law enforcement, and other services Oregonians need and value.
- Support living-wage jobs – particularly in rural areas.
- Implement strong conservation practices, ensuring sustainable forests with clean air and water.
- Protect, maintain, and enhance habitat for native fish and wildlife.
- Provide opportunities for outdoor activities like camping, hiking, biking, horseback riding, hunting, off-highway vehicle riding, and target shooting.
- Use a transparent public engagement process - seeking input from a wide range of interested Oregonians.
- ODF created the Tillamook Forest Center to build deeper connections between the public and Oregon forests through interpretive and educational experiences.

- With the Oregon Department of Corrections, ODF co-manages South Fork Forest Camp, where adults in custody learn to fight fires, plant trees, build trails and more while rehabilitating for a productive life after incarceration.

## Fast facts

- ODF manages about 730,000 acres of Board of Forestry land and 33,000 acres of Common School Forest land in 15 counties, reaching from Oregon's northwest corner to Klamath County.
- Two-thirds of revenue from Board of Forestry land is distributed to counties, schools, and local taxing districts. Revenues from Common School Forest land contribute to the Common School Fund.
- State Forests Division receives no general fund dollars – management is funded through the sale of timber.
- ODF harvests approximately 1-2% of the forest land base per year and plants about 3 million trees each year.
- State forests provide habitat for native fish, amphibians, Northern-spotted owls, marbled murrelets, and other threatened and endangered species.





## Advisory Committees

The State Forests Division benefits from engagement with two important advisory committees. The [Forest Trust Land Advisory Committee](#) (FTLAC) is comprised of county commissioners from the counties that receive revenue from state forest lands, established by statute to advise the Board on forest management and policy. The [State Forests Advisory Committee](#) (SFAC) is a citizen advisory committee representing the diverse interests of all Oregonians that provides input on state forests management activities and policies.

## Tillamook Forest Heritage Trust

The Division also benefits from its relationship with the non-profit [Tillamook Forest Heritage Trust](#). The Trust serves as a catalyst for public/private partnership in support of the recreation, education and interpretation mission of the State Forests Division.

## Habitat Conservation Plan

The Division's current major policy focus is the development of a [Habitat Conservation Plan](#) (HCP) and its companion Forest Management Plan (FMP) for western Oregon state forest lands. ODF currently complies with the Endangered Species Act through a process called "take avoidance." This approach requires extensive and costly species surveys, resulting in shifting protections that, over time, is likely to limit the quality and durability of the habitat provided. It also creates management uncertainty related to evolving and uncertain ESA legal requirements for forest management. An HCP can improve certainty around outcomes for timber harvest,

conservation, county revenues, and other public values articulated in greatest permanent value, especially in light of climate change.

## Santiam State Forest Restoration

The [Santiam State Forest](#) was extensively damaged by the Labor Day fires of 2020. About 16,600 acres burned in a mosaic pattern across the landscape with varying fire intensities. State forests are managed for fire resiliency, and several large tracts within the fire perimeter showed low-intensity burns. Other areas saw high fire intensity that killed most trees on the landscape and caused extensive damage to roads, trails and other infrastructure. ODF has a long history of rehabilitating burned forests, including the Tillamook State Forest. The Division's focus on the Santiam State Forest has now shifted to fire recovery and forest restoration that will occur over the next several decades.

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# Partnership and Planning Unit



## Who we are

Proper planning and partnership promote positive performance. This is the role of the Oregon Department of Forestry's Partnership and Planning Program. The program is split into two separate units, the Federal Initiatives Unit (FIU) and the Policy and Analysis Unit (PAU). Both units work across the entire agency on a variety of topics that are not specific to a single division. There is a frequent nexus between policy makers and the implementation of both policies and funding.

## The Federal Initiatives Unit (FIU)

The Federal Initiatives Unit supports field staff work, the Private Forest Division, and the Protection Division by:

- Managing, tracking, and administering federal grants.

- Implementing the Good Neighbor Authority and Federal Forest Restoration Program.
- Providing support in applying for grants from a variety of sources.

This work continues through the life of awarded grants. For example, for each of the grants the department receives the FIU tracks finances, compiles accomplishment reports, and closes out documentation. FIU has close partnerships with federal agencies, non-profit organizations, and sibling State agencies that facilitates grant management and successful applications.



### The Policy and Analysis Unit (PAU)

The Policy and Analysis Unit consists of a team of subject matter experts. The unit houses the agency's forest ecologist, economist, business development specialist, biomass specialist, land use specialist, and forest carbon policy analyst. Each one of these positions works with ODF leadership, across agency divisions, other agencies and government partners, and stakeholders to further the goals of the department and provide needed analysis and policy input.

Recent work by the PAU includes:

- An assessment of forest carbon through the Forest Ecosystem Carbon Report (2019).
- The Harvested Wood Products Report (in final prep).
- The Sawmill Energy Report (in final prep).

These form the basis of the Oregon forest carbon accounting framework. Each is based on the current best available science for carbon accounting in forests. This framework was developed to be iterative and will continue to provide a contemporary accounting of Oregon's forest carbon and flux.

The forest economist provides key information and data to the state economists. The data supplied supports state forecasts and economic interpretation, development of the biennial budget, and agency forecasts, as well as informing policy discussions.



Conservation and Development is key to this work. PAU partners with the development of the periodic land-use conversion report and provides input to DLCD on many topics, from conversion to climate change. This has been a successful partnership; thanks in part to the state's land use rules and goals, 97% of Oregon forestland in 1973 is still forestland.

### Contact

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Agenda Item No.:	3
Work Plan:	Board of Forestry Planning
Topic:	Forestry Program for Oregon and Planning
Presentation Title:	Forestry Program for Oregon and Planning Cycles
Date of Presentation:	April 21, 2021
Contact Information:	John Tokarczyk, Planning and Analysis   Director 503-945-7414, <a href="mailto:john.a.tokarczyk@oregon.gov">john.a.tokarczyk@oregon.gov</a>

## **SUMMARY AND CONTEXT**

The Planning and Analysis Director will provide an overview of the Forestry Program for Oregon, Board of Forestry (Board), and Department of Forestry (Department) strategic plan key elements, goals for revision, and connection with the Board and Department's planning cycles. The overview will support facilitated discussion.

## **BACKGROUND**

*Forestry Program for Oregon* – The document describes the Board's mission, values, vision, goals, objectives, and indicators of sustainable forest management. The Board's mission establishes the overall purpose of the Board of Forestry and the values identify the Board's guiding philosophies related to forestry. The vision describes conditions the Board wants to establish, looking at a 20-year horizon. The goals identify what the Board of Forestry wants to achieve over the next eight years. Altogether the mission, values, vision, and goals describe the future the Board is striving to achieve. In this context, objectives are short-term actions upon which the Board intends to focus its efforts.

The Forestry Program for Oregon is not itself a statute or administrative rule. Rather, it provides a coherent foundation for future Board policy deliberation and guidance to Departmental initiatives and planning and is revised on an eight-year cycle.

The Forestry Program for Oregon is a central element of the Board of Forestry's framework for strategic planning and strengthens the Board's ability to be an effective policymaker in partnership with all Oregonians. The primary focus of Board strategic planning is to:

- Direct the Department in the implementation of the Board's goals and objectives in the Forestry Program for Oregon.
- Focus resources and efforts on the most important issues and priorities that will promote and create the desired future.
- Measure and report performance.
- Provide an improvement cycle that allows both the Board and the Department to make informed changes when necessary.

The full realization of the Forestry Program for Oregon is inherently limited by economic constraints, resource availability, and other factors. To address these factors, the Board will review and revise objectives to refocus work on areas where emphasis is needed through policy development, agency actions, budgeting, legislation, and coordination with partners and stakeholders.

*Strategic Planning* – The Board and Department utilize several interrelated processes for developing and implementing strategic direction and operation aspects of agency business with planning occurring at the Board, Agency, and operational levels.

*Board Planning* – Board planning is driven by board priorities which are informed through multiple inputs, including the Board’s Forestry Program for Oregon, Agency budgets, statutes, Governor initiatives, public interests, resource conditions, and other factors. These inputs establish the Board’s Priorities, which inform Board Work Plans such as the Climate and Carbon Plan, which informs Agency and Division work and initiatives.

*Agency Planning* – Agency-level planning utilizes strategic planning to achieve desired goals where agency business changes are identified, and specific initiatives or actions are developed to affect those changes. This process revolves around a strategic assessment and development of focus areas, which inform strategic initiatives designed to achieve focus area interests. The strategic assessment is carried out biennially with agency leadership (Executive Team), Board of Forestry (October Planning Retreat), and the broader Leadership Team.

The assessment is designed to identify longer-term strategic goals for the agency in the coming 3-to-5-year period. These strategic goals inform strategic initiatives the agency is pursuing or identifies new needs to pursue in the next biennium that is external (e.g., Board, budget, legislative, etc.) or internal (e.g., specific to a division or across divisions) to agency operations to achieve goals. Examples of strategic initiatives include additional or modified agency authority (e.g., statutory or administrative), change to a key business area (e.g., funding, service delivery), or action requiring significant stakeholder involvement.

*Operational Planning* – Operation planning is the third element of planning and addresses the annual implementation of agency businesses in both field units and Divisions and Programs. At times, this process identifies key actions and resources that each Division will need to include in operations plans for the implementation of strategic initiatives.

# Board of Forestry

## Virtual Tour – 4/21/2021



### Tour overview

The Board of Forestry (Board) has established goals in the *Forestry Program for Oregon* for achieving the sustainable management of Oregon's public and private forests. The Board believes all the issues, challenges, and opportunities surrounding Oregon's forest resources can be organized and discussed within these goals. The Board tour will spotlight objectives included in Goal A, C, and D.

**Goal A is to promote a fair legal system, effective and adequately funded government, leading-edge research, and education, and publicly supported environmental, economic, and social policies.**

Goal A Objective 2 is to support an effective, science-based, and adaptive Oregon Forest Practices Act and a strong, but flexible, Land Use Planning Program as the cornerstones of forest resource protection on private lands in Oregon. The Board will use non-regulatory methods as much as feasible to achieve public-policy goals on private forestlands and consider the use of additional regulatory methods only when non-regulatory methods are either not feasible or are not likely to achieve the desired outcome.

**Goal C is to protect and improve the productive capacity of Oregon's forests.**

Goal C Objective 5 is to promote policy frameworks and land management assistance programs that recognize and encourage the diverse management objectives of Oregon's public and private forest landowners. Diverse forest management objectives provide a suite of

benefits which collectively, in appropriate proportions and locations, will meet Oregon's environmental, economic, and social needs.

**Goal D is to protect and improve the physical and biological quality of the soil and water resources of Oregon's forests.**

Goal D Objective 1 to use education, engineering, incentives, and enforcement of the Forest Practices Act to protect soil productivity and water quality on non-federal forestlands.

The Board's approach to forest regulation directs the Department of Forestry, when solving a problem, to consider a broad range of alternatives, including non-regulatory alternatives, and to select the least burdensome approach. These objectives recognize that regulatory approaches tend to be more costly than non-regulatory alternatives, and every increase in management cost increases pressure on economically marginal forestland to convert to non-forest uses.

The purpose of the April Board tour is to hear and see recent examples regarding the use of non-regulatory alternatives and how those are integrated into various aspects of the department's work. In addition to this work, is the Oregon Plan for Salmon and Watersheds is another voluntary program for improving water quality, salmon habitat, and watershed health. The Oregon plan prioritizes necessary actions throughout Oregon for restoring and protecting watershed health and function thus providing for a resilient ecosystem.



Private forest landowners have been instrumental in implementing and reporting voluntary measures under the Oregon Plan. Forestland owners have invested close to \$108 million in restoration activities since the start of that program.

At the first stop we will hear about Stewardship Agreements and landowner objectives. We will talk about the connection between management with non-regulatory and voluntary approaches to forest management. Additionally, we will share the linkage for non-industry landowners to incentive-based opportunities. Bringing those opportunities within reach provides additional value to both the landowner and the resources.

At the second stop we will see how Port Blakely has worked to form the largest stewardship agreement in Oregon to enhance

habitat protections for 30,000 acres of working forest in Northwest Oregon.

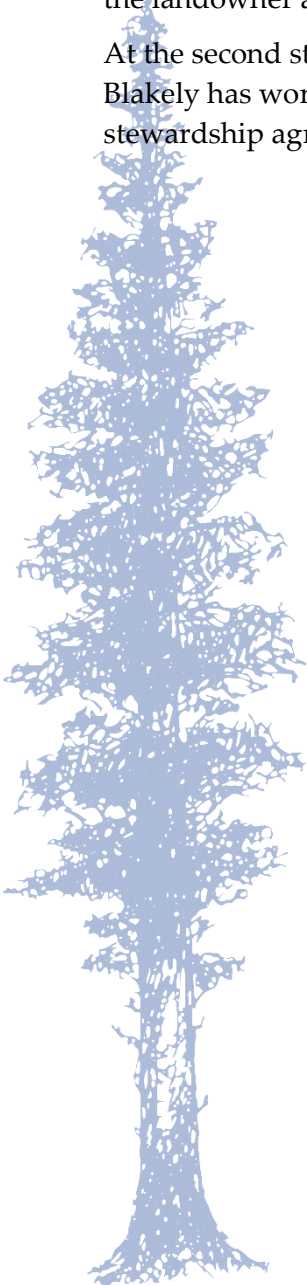
Then we will talk about approaches on federal lands to advance shared stewardship opportunities to increase the pace and scale of forest restoration.

Finally, we will end with an opportunity for questions and answers with the panelist of presenters and encourage discussion by Board members.

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# Board of Forestry

## Virtual Tour – 4/21/2021

### Forest Practices Incentives – Stewardship Agreements

Several different programs are delivered through the Oregon Department of Forestry (ODF) Private Forests Division. Field offices implement two categories: landowner assistance and the



administration of the Oregon Forest Practices Act. Landowner assistance scope of work includes cost-share programs, education, and

other service forestry functions that rely on a largely voluntary and incentivized approach. The Oregon Forest Practices Act is regulatory in nature. It is administered in practice with the “3-E’s” — education, engineering, and enforcement, as this helps landowners and Stewardship Foresters work together towards desired forest outcomes. In our landowner toolkit there is a tool that blends these two categories, called a Stewardship Agreement.

This tour stop will consist of two main parts. Up first will be a presentation from staff that will provide an overview, the intention and history of Stewardship Agreements in Oregon. In addition, this presentation will also touch on how Stewardship Agreements can help landowners access other programs and financial assistance to achieve their goals. The most notable of these to date have been the Natural Resources Conservation Service’s Healthy Forest Restoration Program (HFRP) and our programmatic Safe Harbor agreement for the Northern Spotted Owl.

After the staff presentation, the tour will spotlight the Bauman Tree Farm with a video on how they utilized a Stewardship Agreement. The Bauman Tree Farm entered into an agreement with ODF in

2013. The Bauman’s own a non-industrial, family forest and seek to manage their land for both sustainable timber revenue as well as multiple resource values. Now several years later, this arrangement has resulted in greater management flexibility for the landowner, a benefit to species of concern, and the conservation of critical habitat. In addition, and in alignment with the original legislative intent, the relationship between the owners of Bauman Tree Farm and ODF has evolved, proving to be mutually beneficial and supportive.

Following the video, Lindsay Reaves of the Bauman Tree Farm will be available to engage the Board directly. This discussion will be an opportunity for the landowner to provide further details about their management philosophy, objectives, and challenges.

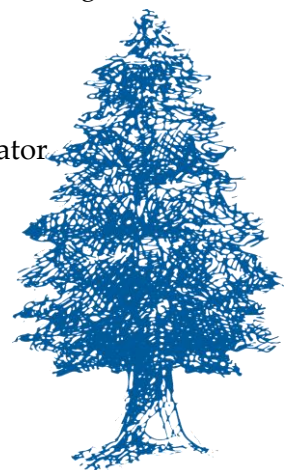


As written in OAR 629-021-0100, the goal to improve fish and wildlife habitat and water quality cannot succeed through laws and government actions alone. The Stewardship Agreements echo the spirit of volunteerism and stewardship many Oregonians value and a collaborative effort that ODF strives to support as these incentivized programs become more utilized across Oregon.

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# Board of Forestry

## Virtual Tour – 4/21/2021



### Stewardship Agreement for Port Blakely's John Franklin Eddy Forestlands

Clackamas County, Oregon

April 2021

#### Summary

In the spring of 2016, Port Blakely began discussions with state and federal agency partners with the goal of developing a Stewardship Agreement (SA) and Habitat Conservation Plan (HCP) for our forestlands in Clackamas County, Oregon. The forests cover an area of approximately 30,000 acres and are home to diverse and vibrant ecosystems.

Voluntary conservation agreements are a key component of Port Blakely's approach to stewardship forestry and our commitment to producing sustainable forest products while protecting ecosystems. Such agreements help us manage our land not only to be productive but to create wildlife habitat, improve water quality, and enhance carbon sequestration. By seeking and collaborating with partners in this effort, we support our business while also benefiting the communities we do business in and the environment.

#### Our Approach

Our comprehensive landscape approach seeks to create and enrich fish and wildlife habitat through the implementation of specific conservation-focused practices. These practices consider the requirements of critical species and aim to diversify and protect unique and ecologically sensitive habitats. Practices outlined in the agreement include both protective and restorative management activities such as:

Leaving more standing wildlife trees and wider stream buffers than required under Oregon forest practice rules, protecting non-fish aquatic habitats and unstable slopes.

Retaining upland habitat patches, protecting unique ecological features, and retaining legacy features that are relics of past forests.

Reestablishing habitat features reduced as a result of previous land management activities including creating snags for perches and cavity dependent birds and bats, creating wood piles that could be used as denning sites, and placing large woody debris in fish-bearing streams.

Removing fish passage barriers, providing substantial riparian buffers, and implementing best road management practices.

#### About Port Blakely

Port Blakely's commitment to sustainability extends from our forests to the environment, to the company itself. The goal of ensuring continued family ownership for future generations drives today's leaders to look for innovative solutions to long-term stability. Owned by the same family since 1903, Port Blakely has been a leader in forestry in the Pacific Northwest for five generations. The company owns 149,000 acres of forestland in Oregon and Washington, as well as 93,000 acres in New Zealand. Stewardship and environmental responsibility are shared values of the company and the family. Ensuring the land is managed in a way that is profitable to the owners, responsible to the environment, and sustainable for future generations is critical to the goals and strategy of Port Blakely.

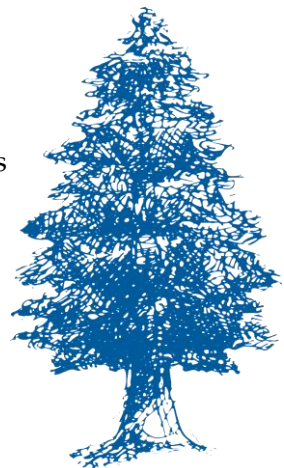
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# Board of Forestry

## Virtual Tour - 4/21/2021

### Advancing Shared Stewardship

In August of 2019, Governor Brown signed a Memorandum of Understanding (MOU) on the state's behalf with the US Department of Agriculture, 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."

This concept brings clarity and focus to working hand-in-hand across programs, across boundaries, and across interests, for the benefit of all Oregonians. ODF is now partnering with the Forest Service and others to give substance to this



concept and operationalize Shared Stewardship in the Pacific Northwest.

We are on the cusp of a new opportunity to

increase the pace and scale of forest restoration across boundaries with multiple partnerships, reaching new constituents in an innovative and enthusiastic way.

Over the years, we have developed several incentives-based and voluntary tools that continue to serve us well, but now have an additional opportunity to blend them into a more cohesive landscape scale strategy. Individual programs such as the Western States Fire Managers, Community Fire Assistance, Landscape Scale Restoration, and Urban & Community Forestry Grant Programs can now be developed to intersect with the Good Neighbor Authority (GNA) and Joint Chiefs' Strategy to manage large swaths of Oregon in concert with collaborative public participation. Breaking down funding barriers to

reach these goals has also become the rule and not the exception, which allows the flexibility to make common sense decisions.

### Eboard Funding: An Opportunity

On January 8, 2021, the Oregon Legislative Emergency Board (E-Board) approved the Oregon Department of Forestry's (ODF) request for \$5 million to collaborate across boundaries and ownerships on land management activities that improve community resilience to wildfire and restore and maintain resilient forests. This funding authority allowed ODF's Partnership and Planning Program (P&P) to conduct cross-boundary collaboration as an agency, and as a restoration partner. The P&P team developed the E-Board funding request and subsequent funding plan based on currently unfunded legislative directives. A public Call for Projects (CFP) solicitation addressed multiple state directives to engage, establish, and build diverse and inclusive working relationships using a Shared Stewardship approach.

The Oregon Department of Forestry's P&P Program leverages significantly more federal funds than it receives in general funds to fulfill the program's objectives. Modest and consistent investment into this program has resulted in considerable restoration funding entering the state through federal grant programs, GNA timber sales, and conservation partnerships. As momentum builds with the program's ongoing collaborations and successful projects, the more effective an all-lands approach will be as Oregon landowners pursue forest restoration and land improvement goals into the future.

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